

Blašková, M. – Blaško, R. (2008). Sustainable Development of Rural Tourism through Relations between Customers' and Employees' Motivation. In: Research Papers/ Scientific journal: Management Theory and Studies for Rural Business and Infrastructure Development No 4/2008, 19 – 28. ISSN 1822-6760 (database EBSCO)

SUSTAINABLE DEVELOPMENT OF RURAL TOURISM THROUGH RELATIONS BETWEEN CUSTOMERS' AND EMPLOYEES' MOTIVATION

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Annotation: Paper deals with theme of potential improving of the sustainable development of organizations acting in rural tourism, especially through prism of the employees' and managers' motivation of these organizations, the motivation of productive and non-productive organizations employees those are looking for services of rural tourism, and also the motivation of customers those through their behavior are consciously or unconsciously influencing the motivation of employees of rural tourism organizations. The paper also concerns an importance and defying of motivation in general, and discloses several basic differences of system of motivating and management of human potential between the organizations of productive character and organizations of rural tourism. In spite of the fact that motivation of employees and managers is often permanently self-maintainable and self-instigating phenomenon, the motivation has to be necessarily reconstructed, strengthened and harmonized thoroughly with motivation of the organization and with motivation of the customers.

Keywords: rural tourism, motivation, customers, motivation of employees, service.

1. Introduction

Sustainable-development dimension of human potential management contents the permanent effort of the organizations and their managers to orientate full attention to the future. However, it is important not only the near future, but especially the remote future of the organizations running and existence. Human potential, namely motivation, loyalty and enthusiasm of employees and managers, has to lead to the achievement of strong position/conditions in the field of social responsibility, sustentation of economical growth and care for an environment. At this dimension, it is necessary to prepare and rightly exploit wide spectrum of efficient motivation tools and incentives to the identification of every employee with these key objectives of the organization. We can present that only the connection of all dimensions of mission of human potential management (economical-flexible, motivational-efficient, development-harmonization, creative-dynamic) with sustainable-development dimension can be understood as a strategic pillar of next increasing in all parameters and outputs of the organizations concerned with tourism.

In these intentions, the aim of paper (from research point of view) is focused to an explanation of importance and three time dimensions of human potential motivation and possible cognitive forms of motivated behavior, with effort to draw attention to the necessity of systematic and correct influencing employees' behavior in their relations with customers, and also, the influencing customers' motivation and reactions to the behavior of employees of rural tourism organizations. Thereto, it is necessary to consider with various specifics of motivating human potential within rural tourism organizations in comparison to the

productive organizations, and especially, to consider with differences existing in the area of motivation of the employees and customers.

2. Importance of Motivation and Motivating Employees

In spite of knowledge that every individual or group are characteristic by certain their motivation, the defining motivation is not easy at all. For example, American authors Robbins and Coulter present that motivation is willingness to take considerable pains to achieve organizational objectives; this willingness is assumed by parallel satisfying individual's needs. Three elements are important in this regard: effort, objectives of organization and needs [9, 2004, p. 390]. Another authors present that motivation means all inner driving force of the individual, for example desires, effort etc. It is inner state of soul of man which is initiating him or set him in motion [3, 1964, p. 239].

Arnold with his colleagues are defining motivation in this way: "Motivation concerns such matters those influence people and instigate them in the decision making about what to do, how strongly to take pains and how long to take pains. But it is not the only factor which influences work performance – for example, the abilities, quality of equipments and coordination of the team members can be added to them" [2, 2007, p. 303].

According to Czech author Nakonečný the motivation is an intra-psychical inner process of creation of incentives to behavior which can have internal and external sources [7, 2005, p. 122]. Other Czech authors define motivation as a system of factors those constitute inner driving forces of activity of man. These forces direct man's recognition, experience and actions. They can be understood as dynamical tendencies of personality [8, 2002, p. 303].

It is suitable to complement also the opinion of Slovak authoress Grenčíková who introduces that motivation is complexity concept with physiological, biological, economical, psychological, sociological, but also much other expressions [5, 2006, p. 128].

