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EFFECTIVENESS OF EMPLOYEE MOTIVATION IN THE HOSPITALITY SECTOR UNDER CONTEMPORARY CONDITIONS

Labor stimulation is a key element of human resource management in hospitality organizations, where the quality of service directly depends on employee engagement. Despite active interest in the topic of motivation in both domestic and international research, the specifics of the hotel industry remain insufficiently explored; in particular, there is a noticeable lack of interdisciplinary studies that integrate managerial, psychological, and socionic approaches. The relevance of the issue is reinforced by industry-specific challenges such as staff shortages and high turnover rates. The aim of the study is to identify optimal forms and tools of labor stimulation, taking into account the personal characteristics of hotel employees: objective (gender, age, marital status, work experience) and subjective (personality type according to socionics). The methods applied include surveys, data analysis, and generalization. The results confirm the proposed hypothesis: personalized stimulation programs, aligned with employees' demographic and typological profiles, increase motivation and employment stability. Based on empirical data, a conceptual model of personnel segmentation and selection of a "portfolio of incentives" is proposed: a combination of material (allowances, service quality bonuses, guest feedback rewards) and non-material tools (recognition and public feedback, individualized training and career development paths, mentoring, flexible schedules, participation in decision-making, and expanded areas of responsibility). The practical significance lies in the development of a step-by-step algorithm: diagnostic survey → employee profiling → selection and testing of incentive sets → regular evaluation of effectiveness and adjustment. The limitations of the study are determined by the sample context and cross-sectional design; prospects for further research include expanding the geography and types of hospitality facilities, conducting longitudinal studies, and testing the model in different organizational cultures.

Keywords: labor stimulation, human resource management, hospitality sector, hotel business, socionics, personality type, motivation, personalization, staff turnover.

Statement of the problem and its relevance. In the hospitality sector, personnel constitute a key intangible asset that determines operational efficiency and the level of customer experience. The success of hotels largely depends on the performance and engagement of qualified and talented employees who are capable of quickly understanding and anticipating guests' changing expectations. Therefore, the modern vector of human resource management in hotel organizations is aimed at cultivating a customer-oriented culture and behavioral standards that reduce "human factor" risks, enhance business process stability and service quality, and, in the long term, ensure economic resilience and competitiveness of the enterprise.

The demand for effective HR practices is intensified by the chronic shortage and high turnover of personnel in the industry. The problem of a lack of qualified

employees who meet employers' requirements has persisted in Ukraine for a long time; demand for specialists significantly exceeds supply, especially during "high season" periods (Lomonosova, N., 2022). The situation is further influenced by demand seasonality, migration processes, the imbalance between educational programs and actual market requirements, as well as limited career advancement opportunities in certain front-office and housekeeping positions.

The response to these challenges should be a comprehensive talent management strategy that combines: a competitive employer value proposition (EVP) and a fair reward system linked to service quality and guest feedback; flexible schedules and employment models for seasonal peaks; continuous training, onboarding and mentoring, as well as cross-training to develop staff multifunctionality; automation of routine operations (PMS, CRM, mobile



task managers) to free up time for the “moment of truth” with the guest; partnerships with specialized universities and colleges, dual programs and internships; well-being systems and safe working conditions; the development of internal talent pools and transparent career progression paths. The implementation of HR analytics (monitoring turnover, reasons for resignations, engagement) and service KPIs (service quality index, share of repeat bookings, NPS/eNPS) makes it possible to systematically reduce staff attrition, increase productivity, and ensure a consistently high level of guest experience.

Analysis of recent research and publications.

Effective methods of motivation and labor stimulation play a decisive role in personnel management and in achieving high performance in hotel organizations. A review of scientific publications shows considerable interest among Ukrainian and foreign researchers in the topic of labor motivation (Lomonosova, 2022; Obukh, 2023; Clark et al., 2010; Koronios et al., 2017; Kovach, 1995; Kharchenko, 2021; Pupavac, 2015; Galasyuk et al., 2018; Kovalchuk, 2019; Mukha, 2021; Romanukha et al., 2021). At the same time, the issue of staff motivation in the hospitality sector remains insufficiently covered, and there is also a lack of interdisciplinary research combining managerial, psychological, sociological, and economic approaches for a comprehensive understanding of effective incentives.

