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# A STUDY OF STAFF MOTIVATION AND ORGANIZATIONAL COMMITMENT IN THE HOTEL INDUSTRY

***Abstract:*** *It suggests that successful companies know the importance of commitment and motivated employees for business efficiency**.** In this paper, we aimed to study the interrelationships of professional motivation and organizational commitment of employees in the tourism sector, particularly in medium-sized hotels. Also, the influence of factors such as organizational trust and organizational culture on motivation and commitment. The empirical research was carried out in medium-sized hotels. In the study, 110 participants were included from various positions.The statistical analysis was an evaluation by SPSS software program   P≤ 0,05 is considered statistically significant. According to our study, hotel staff's organizational commitment is above average; It is suggested that internal motivation is leading for employees. Notably, a statistically significant relationship was revealed between staff internal motivation and organizational commitment. The statistically significant linkage was revealed between intrinsic motivation and affective, also intrinsic motivation, and normative commitment. The study found that t organizational units' components are of static importance concerning trust components. A statistically significant relationship was found between professional motivation and the confidence level components in an organization.  According to factor analysis, trust is essential in staff organizational commitment and motivation.*

*Based on our study, we have thought that companies' management should pay more attention to social capital development in organizations. Moreover, the company management should be interested in motivating and commitment to the staff of their companies. It is advisable to introduce a culture of employee motivation, organizational loyalty, and organizational trust assessment and self-assessment, the analysis of which will be used in the development of motivation strategies. However, in introducing a motivational system, much emphasis should be placed on stimulating intrinsic motivation.*

***Keywords:*** *Hotel industry, motivation, organizational commitment*

***JEL classification:*** *D 23*

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## პერსონალის მოტივაციისა და ორგანიზაციული ერთგულების შესწავლა სასტუმრო ინდუსტრიაში

*აბსტრაქტი: წარმატებულ კომპანიებს კარგად აქვთ გაცნობიერებული ერთგული და მოტივირებული თანამშრომლების მნიშვნელობა ბიზნესის ეფექტურობისათვის. ნაშრომის მიზანს წარმოადგენდა ტურიზმის სექტორში, კერძოდ, საშუალო ზომის სასტუმ- როებში დასაქმებულთა პროფესიული მოტივაციისა და ორგანიზაციული ერთგულების ურთიერთდამოკიდებულების შესწავლა. ასევე, მოტივაციასა და ერთგულებაზე ისეთი ფაქ- ტორების გავლენა, როგორიცა: ორგანიზაციული ნდობა და ორგანიზაციული კულტურა. ემპირიული კვლევა ჩატარდა საშუალო ზომის სასტუმროებში. კვლევაში მონაწილეობა მი- იღეს სხვადასხვა პოზიციებზე დასაქმებულმა 110 პირმა. სტატისტიკური ანალიზი ჩატარდა SPSS პროგრამული პროგრამის გამოყენებით. P≤ 0,05 ითვლება სტატისტიკურად მნიშვნე- ლოვნად. ჩატარებული კვლევების საფუძველზე დადგინდა, რომ სასტუმროებში დასაქმე- ბული პერსონალის ორგანიზაციული ერთგულების დონე საშუალოზე მაღალია. დასაქმე- ბულებთან წამყვანია შიდა მოტივაცია. დადგინდა სტატისტიკურად მნიშვნელოვანი კავში- რი პერსონალის შიდა მოტივაციასა და ორგანიზაციულ ერთგულებას შორის. კავშირი მნი- შვნელოვანია შიდა მოტივაციასა და აფექტურ, შიდა მოტივაციას და ნორმატიულ ერთგუ- ლებას შორის. კვლევის ფარგლებში დადგინდა, რომ ორგანიზაციული ერთულების კომპონენტები სტატიცური მნიშნელობის კავშირშია ნდობის კომპონენტებთან. სტატისტი- კურად მნიშვნელოვანი კავშირი დადგინდა პროფესიულ მოტივაციასა და ორგანიზაციაში არსებულ ნდობის დონის კომპონენტებს შორის. ორგანიზაციულ ერთგულებას, ნდობას, პროფესიულ მოტივაციას შორის არსებულ ურთიერთკავშირში ყველაზე მეტი წონა - მნი- შვნელობა აქვს ნდობას. კვლევის ფარგლებში გამოთქმულია მოსაზრება იმასთან და- კავშირებით, რომ ხელმძღვანელობამ მეტი ყურადღება უნდა მიაქციოს კომპანიებში სო- ციალური კაპიტალის განვითარებას. კომპანიების მენეჯმენტი დაინტერესებული უნდა იყ- ოს, რომ მათ კომპანიებში დასაქმებული პერსონალი იყოს მოტივირებული და კომპანიისა- დმი ერთგული. მიზანშეწონილია დანერგონ თანამშრომლების მოტივაციის, ორგანიზაციუ-*