Generally it is possible to mention that **motivation** represents *multilayered initiatory, identification, intensification, realisation and cognitive complex* and at the same time also a *process of creation a complicated human readiness to life, work and relation with the environment*. It is possible to understand the motivation as a system of ways, principles, habits those an individual uses in creation of the goals, priorities and basic directions of his present and future effort, and also as a complex of inborn or acquired (learned) manners of reactions to heterogeneous instigations and situations, and also as a system of relationships and attitudes to oneself, to other individuals or groups, to organization, to responsibility, to own development etc. Really, it is the process of preliminary determination of actual and potential shape of motivational basis of this individual – it is possessed and uniquely characteristic just for this individual.

On the basis of knowledge that quality of motivation of human potential principally determines the quality of organizational engagement, the motivation of the individuals is characteristic through its own positives and limitations. The

positives include: the individuals and groups with high motivation are able to work more effectively, with higher inventiveness, with higher responsibility than the individuals and groups with low motivation. But there can be included to the limitations that however the motivation is high, it is permanently confronted and lessened by too high demands of contemporary environment, by too high measure of stress and conflicts, by working and interpersonal failures etc.

From this reason it is necessary to increase the motivation in organization and orientate it to right direction (to the achievement of vision and objectives). This intentional process can be called as the **motivating**. Thus, the motivating is intentional, permanent, think-relational process, goal of which is to create convenient conditions and to use convenient motivational approaches, tools, events and arrangements in such way the quality and value of individual effort can increase. Afterwards, the value of outputs and parameters of the organization will increase also.

According to Armstrong and Stephens: “To motivate people in principle means getting them to the move in direction in which is desirable to move them in the intention of some result mastering. Well motivated people are people those have clearly defined goals, people those take action from which they expect fulfilment of these goals. Those people can be internally motivated, motivated by themselves ones. And if it means that they want to move them in right direction towards the goal achievement, then it will be the best shape of motivation“ [1, 2008, p. 70].

Subjects of motivating can expressively influence the dynamics of motivation, but also the dynamics of motivational processes, it means the **dynamics of the motivating**. A personality and motivation of every individual too is a **connection – continual intersection – of three time dimensions**:

- Past dimension.
- Present dimension.
- Future dimension [4, 2008, p. 72].

The character of **past motivation** is surely dynamically influenced by a lot of influences. For example: marked events or important aspects of (work) life of the individual and organization to this time, remembrances (positive, awkward, shameful, intimidating), past wishes and expectations (come true or not), effort of avoiding non-wished realities, achieved feeling of the past satisfaction etc. Past motivation forms the **present motivation** which is characteristic almost by certain change of perception of importance of past preferences and by transformation of past motives to the actual needs and ambitions of the individual. At the same time, present shape and intensity of motivation is the basis of **future motivation**. It will be transformed in the course of time, as a cognitively-action system of all past, actual and to this time non-achieved (but wished) motivation preferences.

3. Motivation within Productive Organization and Growth in Rural Tourism

The rural tourism ranks among dynamically developing branches of the service sector. This reality is influenced by knowledge that the employees of other organizations and enterprises (productive and nonproductive) put into their work

and behavior a great amount of élan, energy, effort and personality features. Each employer permanently escalates his requirements demanded from the employees and managers. The feeling of stress and the threat of a syndrome of burnout may increase continuously whereupon the confrontational situations become almost a standard (natural) part of the everyday working life. The employees feel themselves often overburdened, exhausted, stressed and tired. This dizzy tempo of work behavior is necessarily reflected in the effort, even in necessity, to **complement their reduced motivation and forces** much more often and much more attractively, especially through favourable, motivating and inspiring spending of their free time.

It means the overburdening and impairment of motivation of other organizations employees and managers may cause increased demand for services of rural tourism. Tired employees have to relax, let off steam and forget (for short time at least, but as full as possible) the work stress and interpersonal controversies within their organizations...