Given the specifics of the industry, it is advisable to view motivation as a balanced system of external and internal factors. Practical tools may include: transparent variable pay systems linked to service performance indicators and guest feedback; non-material incentives (recognition, gratitude, public feedback); individualized learning and career development trajectories; mentoring and cross-training to enhance multifunctionality; flexible schedules and seasonal employment models; expanded authority on the “guest contact line”; safe and comfortable working conditions; and well-being programs. Personalization of incentives, taking into account employees’ demographic and psychological characteristics, specific job roles (front office, housekeeping, F&B), and demand seasonality, contributes to increasing engagement, reducing turnover, and maintaining consistently high service quality.

To overcome existing gaps, it is important to expand interdisciplinary and empirically validated research: applying mixed methods (surveys, interviews, HR analytics), comparative case studies of different types of accommodation facilities, as well as field experiments with A/B testing of motivational practices. It is recommended to integrate a system of outcome monitoring – from eNPS, guest satisfaction index, and share of repeat bookings to operational indicators – in order to regularly adjust the “portfolio of incentives” and ensure the long-term effectiveness of the hotel business.

Methodical approach. Employee motivation in hotel organizations should be structured as a combination of material and non-material instruments. When choosing specific solutions, it is necessary to take into account

the financial and economic situation of the enterprise, market conditions, the standard of living in the region, as well as the qualifications and actual performance of each employee.

Material incentives typically include: wages, bonuses and commissions, a system of rewards for service quality and guest feedback, additional pay for shift work/night shifts, and an extended benefits package (health insurance, meals/transportation, employee and family discounts on accommodation, pension programs, etc.). This is an effective tool that can quickly raise motivation, but by itself it rarely ensures consistently high productivity.

Non-material incentives are no less important for long-term engagement and loyalty. These include:

- public recognition of achievements, expressions of gratitude, awards;
- individualized work schedules, additional days off, the possibility of shift substitution/sharing;
- personalization of the workplace, quality uniforms, access to internal services;
- corporate events, well-being programs, and support for psycho-emotional health;
- participation in decision-making on the “guest contact line,” expansion of areas of responsibility, and trust;
- flexible forms of employment (remote work – for back-office roles such as reservations, marketing, OTA management, analytics).

A separate dimension involves employee development: systematic seminars, internships and trainings, cross-training between departments (front office, housekeeping, F&B), mentoring, and individual development plans. Such programs form an internal talent pool and support motivation by fostering a sense of progress and professional growth.

Employees want to feel not like “cogs” in a large machine, but like full-fledged participants in a common cause whose opinions are heard and valued. Therefore, an individualized approach (considering seniority, role, type of tasks, and personal circumstances) significantly reduces staff turnover – even in large hotel chains.

At the same time, the effectiveness of motivation depends on a number of factors, including the length of service in the company:

Newcomers often leave during the probationary period. Critically important are “soft” onboarding, assigning a mentor, clear checklists, training in service standards, and regular feedback within the first 30–90 days.

Experienced employees may leave due to lack of career prospects, task monotony, or inadequate recognition systems. In such cases, transparent career trajectories (both vertical and horizontal), participation in projects with greater responsibility, internal competitions for positions, and a fair and understandable evaluation system prove effective.

To strengthen the motivational framework, it is advisable to implement a cycle of incentive management that includes:

- diagnostics (surveying expectations and engagement, eNPS, analysis of resignation causes);
- personnel segmentation (by role, tenure, schedule, life needs);
- selection of an “incentive portfolio” for each segment (a balance of material and non-material elements);
- setting service and operational KPIs (service quality, repeat bookings, guest reviews);
- regular review and adjustment of programs based on data.

Summarizing the above, it should be emphasized that material incentives are a necessary but insufficient condition for high performance. A sustainable effect is achieved through a combination of competitive compensation with attentiveness, recognition, opportunities for development, and flexible work organization, all adapted to the individual needs and professional stage of each employee. Such an approach minimizes staff turnover and enhances guest service quality.

In the hotel business, most enterprises are relatively small, which allows managers to “see” each employee. Even in large chains, this does not preclude high-quality communication: authority for daily contact can and should be delegated to deputies, HR managers, and line supervisors. Simple practices – short daily conversations, “pulse” surveys, regular 1:1 and skip-level meetings – help capture team sentiment in time, detect early signs of intent to leave, and prevent resignations before they become formalized. Prevention is easier and cheaper than retention after a resignation letter is filed.