ლი ერთგულებისა და ორგანიზაციული ნდობის შეფასებისა და თვითშეფასების კულტურა, რომლის ანალიზის შედეგებს გამოიყენებენ მოტივირების სტრატეგიების შემუშავების პრო- ცესში. ამასთან, მოტივაციური სისტემის დანერგვის პროცესში აქცენტი მეტად უნდა გაკეთ- დეს შიდა მოტივაციის სტიმულირებაზე.

**საკვანძო სიტყვები:** *სასტუმრო ინდუსტრია, მოტივაცია, ორგანიზაციული ერთგულება*

*JEL კლასიფიკაცია: D 23*

### Introduction and review of literature

Notably, interest in the importance of human resources for companies and corporate governance technologies has increased in recent decades (Cohen, 2007) (Roche & Haar, 2013). However, some researchers have shifted the focus from external motivations of employees (salary, recognition, career advancement) to the development of internal motivation of staff and the development of emotional (affective) commitment and internal motivation to achieve employee satisfaction and organizational success (Rigby & Ryan, 2018). This approach is of particular importance in the current context of the COVID-19 pandemic when in many cases, the external motivation of staff is minimized in the face of the financial crisis in labor organizations. The positive correlation between employee motivation and organizational effectiveness has been confirmed by numerous studies (Dobre, 2013), (Singh, n.d.) The practical significance of the issue is because all organizations want to be successful, and to achieve their goals and objectives, they develop competition strategies to increase their effectiveness in the labor market. Success-oriented organizations consider motivated employees as their primary resource. It should be noted that people can motivate others as well as self-motivated. Motivating others means encouraging their behavior to provide the desired outcome for the behavior's subject. Motivated people reveal most of the time; they decide what effort should be put into the behavior. We are dealing with the best form of motivation when they believe they have chosen the right direction to achieve a goal. Most people, however, need motivation. Consequently, it depends on the organization's management policy how well they will implement an effective staff motivation system in their companies. Now, tourism is defined as one of the main priority directions of the economy for Georgia. Covid - 19 The economic crisis caused by the infection has affected all sectors. The tourism sector has been particularly hard hit as countries, including Georgia, closed their borders for security reasons during the global pandemic. However, according to the Georgian government's anti-crisis plan, tourism remains a part of its economy. Accordingly, for the organizations operating in this field, we consider a survey conducted in the hotel industry, which aimed to study the relationship between employee motivation and organizational commitment in accommodation facilities.

As already well known, there are two main types of motivation in the scientific literature: intrinsic motivation (IM) and external motivation (EM). External motivation is driven by stimuli with positive or negative content from the environment. Distinguish between external positive (EPM) and external negative motivation (ENM). External positive motivation is based on encouragement, increased

remuneration, recognition, or promotion (including attempts to obtain them), while external negative motivation is based on any type of punishment or attempt to avoid it (for example, reduction of remuneration or reprimand). In contrast to external motivation, internal motivation does not depend on external stimuli. It is based on motivators such as work motivation, where people find their work meaningful, challenging but interesting, giving them autonomy, advancement, and development opportunities. During intrinsic motivation, it is essential for a person to realize himself maximally in the field of what he is doing (*Armstrong's Handbook of Management and Leadership : Developing Effective People Skills and Better Leadership and Management - University of Cumbria*, n.d.).