On the other hand, a lot of employees and managers consider the dizzy tempo and high requirements of the employer as absolutely natural, as motivating them for further performance and outcomes. From the reason of the desire to achieve a permanent feeling of satisfaction, self-realization and positive recognition from the side of organization executive, these employees work enthusiastically and create further new and new innovations and improvements. In spite of satisfaction from their work, provided them by the organization through a feedback on their performance, they feel that exist maybe also some other form of a recognition, and that this form of recognition may be very attractive for them. This new form may consist in so-called **self-rewarding**. It means the employees feel that they may be rewarded by themselves also for their above the average performance and demanded behavior, and they may reward themselves by many various ways. One of these ways can become an active spending of holiday/vacation also. Because of mentioned reason, they may look for rural tourism service at increased measure and they may choice such variant of relax which enables to complement their work satisfaction existing till now by the further satisfaction, i.e. by “feeling” satisfaction, life satisfaction.

In another case, the employees and managers of productive and nonproductive organizations, with intention to comply the exacting requirements of their employer, spend a majority of their time within the organization, at work. It concerns time also, which they should devote to their families and friends. By means of their enthusiastic work behavior, essentially, they deprive their close relatives (husband/wife, children, parents, the best friends etc.) of their presence, love, attention or common experiences. It seems they put their work before the family too much. Obviously these family dependents may feel them as neglected, overlooked and even rejected. After some time, their dissatisfaction with this state can start to increase and they start to express their dissatisfaction at greater extent. This situation can lead to the stage in which the considered employee or manager, with intention to remove arising family conflict and tension, can decide to spend with their family much more time over the weekends and holiday at least. It means

that he/she can try to *reward his/her family* by choice of much more varied or more colorful spectrum of free-time activities in the country (i.e. services of rural tourism).

On the basis of mentioned above ideas, it can be presented, that

- a) impaired,
- b) satisfied or
- c) incorrectly orientated *motivation of the employees and managers of other organizations can instigate the growth in demand for services provided by organizations of rural tourism, namely in various structure, attractiveness, price relation, frequency etc. of these services.*

In addition, the effort focused to permanent strengthening all organizations employees' and managers' motivation, i.e. **the effort focused to sustainable development of productive and nonproductive organizations provided through desirable motivation, determines the effort about sustainable development of rural tourism, and vice-versa.**

4. The Specificities of Motivation of Employees and Customers in Rural Tourism

Marketing of tourism means a systematic and coordinated orientation of business policy of organizations of tourism, as well the private and state policy of tourism also at local, regional, national and international level for as the best as possible satisfying of needs of some group of customers with purpose to achieve an adequate profit [6, 1993, p. 10]. A knowledge issues from presented definition that the organizations of rural tourism, in the field of employees' motivation, differ from organizations those produce the products or other types of services at a certain degree, but both these ones are very similar to a certain extent also.

The most important differences of system of human potential management include, for example, the differences concerned with *character of job and work places*. Within rural tourism organizations, the content of job is very changeable, manifold and interesting, but, sometimes this one is too demanding, difficult and stressing. The realization of key process focused to the increasing in effectiveness of all system of human potential management – job analysis – in these organizations is very problematic. Also, it is often very exacting to work out the written outcomes (documents) of job analysis, namely the job description and job specification. The work of concrete employee often includes wide variety of adequate activities, from manual work (realization of chosen and accepted service) to brainwork (preparation, creation of the service shape, content and form).

The work and behavior of employees in rural tourism are primarily focused to extraordinarily close and immediate contact (relations) with the customers. The employees realize everyday contact with customers, whereupon this contact changes permanently its participants. Thus, the employees of tourism organization stay almost the same, however the customers are changed permanently – after fulfilment of concrete customer's demand, a further customer comes, it means, the new customer with new expectations and needs. This frequency is really exacting quite often, especially from the psychical, emotional viewpoint. It seems the

employees must be focused empathically to concrete particular customer again and again, whereupon this empathic relation lasts only very short time almost. Just because of mentioned fact, this relationship must be *extraordinarily intensive*.

Other important difference consists in object of working behavior of rural tourism employees. This object concerns the *sale/providing very sensitive and very variable service*. The customers demand various attractiveness and various mix of vacation or holiday activities, always according to their individual wishes and imaginations.

In this field, several customers possess a *clear picture* of their demands (requirements) and they expect that the tourism employees will enable to fulfil defined in advance demands in unchanged structure, but in maximal quality and comfort and adequate price.