A single universal motivation scheme for the entire team does not work: different roles, schedules, and life circumstances create different needs. In hospitality, the axiom is simple: a happy employee creates a happy guest. Therefore, incentives should be targeted and relevant to specific groups:

- Meals during shifts. Appropriate for employees with long or rotating schedules who cannot have a proper lunch outside work.
- Transportation after late shifts. Effective for those without private transport, living far from bus stops, or working late hours.
- Health and fitness programs. Useful for office/sedentary roles or employees consciously choosing a healthy lifestyle; however, not everyone appreciates a certificate for an “unfamiliar” club – sometimes it feels imposed.
- Flexible schedules / additional days off. Valuable for parents, students, or employees with multiple jobs.
- Expanded authority at the guest contact line. Increases autonomy and a sense of trust in front-office staff.
- Public recognition, awards, guest appreciation. Works for almost everyone, but is especially effective in teams where social recognition is important.

To avoid mistakes with “misdirected” benefits (e.g., free gym membership where it is not valued), it is advisable to implement a cafeteria benefits system, where employees choose from a menu what best fits their lifestyle. This

reduces the risk of dissatisfaction and increases the sense of fairness.

What motivates today may lose its effect in a few months. Needs change with tenure, career stage, and life events. Therefore, incentives should be regularly revised:

- Onboarding stage (0–3 months). Soft start, mentoring, checklists, frequent feedback, short learning modules.
- Stabilization (3–12 months). Clear KPIs, transparent bonus system, first opportunities for cross-training.
- Growth (1+ year). Individual development plans, participation in high-responsibility projects, internal competitions for positions, flexible benefits.

Personalization based on employee characteristics.

A truly targeted approach can be formed by analyzing the relationship between personal characteristics and responsiveness to different incentives. These characteristics include:

- Objective parameters: gender, age, marital status, tenure, schedule, department (front office, housekeeping, F&B, back office).
- Subjective parameters: individual-typological traits (e.g., preference for teamwork vs. individual work, need for autonomy vs. structure, orientation toward recognition vs. stability).

In practice, this can be implemented through: short employee profiles, “personas” for key roles, a “segment → relevant incentives” matrix, as well as stay interviews (conversations about what keeps employees in the company) and turnover data analysis.

The process involves:

- Diagnostics: pulse surveys, eNPS, analysis of resignation reasons, regular 1:1 meetings.
- Segmentation: by role, schedule, tenure, life needs.
- Selection of incentives: balance of material and non-material tools, with cafeteria options.
- Communication: clear rules, transparent criteria for rewards and recognition.
- Measurement: service KPIs, engagement indicators, share of repeat bookings.
- Review: quarterly adjustment of the “incentive portfolio” based on metrics and feedback.

The main objective was to identify optimal ways and forms of labor stimulation, taking into account the individual personal characteristics of hotel employees. Such an approach makes it possible to design targeted motivation programs that enhance efficiency, reduce staff turnover, and foster long-term employee loyalty.

Summary of the main research material. The survey was conducted in October 2024 using an online questionnaire created with Google Forms. The questionnaire consisted of three blocks:

1. Methods and forms of labor stimulation – questions about which motivation tools respondents considered most effective.
2. Subjective parameters (personality type) – determination of the psychological characteristics of survey participants.

3. Objective parameters – gender, age, social status, and work experience, which made it possible to form a demographic profile of the sample.

The questionnaire was distributed in online communities of hospitality industry employees, as well as among students of the specialties *Tourism* and *Hotel and Restaurant Management* at Uman National University of Horticulture (Uman). The sample was formed on a non-random basis (voluntary participation).

For the study, the following data were obtained:

1. Sample size: $n = 100$.
2. Gender: women – 76.7%; men – 23.3%.
3. Age:
 - 18–25 years – 58.3%,
 - 26–35 years – 15%,
 - 36–45 years – 8.3%,
 - 46–55 years – 13.3%,
 - over 56 years – 5%.
4. Social status:
 - employed – 33.3%,
 - combining work and study – 31.7%,
 - students – 26.7%,
 - temporarily unemployed – 8.3%.
5. Work experience:
 - over 5 years – 43.3%,
 - 3–5 years – 6.7%,
 - 1–3 years – 20%,
 - less than 1 year – 15%,
 - no experience – 15%.