Notably, among the factors influencing staff motivation in modern organizational psychology, special attention is paid to the study of employee organizational commitment.  The word "organizational commitment" was first used by Barnard as a measure of organizational effectiveness. Organizational commitment, as a psychological construct, reflects the connection between a person and an organization. Organizational commitment as a social attitude is defined as follows: 1) Strong desire (commitment) for membership in the existing organization; 2) Desire for maximum effort (involvement) within the interests of the existing organization; 3) Strong belief incorporate values and acceptance (identification) of the goals of the organization (Mowday et al., 1979). There is no consensus among practitioners and researchers to understand organizational commitment's psychological construct (Eskandaricharati, 2013) (Dominiak-Kochanek, 2016).  Organizational commitment is still considered a psychological condition that expresses the connection between the organization and its employees. Also, it is related to their decision to continue their activities in this or that organization.

It should be noted that modern studies of organizational commitment were based on an article by American sociologist Harry Becker on analyzing this concept, "Notes on the Concept of Commitment." Over time, people become attached to the organizations in which they work, and it is not easy to break that attachment to the organization (Becker, 2010).  This paper became the foundation for the first and earliest research on organizational commitment (behavioral commitment line). In these studies, organizational commitment is manifested in specific behaviors when a person continues to work in an organization even though they can find a better job. Such behavior can be various "investments" made by a person in work. The cumulative power of this "investment" plays the role of a deterrent if a person wants to leave the organization. The first model of organizational commitment was influenced by the theory of social exchange, according to which the main motive that forces the employee to stay in the organization is to strive for a positive salary balance. The,, Investment Model" of Razbolt and Farrell distinguishes between satisfaction and commitment and believes that there is a stronger connection between commitment and commitment than between satisfaction and commitment. Commitment is considered to be a more complex variable than satisfaction, and it depends not only on a positive wage balance but also on the availability of attractive alternative jobs and the size of previous investments (Rusbult & Farrell, n.d.)   (Rusbult & Farrell, n.d.). Later in psychology, a new research line on organizational commitment was formed: psychological, attitudinal, or rational.  According to the study, commitment is perceived as a positive attitude of the employee towards the organization. The majority of attitudinal studies are based on Mowday et al. The view that organizational commitment is seen as a relative degree of individual identification and involvement in a particular organization (Mowday et al., 1979).  Meyer and Allen had attempted to combine the study of attitudinal and behavioral commitment. They identified two components in the construct: affective and continuous (temporal). Affective commitment (attitudinal component) expresses the individual's confidence in the organization's goals, the sense of the importance of the values of the organization, and the personal satisfaction that he receives

as a result of involvement in the organization. Continuous commitment (the behavioral component) depends on the degree of perceived costs that can lead to leaving the job and limiting alternative employment opportunities (Allen & Meyer, 1990). Later, Allen and Meyer added a third, normative component to the model. Based on I, Wiener stated that ethical solid or moral obligations could condition human commitment to the organization. Thus, through this three-component model of commitment, the level of attachment to the individual organization is explained as follows - they want (affective component), are forced (continuous), and are obliged (normative) to stay (Allen & Meyer, 1990). Based on the Meyer and Allen model, the Questionnaire Organizational Commitment Scale  (OCS) was developed, which consists of three subscales and six provisions: Affective Commitment Scale, (ACS), Continuous Commitment Scale, (CCS) and Normative Commitment Scale (NCS). Today, this concept is considered the most effective organizational commitment model (Eskandaricharati, 2013), and its evaluation method is the method with the best psychometric properties  (Cohen, 2007). According to studies by Mathieu and Zajac, there is a strong correlation between commitment and job satisfaction. A satisfied employee is motivated and tries to contribute to the development of the organization. A variety of factors influences organizational commitment. There are two main groups of factors that affect organizational commitment: Individual characteristics and employees' situational characteristics (main characteristics of work and socio-psychological factors)  (Mathieu & Zajac, 1990).