In other case, several customers *have not a cleared concrete picture of demand* in detail, and task of the rural tourism employees consists in putting the finishing touches to the customer's primary wish. They have to specify such offer to the customers which will meet their requirements, namely from the point of view of contents, time, quality and price of concrete claim.

However, there exists an important group of customers in this area, who *do not have absolutely any picture* of their holiday/relax in the country. These customers entrust the tourism employee (agent) with a process of creation of requirement content/realization at full measure. In this situation, apart from high level of empathy, the employee has possess also high extent of the creativeness (he/she must be able to formulate and effectuate such trip or holiday which will be sufficiently colorful and simultaneously balanced), as well as an excellent analytical-synthetic skills also in order to he/she will be able to obtain from the customer as more as possible information and signals needed for consequent creation of desirable form of defined service. But, an adequate measure of a persuasion-motivating communication is extraordinarily important which should never be degraded into manipulating customers or their expectations.

Key difference of system of motivating rural tourism employees may consist in the knowledge that not only superiors (managers), colleagues, subordinate co-workers, colleagues from other departments/units of organizations, human potential experts etc., rank among the subjects of motivating these employees. **Also the customers may become a purposeful subject of motivating.** Unfortunately, at the same moment, they may become a subject of demotivating tourism employees too.

It means the customers can express various types of interpersonal behavior towards the employees, and through concrete kind of behavior they can **positively or negatively influence the motivation of employees** who try to fulfil their requirements. For example, the customers may be radiant with positive aura, they may be obliging and pleasant, and in this way they may *strengthen the motivation and willingness of employees* who they are in contact with.

On the other hand, other customers may be *too much over-sensitive, egocentric, and the necessity of absolutely careful communication towards them can call up the fear, apprehension and stress in minds of the tourism employees*. In

this way, the customers, by means of their behavior, may *overburden the employees' motivation* at maximal measure, they may put this motivation into extreme limits, because it is needed to approach and behave towards them very considerately, calming down, quietly, friendly even supporting.

Other customers may be *too strict, demanding, their claims are too overdimensioned*. Their behavior can be marked as arrogant, even aggressive often. In case of this kind of customers' behavior and motivation, the employees should express rather "agreeable" behavior, it means, the subordinating behavior which can subdue an aggression of customers. However, it is convenient to mention that the employees sometimes are not simply able to overcome too high aggression or arrogance of the several customers. They can be unsuccessful in solving these confrontational situations. Namely, in some extreme situations, the engaged employees react in such way they are not able fulfil the customer's demand even in their maximal effort, also with knowledge that the organization can lose this customer, or this customer can negatively influence the image of organization in future. Mentioned communicational-motivational collapses, in spite of fact that these ones can be understandable, are potentially very dangerous to the organization. Even, in case of too high frequency of these persuasion failures, a situation can become within the organization which may be *threatening, even pathological*. In this way, the sustainable tourism development may be impaired.

5. Research findings

On the basis of previous ideas, the primary task of rural tourism employees consists essentially in the *influencing customer's motivation*. It means the employees have to motivate customers for achievement of such status so that they will prefer the services just of this organization, and they will be loyal to this concrete organization also in the future. But, evidently it means also the **reciprocal, mutual and feedback relation, the customers in which – consciously or unconsciously – are motivating or demotivating employees for the further positive behavior**.

Considering the newest knowledge and viewpoints we can state, **the most important pillar of sustainable development of tourism organizations consists in motivation of these organizations employees towards the customers**. At the same time, it is necessary to complement that the employees' motivation in general and their motivation to the sustainable development has be permanently strengthened, because various kinds of behavior and communication of the customers may affect the motivation of employees in various ways. In order to the particularly negative forms of customers' behavior do not cause a full loss of employees' motivation, and in order to these negatives do not threaten the position of organization in relevant market, it will be needed to develop much more efficient and remarkable motivational effort of organizations executives towards their employees. It means, in spite of fact the people' **motivation** is often **self-maintaining, self-instigating phenomenon**, it is necessary to thoroughly **reconstruct, strengthen and harmonize this motivation with motivation of organization and with motivation of customers too**. And, it is necessary to focus

instigative effort not only to the actual work performance, but especially to the strengthening employees' and managers' motivation for keeping their responsibility for the sustainable development.