Thus, the majority of the sample consisted of women under the age of 25, a significant proportion of whom already had more than five years of work experience or were combining employment with studies. This indicates both the predominantly youth character of the workforce and, at the same time, a fairly high level of practical experience among part of the respondents.

To identify subjective characteristics, a classification corresponding to the socionics concept was applied, which includes four dichotomies:

- Extravert – Introvert,

- Sensing – Intuitive,
- Logical – Ethical,
- Judicious – Flexible.

This typology allows the alignment of an employee's personality profile with the most relevant incentive methods and provides a foundation for developing personalized HR practices. The baseline criteria for determining socionic types are presented in Table 1.

The study results provide a basis for creating a matrix of correspondence: “personality type → relevant incentives”. Such a matrix allows avoidance of universal solutions, which are not always effective, and offers:

- Adaptation of material and non-material incentives according to age, tenure, and social status;
- Consideration of psychological characteristics in the design of training, mentoring, and recognition programs;
- Creation of individual development trajectories to reduce staff turnover.

In future research, it is advisable to expand the geographic scope of the sample, include representatives of different types of hotel enterprises (boutique hotels, chain structures, resort complexes), and conduct a comparative analysis to determine differences in motivational preferences depending on the business format.

During the survey, each respondent was asked to choose between two statements corresponding to specific personality type traits that best reflected their own characteristics. This approach allowed for the most accurate capture of individual differences among participants. Subsequent analysis was based on the four selected statements, which collectively determined the respondent's socionic personality type. The correspondence between the obtained results and the classification was established according to the data presented in Table 2.

Analysis of Responses Without Accounting for Personality Characteristics. The analysis of respondents' answers, without considering personality characteristics (both objective and subjective parameters), yielded entirely predictable results. In the context of a deep crisis in the hospitality sector caused by the COVID-19 pandemic,

Table 1 – Baseline Criteria for Determining the Socionic Personality Types of Respondents

Feature	Type of Feature	Abbreviation	Personality Type	Description
Primary source of life energy	external	E	Extravert	Easily establishes rapport with new people; open and sociable
	internal	I	Introvert	Deliberate, reserved in communication; cautious in new contacts
Preferred way of perceiving information about the surrounding world	sequential	S	Sensor	Pragmatic, dislikes empty fantasies, practical in everyday life
	spontaneous	N	Intuitive	More creative than practical
Preferred way of making decisions	uncompromising	T	Logical	Relies on formal logic, tends to act decisively
	ethical	F	Ethical	Sensitive, bases decisions primarily on moral and ethical norms
Preferred way of organizing one's life	rational	J	Judicious	Makes decisions clearly, likes planning and maintaining order
	irrational	P	Flexible	Makes decisions flexibly, adapts easily, reluctant to plan the day