Accordingly, our study aims to examine the interrelationships of employee motivation and organizational commitment in accommodation facilities. Also, the influence of factors such as organizational trust and organizational culture on motivation and commitment. The survey was conducted in accommodation facilities on the territory of the Autonomous Republic of Adjara. In our study, we included High-class, medium-sized, branded hotels.

### Methodology

The research was conducted in two stages. In the first phase of the research part, the research variables were identified within the qualitative research and prepared for quantitative research. The following were selected as research tools: *Allen N.J., Meyer J.P.* - "Organizational Commitment Scale" (*Handbook of Employee Commitment*, n.d.).  Zamfir K. - "Methodology for Studying Professional Motivation" ;  Shaw R. B. - ,,"Method of assessing the level of trust in the organization" (Shaw, 1997).  Cameron and Quinn  - "Organizational Culture Diagnosis Questionnaire" (Cameron and Quinn, 2011).  The quantitative research surveyed the staff  (110 persons). employed in accommodation facilities, in particular in medium-sized hotels. (P≤ 0.05 is statistically significant during statistical processing and analysis of research materials.

### Results

In our present study, an analysis of data from Allen's ,, Organizational Commitment Scale" found that the level of organizational commitment of employees in accommodation facilities is higher than the average for both the overall level of commitment and the individual component. Among them, affective commitment has the highest rate, followed by normative commitment, and continuous commitment has the lowest rate **(Fig. 1).**
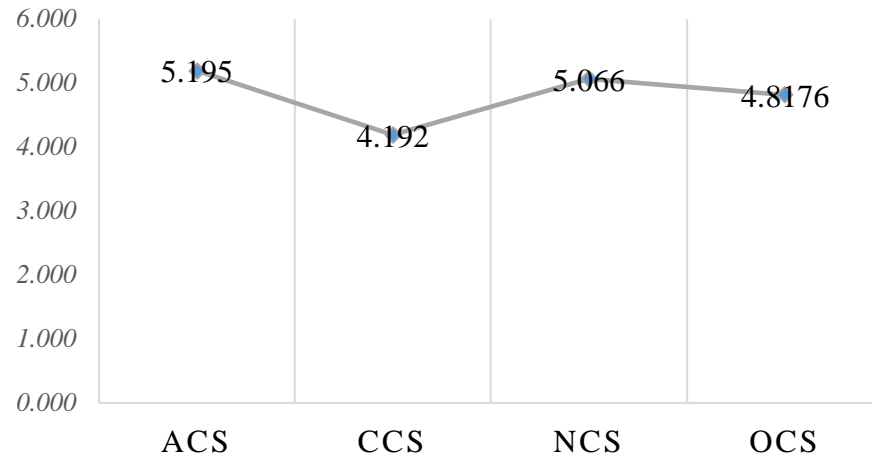
**Fig. 1.** The indicators of organizational commitment of hotel employees

The study showed a positive correlation between the overall organizational commitment rate and the commitment components **(Table 1).** A statistically significant correlation was found between the main component of commitment. The components of effective, continuous, and normative commitment correlate positively with each other. Consequently, the existence of any form of commitment already allows for the existence of other forms as well.

**Table 1.** Correlation rates between organizational commitment components

|        | ACS       | CCS       | NCS       | OCS       |
|--------|-----------|-----------|-----------|-----------|
| **ACS** | 1        | .261**    | .549**    | .780**    |
| **CCS** | .261**   | 1         | .501**    | .724**    |
| **NCS** | .549**   | .501**    | 1         | .866**    |
| **OCS** | .780**   | .724**    | .866**    | 1         |

**. Correlation is significant at the 0.01 level
*. Correlation is significant at the 0.05 level

This result confirms Meyer and Allen's concept that these three components are components of one construct and are interconnected. However, normative commitment is more strongly associated with affective and persistent commitment than affective commitment and continuous commitment. This is explained by the circumstance that differs from each other most effective and continuous commitment. The Affective Commitment Scale (ACS) measures the degree of employee identification, engagement, and emotional dependence. The Continuous Commitment Scale (CCS) is the degree to which an employee understands the costs associated with leaving the company.