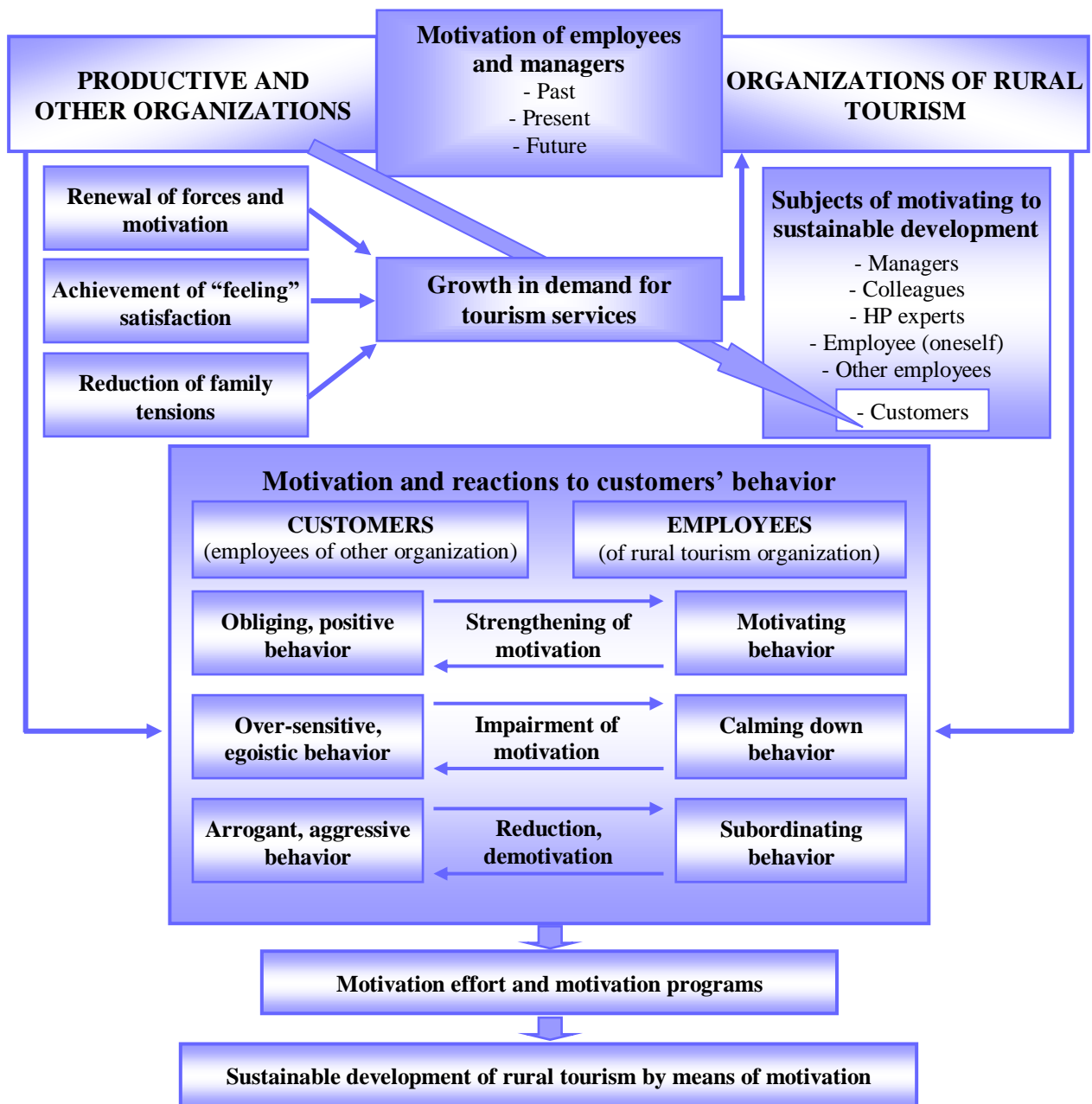


Figure 1: Relations of employees' and customers' motivation in rural tourism

There to it is possible to take for successful just such motivational effort which may overstep the usually understood limits of motivation programs. Standard motivation programs are created by managers and human potential experts of the organization and these ones are orientated to the growth in level of performance achieved by employees. There to, the most significant specificity of tourism organizations and their systems of human potential management and development

represents a **strengthening employees' motivation for permanent strengthening their own motivation for desirable relationship towards the customers, and through this way also to the sustainable development.** At the same time, **the subjects of the creating these motivation programs (creators) should not involve only the managers and human potential experts, but also the employees, whom these programs will be implemented towards.**