Source: author's development

Table 2 – Personality Types According to the Socionic Concept

Personality Type	Description
Marshal (ESTP)	Characterized by leadership qualities. Strives for a high material standard of living. Very goal-oriented and practical. Makes decisions based on reason rather than personal sympathies.
Politician (ESFP)	Confident, bold, and decisive, yet kind. Always knows what they want. Enjoys being informed and being at the center of attention. Cares for loved ones, values comfort. Focused on achieving concrete, practical goals.
Craftsman (ISTP)	Able to carry out intelligent and useful actions. Adapts new ideas into practice for maximum benefit. Exhibits quiet persistence and completes tasks thoroughly. Modest and reserved.
Mediator (ISFP)	Caring and attentive to others, considers their needs. Creates comfort in their environment. Enjoys relaxation and values life's pleasures.
Administrator (ESTJ)	Active and persistent. Evaluates situations realistically and makes practical decisions. Highly pragmatic, values reliability and thoroughness. Approaches finances rationally.
Enthusiast (ESFJ)	Charming communicator who easily attracts sympathy. Has good taste. Performs practical work successfully but expects recognition for effort and ingenuity. Seeks stability, material well-being, and peer respect.
Inspector (ISTJ)	Prioritizes work over personal relationships and moods. Very hardworking, disciplined, with a strong sense of duty. Demanding of self and subordinates. Prepares in advance, dislikes improvisation.
Guardian (ISFJ)	Able to manage finances rationally, dislikes debts. Principled and defends self and loved ones if necessary. Consistent in habits.
Innovator (ENTP)	Knowledgeable, curious, well-read, and retains information. Often prioritizes work over family or personal relationships.
Entrepreneur (ENTJ)	Highly dynamic, energetic, and active. Can cope without comfort when needed. Optimistic and friendly. Actively supports a healthy lifestyle.
Analyst (INTJ)	Values discipline and order based on conscience, duty, and personal responsibility. Reliable and rational, values fairness.
Critic (INTP)	Focused on practical and rational actions. Economical, attentive, conscientious, and efficient. Modest in lifestyle but values comfort and coziness.
Initiator (ENFP)	Communicative, emotional, needs a constant flow of new experiences. Open to new ideas and opportunities.
Mentor (ENFJ)	Emotional, perceptive of others' moods. Tends to anticipate risks and take preventive actions.
Humanist (INFJ)	Stable in attachments. Strives for a healthy lifestyle, avoids bad habits. Guided by principles of humanism and justice.
Romantic (INFP)	Respects strong and authoritative people who provide clear guidance. Skilled at creating positive impressions and personal approaches. Often has strong humanitarian interests.

Source: author's development

the vast majority of participants (95%) identified material incentives as the most desired form of motivation.

The most popular form of recognition was monthly financial rewards, supported by 65% of respondents. This choice is explained by the high level of uncertainty regarding the sector's future development and the risks of renewed quarantine restrictions, which directly affect employment stability.

- 25% of respondents preferred quarterly payments,
- 8% – semi-annual bonuses,
- only 2% considered annual performance-based bonuses acceptable.

Among different types of material rewards, respondents favored:

- Cash bonuses – 71%,
- Reimbursement for commuting or leisure expenses – 32%,
- Provision of meals – 25%,
- Discounts on company goods and services – only 10%.

At the same time, about one-third of participants indicated that an optimal approach would combine several incentive forms simultaneously. Despite the dominance of material expectations, the results also revealed a significant interest in non-material incentives, which can substantially enhance job satisfaction. Specifically:

- 58% found career development opportunities and flexible work schedules attractive,
- 52% supported additional days off,
- 37% were interested in gym or pool memberships and remote work options (relevant for administrative and back-office positions),
- 33% valued corporate events (holidays, excursions, sports competitions),
- 30% considered workplace personalization important (own desk, locker, laptop, etc.),
- 27% supported a system of recognition and awards,
- 22% considered provision of uniforms important (see Fig. 1).

The results confirm that under crisis conditions, employees prioritize stable material incentives, preferably provided at the shortest possible intervals (monthly). At the same time, non-material incentives remain an important motivational factor, particularly those related to career opportunities, flexible schedules, and work-life balance. The most effective solution for employers in the hotel sector is a comprehensive approach, combining material and non-material tools while considering employee specifics and organizational conditions.

Analysis of the Relationship Between Demographic Parameters and Incentive Preferences. The study revealed interesting patterns in incentive preferences depending