Consequently, an increase in affective commitment is more likely to increase normative commitment and vice versa than it would concern continuous commitment. Romanian sociologist, Zamfir's Methodology studied the motivation of hotel employees for Studying Professional Motivation. The method is based on the concept of internal and external motivation. Interpretation of the research results allows defining a person's motivational complex, which is a ratio of three main types of motivation (internal, external positive, and external negative).

According to the author, intrinsic motivation is related to human requirements. That is why he works with pleasure, without any external pressure. If the motivation for professional activity is to pursue other needs (social prestige, salary motive, etc.), we are dealing with external motivation. Zamfir believes that it is essential for employee productivity to be the leading motivation for work efficiency with external positive motivation, without external negative motives or at least at the based on their limitation. The following two types of ratios are considered to be the best optimal motivational complexes: 1) Internal motivation is greater than external positive motivation, which in turn is greater than external negative motivation (IM) >(EPM) > (ENM); 2) The rates of internal motivation and external positive motivation are equal, but external positive motivation exceeds external negative motivation (IM)= (EPM) > (ENM); The worst professional motivational complex is when external negative motivation is greater than external positive motivation, and the latter is greater than the rate of internal motivation. Notably, as **Fig. 2** shows, the average rates of frequencies obtained in hotels are based on a survey on professional motivation by types of motivation. The motivational complex identified with employees can be evaluated as the best, optimal motivational complex, since, according to the results - - internal motivation> external positive motivation> external negative motivation **(Fig. 2).**
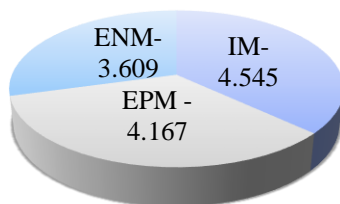


**Fig. 2.** The motivational complex in accommodational facilities.
Intrinsic motivation (IM); Extrinsic positive motivation (EPM); Extrinsic negative motivation (ENM)

A study of staff motivation found that internal motives primarily determine these individuals' motivation; Next, motives with positive content from the environment: Remuneration, career advancement and merit of social prestige, and others' respect. However, it should be noted that the qualitative indicators of external negative motives are also above average, which means that it is essential that internally motivated individuals do not become the subject of criticism by their superiors or colleague. The correlation analysis showed a statistically significant relationship between staff intrinsic motivation and overall commitment rate ($P \leq 0.05$). The association between intrinsic motivation and affective commitment is significant ($P \leq 0.01$) and between intrinsic motivation and normative commitment ($P \leq 0.05$). There is no statistically significant link between continued commitment and intrinsic motivation. Research has shown that when an employee realizes himself in the work process and his activities are based on the work itself and its results, organizational commitment increases and vice versa. At the same time, organizational commitment is expressed in the company's emotional drive and obligations towards it. Due to moral or ethical principles, an employee who feels a particular

obligation to the company cannot leave it. The role of continuous commitment in this relationship is significant because, in the case of intrinsic motivation, there are intrinsic motives, internal professional burning, and pleasure from the work process, E.g. creative, intellectual, etc. Continuous commitment, in its essence, is a forced commitment to the company. A person gets a lot from the organization and stays in the company because he does not see a better employment chance.

The study found that the relationship between staff external motivation and organizational commitment is not statistically significant **(Table2).** Based on the results obtained, we share M. Armstrong believes that external motivators can have an immediate and powerful effect but will not last long. Intrinsic motivators related to "quality of work-life" are likely to have a more robust and longer-lasting effect, as they are related to work and are not externally wrapped up in forms such as incentive pay. The positive correlation confirmed by the research results between the internal motivation of employees and affective commitment is an indication that companies should facilitate the process of identifying the employee with the company. It is crucial that the employee feels like a full-fledged part of the organization. It is possible to take adequate measures that will create such working conditions for individuals for whom their profession, their activity is essential, which will form a person and emotional attitude towards the company and obligations. A close link between affective and normative commitment within the study should be noted. By doing so, the company can retain individuals for whom internal motivation is paramount. Concerning others, such actions are likely to be less effective.