There exists really a great amount of the **motivational tools and events** those can be utilized in the field of improving motivation of the tourism employees. We can add to these tools, for example, following: the praise and positive recognition of employee's performance and work behavior; the expression of positive features of superiors (i.e. his obligingness, honourableness, expression of trust, openness to the others, charisma, empathy, seriousness, understanding in temporarily lower employee's performance caused by various personal problems and difficulties etc.); the using of convenient and sufficiently creative style of leadership; correctitude applied from the side of managers and from the side of organization; the addressing and utilizing need for altruism.

It is possible to include into spectrum of motivation tools also, for example, the awarding of important status and position in organization; the support of employee's technical authority, reputation and prestige; the rendering of high responsibility; the awarding of more extensive authority; the calling into expert teams solving significant organization problems and troubles; the carrier and possibility of work promotion; the modern equipment and technique (i.e. efficient computer, scanner, approach to internet, approach to specialized literature, machines and equipments saving hard or dangerous work of employee etc.); the utilizing and developing goodwill of organization, positive image in laic public and in professional public too; the financial rewards (rewards, bonuses, shares in profit etc.).

Potentially the most effectual *intellect motivation tools* are, for example: defining and communicating challenges to desirable organizational development and realization of necessary organizational changes, participation of employee in decision making about future orientation of organization formation, employee dragging to creation of longtime, medium-time and short-time goals, rendering information needed to permanent improving the quality of performance, building the environs and conditions for the inflaming high measure of innovativeness etc.

The using of *all forms of motivationally realized relations and interpersonal communication* ranks among the tools of improving quality of motivation. All types of the interviews and communication which exist in the environment of organization and work teams should be realized intentionally motivationally. It applies of work meetings, non-formal discussions, accidental work encounters, and interpersonal interviews too, it means the interviews those are the components of processes of human potential management and development. It concerns especially an achievement of motivation character of selection, orientation (entry, course, consecutive), appraisal and discharge interview.

Flowing complexly from previous text, the determination and simultaneously the necessary condition of more efficient motivating and sustainable development

in tourism consist in the **willingness of organization executive to understand dynamically the characteristics and possible contributions of human potential within the organizations (i.e. employees and managers) and potential and motivation of customers too.**

Acknowledgement

This article is supported by the grant of Ministry of Education of Slovak Republic: VEGA No 1/4647/07 Dynamical Model of Motivation of Human Potential

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SUMMARY

Sustainable Development of Rural Tourism through Relations between Customers' and Employees' Motivation

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A paper deals with theme of potential improving of the sustainable development of organizations acting in rural tourism, especially through prism of the employees' and managers' motivation of these organizations. The aim of paper (from research point of view) is focused to an explanation of importance and three time dimensions of motivation and possible cognitive forms of motivated behavior, with effort to draw attention to the necessity of systematic and correct influencing employees' behavior in their relations with customers, and also, the influencing customers' motivation and reactions to the behavior of employees of rural tourism organizations. With using an inductive-deductive and analytic-synthetic approach, the paper also discloses several basic differences of system of motivating and management of human potential between the organizations of productive character and organizations of rural tourism. In spite of the fact that motivation of employees and managers is often permanently self-maintainable and self-instigating phenomenon, the motivation to the actual work performance, but especially the motivation to the sustainable development, has to be necessarily reconstructed, strengthened and harmonized thoroughly with motivation of the organization and with motivation of the customers.

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Scientific investigation area:

- Human potential management
- Motivation
- Organization behavior.

Scientific investigation area:

- Mathematical analysis
- Theory of graphs
- Statistical methods in management.