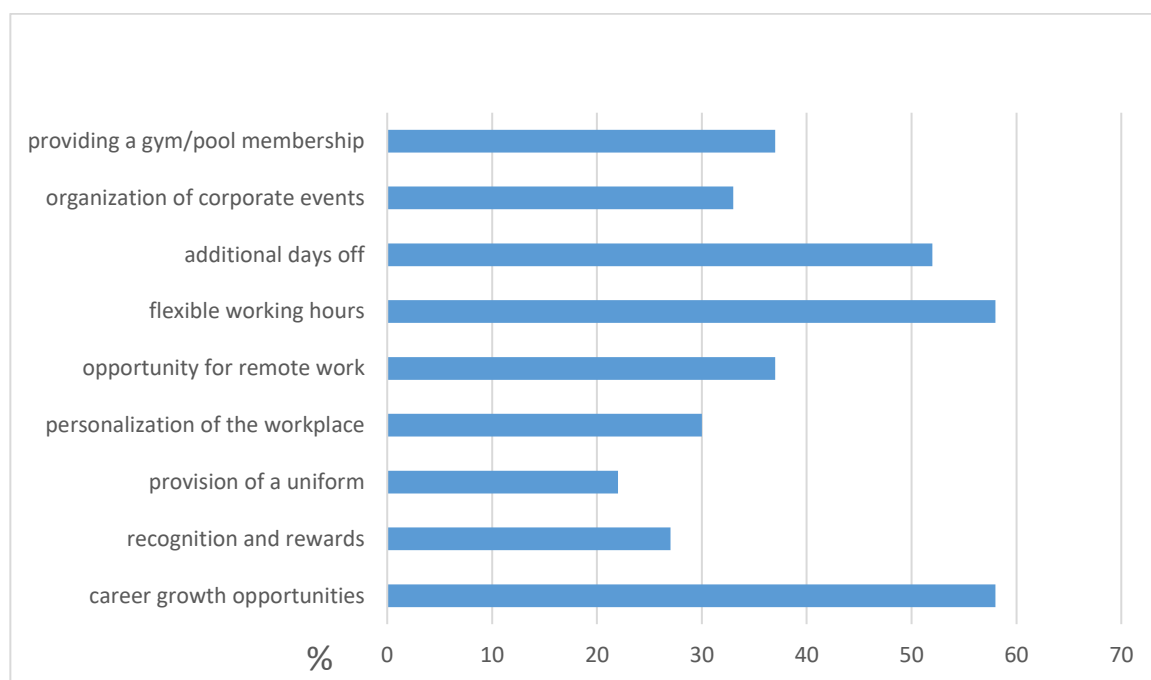


Figure 1 – Predominant Forms of Non-Material Employee Incentives in the Hospitality Sector

Source: summarized from the results of the author's research

on respondents' demographic characteristics. Notably, non-material forms of recognition were more attractive to experienced employees –predominantly women aged 46 and older with over five years of work experience. While this group does not reject material incentives, the most optimal frequency for them is quarterly bonuses rather than monthly payments.

Comparison of male and female responses did not reveal significant differences in priorities regarding non-material incentives. For both genders, the most important factors were:

- Career development opportunities,
- Flexible work schedules,
- Additional days off or vacation.

These factors can be considered universal, regardless of gender.

Additionally, career growth opportunities are especially valued by younger age groups –18–25 years (60%) and 36–45 years (60%). This incentive is also prioritized by individuals actively engaged in self-development and education: among students, 56% positively evaluated this option, and among those combining work and study, 63% did so. For these groups, flexible schedules and additional days off are also significant factors.

For respondents over 56 years old, other, less expected forms of non-material incentives gained popularity. Specifically:

- Workplace personalization (67%), highlighting a desire for stability and comfort,
- Gym or pool memberships (67%), indicating a growing interest in a healthy lifestyle among this age group.

Thus, the obtained results confirm the necessity of a personalized approach to employee motivation in the hotel sector. Different forms of incentives are effective for different age and social groups: younger employees seek development and flexibility, experienced employees value stability and recognition, and older workers prioritize comfort and health support. This indicates that no universal motivation model exists, and optimal programs must consider both objective parameters (gender, age, tenure) and subjective parameters (values, needs, attitudes).

It is important to note that so-called “sports incentives” (gym or pool memberships) did not emerge as a leading form of motivation for most hotel staff categories. Specifically, only 34% of respondents aged 18–25, 33% of those aged 26–35, and only 13% of students endorsed this incentive. This suggests that younger employees are more oriented toward other motivators, primarily those related to career opportunities and work-life balance.

By contrast, corporate events proved particularly interesting: this form of non-material incentive was most in demand among the 26–35 age group, i.e., relatively young, energetic, and socially active employees.

Overall, the results confirmed the hypothesis that a personalized approach to employee motivation in the hotel sector is necessary, depending on individual personality characteristics, including demographic parameters.

The distribution of the sample according to identified socionic personality types and their demographic characteristics is presented in Table 3. For detailed analysis, the most numerous types were selected: Politician (ESFP), Enthusiast (ESFJ), Guardian (ISFJ), Initiator (ENFP), and Mentor (ENFJ).

Across all five groups, career growth opportunities emerged as a common priority. At the same time, for Politicians and Enthusiasts, career development is the main and decisive motivator, fully aligning with the characteristics of these types presented in Table 2.

For Initiators and Guardians, a flexible work schedule proved to be the key motivator, reflecting their tendency to harmonize professional and personal spheres. For Mentors, the range of priorities was broader: they rated four forms equally highly – career growth, public recognition (thanks, awards), additional days off/vacation, and corporate events.

Thus, the results further confirmed that even within a single professional field, optimal motivators vary depending on employees' demographic and personality characteristics. This makes a personalized approach not only desirable but essential for building an effective human resource management system in hotel organizations.

In the sample, the most numerous socionic personality types were:

- Mentor (ENFJ) – 22%,
- Initiator (ENFP) – 17%,
- Enthusiast (ESFJ) – 17%,
- Guardian (ISFJ) – 10%,
- Politician (ESFP) – 8%.

Less represented types included:

- Romantic (INFP) – 5%,
- Craftsman (ISTP), Mediator (ISFP), Administrator (ESTJ), Humanist (INFJ) – each 3%,
- Critic (INTP) and Marshal (ESTP) – each 2%.

The types Innovator (ENTP) and Analyst (INTJ) were not found in the sample.

The results of the comparative analysis of socionic type pairs, differing by only a single variable, were

particularly interesting. Specifically, the following pairs were examined:

- Politician (ESFP) – Enthusiast (ESFJ), Initiator (ENFP) – Mentor (ENFJ) – the difference lies solely in the approach to life organization (flexible vs. judicious);
- Enthusiast (ESFJ) – Guardian (ISFJ) – the difference is determined only by the source of life energy (extraversion vs. introversion);
- The pair Politician – Enthusiast.

For Politicians (ESFP), who tend to adopt a more flexible approach to life, sports incentives were the most attractive – 60% of respondents in this group preferred gym or pool memberships. In contrast, Enthusiasts (ESFJ), with their tendency toward a more structured lifestyle, chose other forms of non-material incentives:

- Career growth opportunities (70%),
- Participation in corporate events (60%).

Pair: Enthusiast – Guardian

The results also showed a significant difference between Extravert Enthusiasts (ESFJ) and Introvert Guardians (ISFJ). For Guardians, the most important factor was a flexible work schedule (83%), reflecting their need for personal comfort and stability. Enthusiasts again prioritized career growth (70%), which serves as a means of social self-realization.

Pair: Initiator – Mentor

For both types – Initiators (ENFP) and Mentors (ENFJ) – the difference is determined solely by their approach to life. However, their priorities regarding incentives differ significantly:

- Initiators (flexible) ranked flexible work schedules (90%) and remote work opportunities (70%) highest, emphasizing their desire for freedom and autonomy.

Table 3 – Distribution of Respondents by Socionic Type and Demographic Characteristics (%)

Personality Type	total	Gender		Age				Social Status				Overall Work Experience					
		M	F	18-25	26-35	36-45	46-55	> 56	student	studying & working	employed	unemployed	n/a	< 1	1-3	3-5	> 5
Marshal	2	2	–	2	–	–	–	–	2	–	–	–	–	2	–	–	–
Politician	8	1	7	4	–	–	2	2	2	3	3	–	1	2	2	2	1
Craftsman	3	1	2	3	–	–	–	–	3	–	–	–	3	–	–	–	–
Mediator	3	1	2	3	–	–	–	–	1	2	–	–	–	3	–	–	–
Administrator	3	1	2	1	2	–	–	–	1	2	–	–	1	–	–	–	2
Enthusiast	17	2	15	8	5	–	2	2	–	8	9	–	–	–	5	2	10
Inspector	2	2	–	2	–	–	–	–	–	2	–	–	–	–	2	–	–
Guardian	10	2	8	5	3	2	–	–	5	–	3	2	–	2	3	–	5
Entrepreneur	3	–	3	3	–	–	–	–	1	2	–	–	1	–	–	2	–
Critic	2	2	–	2	–	–	–	–	–	2	–	–	–	–	2	–	–
Initiator	17	5	12	5	2	3	7	–	2	3	8	4	–	2	–	3	12
Mentor	22	2	20	13	3	2	2	2	7	7	7	1	7	2	3	–	10
Humanist	3	1	2	3	–	–	–	–	–	2	–	1	–	–	3	–	–
Romantic	5	–	5	1	–	2	2	–	2	–	3	–	–	2	–	–	3

Source: author's development

• Mentors (judicious) demonstrated a different set of priorities:

- Corporate events (60%),
- Public recognition in the form of thanks or awards (54%).

Thus, even minor differences in personality structure (just one variable in a socionic dichotomy) lead to substantially different priorities in the selection of non-material incentives. This further underscores the necessity of a personalized approach to human resource management, which should consider not only general demographic parameters but also individual psychological differences among employees.

Conclusions. The study clearly confirms the relevance and necessity of a personalized approach to employee motivation, particularly considering their subjective characteristics, including personality types. The results convincingly demonstrate that carefully selected methods and forms of incentives are a key tool not only for enhancing work productivity but also for attracting and retaining personnel in hospitality organizations.

Ranking and differentiation of employees across various parameters, combined with a personalized approach and thoughtful management, allow companies

to avoid irrational expenditure of time and resources on initiatives that do not meet the needs of the workforce. In other words, incentives are effective only when they are aligned with the real expectations of employees.

When developing employee incentive programs, objective characteristics – primarily demographic parameters – are of primary importance. Representatives of different generations (X, Y, Z), even under identical conditions, demonstrate varying work attitudes, levels of tolerance, and perceptions of comfort. This necessitates a flexible approach tailored to each age category.

At the same time, the analysis of socionic personality types is equally significant, as these provide insight into the internal motivational drivers of employees. This enables the creation of targeted, personalized incentive programs that respond not to general standards but to the specific expectations of individual employees.

The search for a universal incentive model applicable to all employees is doomed to failure. The most effective – and indeed only correct – approach is one that corresponds to what individual employees expect in their particular circumstances. Only personalized motivation management can ensure long-term stability and high performance in the hospitality sector.

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ЕФЕКТИВНІСТЬ МОТИВАЦІЇ ПРАЦІВНИКІВ У СФЕРІ ГОСТИННОСТІ В СУЧАСНИХ УМОВАХ

Стимулювання праці є ключовим елементом управління людськими ресурсами в організаціях сфери гостинності, де якість обслуговування безпосередньо залежить від залученості співробітників. Незважаючи на активний інтерес до теми мотивації як у вітчизняних, так і в міжнародних дослідженнях, специфіка готельної індустрії залишається недостатньо вивченою; зокрема, відчувається брак міждисциплінарних досліджень, що поєднують управлінський, психологічний та соціонічний підходи. Актуальність проблеми підкріплюється специфічними для галузі викликами, такими як нестача персоналу та високі показники плинності кадрів. Метою дослідження є визначення оптимальних форм та інструментів стимулювання праці з урахуванням особистісних характеристик працівників готелів: об'єктивних (стать, вік, сімейний стан, досвід роботи) та суб'єктивних (тип особистості за соціонікою). Застосовані методи включають опитування, аналіз даних та узагальнення. Результати підтверджують висунуту гіпотезу: індивідуальні програми стимулювання, що відповідають демографічним та типологічним профілям співробітників, підвищують мотивацію та стабільність зайнятості. На основі емпіричних даних запропоновано концептуальну модель сегментації персоналу та підбору «портфеля стимулів»: поєднання матеріальних (допомога, премії за якість обслуговування, винагороди за відгуки гостей) та нематеріальних інструментів (визнання та публічна оцінка, індивідуальні траєкторії навчання та кар'єрного розвитку, наставництво, гнучкий графік роботи, участь у прийнятті рішень та розширення сфери відповідальності). Практичне значення полягає у розробці покрокового алгоритму: діагностичне опитування → профілювання співробітників → вибір та тестування наборів стимулів → регулярна оцінка ефективності та коригування. Обмеження дослідження зумовлені контекстом вибірки та поперечним дизайном; перспективи подальших досліджень включають розширення географії та типів закладів гостинності, проведення лонгітюдних досліджень та тестування моделі в різних організаційних культурах.

Ключові слова: стимулювання праці, управління людськими ресурсами, сфера гостинності, готельний бізнес, соціоніка, тип особистості, мотивація, індивідуальний підхід, плинність кадрів.

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