As mentioned, organizational commitment is influenced by a variety of factors. Among them is trust, a social-psychological factor of organizational commitment (Chen et al. 2005). For organizations in an ever-changing environment where uncertainty and risk are high, employee trust in the organization becomes much more critical as it prevents them from casting doubt on management during periods of uncertainty.

Table 2. *Correlation between staff motivation, organizational commitment and level of trust in the organization*

| | Trust | Care | Decency | Efficiency | The total rate of trust towards the organization | ACS | CCS | NCS | OCS | IM | EPM | ENM |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **Trust** | 1 | .597** | .632** | .512** | .803** | .248** | .306** | .239* | .333** | .254** | .264** | .231* |
| **Care** | .597** | 1 | .760** | .706** | .882** | .300** | .234* | .299** | .353** | .272** | .216* | .204* |
| **Decency** | .632** | .760** | 1 | .711** | .896** | .326** | .270** | .377** | .411** | .306** | .237* | .190* |
| **Efficiency** | .512** | .706** | .711** | 1 | .854** | .452** | .379** | .398** | .520** | .319** | .196* | .268** |
| **The total rate of trust towards the organization** | .803** | .882** | .896** | .854** | 1 | .391** | .343** | .380** | .471** | .337** | .270** | .267** |
| **ACS** | .248** | .300** | .326** | .452** | .391** | 1 | .261** | .549** | .780** | .258** | ,110 | -,002 |
| **CCS** | .306** | .234* | .270** | .379** | .343** | .261** | 1 | .501** | .724** | ,098 | ,072 | ,023 |
| **NCS** | .239* | .299** | .377** | .398** | .380** | .549** | .501** | 1 | .866** | .212* | -,031 | -,063 |
| **OCS** | .333** | .353** | .411** | .520** | .471** | .780** | .724** | .866** | 1 | .243* | ,064 | -,018 |
| **IM** | .254** | .272** | .306** | .319** | .337** | .258** | ,098 | .212* | .243* | 1 | .467** | .258** |
| **EPM** | .264** | .216* | .237* | .196* | .270** | ,110 | ,072 | -,031 | ,064 | .467** | 1 | .338** |

| ENM | .231* | .204* | .190* | .268** | .267** | -,002 | ,023 | -,063 | -,018 | .258** | .338** | 1 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|

**. Correlation is significant at the 0.01 level
 *. Correlation is significant at the 0.05 level

According to American business consultant Robert Bruce Shaw, trust implies the hope that the people we depend on will justify our trust. The effectiveness of management activities is evaluated within the effectiveness component. The decency component is related to justice. Care is expressed in promoting professional advancement, promotion, etc. (Shaw, 1997).

The organization's employees overall level of trust is assessed as high as the survey conducted at the accommodation facilities. The components of "decency" and "care" are rated at the average level. Also, "efficiency" and "trust" assessed as the component at the average level. The correlation analysis of the materials obtained in the direction of motivation, organizational commitment and trust showed that all components of organizational commitment are positively correlated with the overall level of trust in the organization (the correlation is significant at the level of $p \leq 1\ 0.01$) and concerning each component of trust. This result confirms the close correlation between these two factors. Also, within the study, statistically significant positive correlations were revealed between the types of professional motivation and the overall level of trust and between each component **(Table 2).** As mentioned, the study revealed an optimal motivational complex with employees, which means that internal motivation is more important than external positive motivation, which plays a more critical role than external negative motivation. It suggests that a high level of trust in the organization is a determinant of employees' professional motivation. However, this issue needs further research. As mentioned initially, in parallel with the survey of professional motivation and organizational commitment of hotel employees, the employees assessed the companies' organizational culture and identified the type of organizational culture they preferred. The study aimed to examine how organizational culture influences professional motivation and organizational commitment. The study has not found a link between professional motivation and organizational culture. The association was confirmed between clan organizational culture and normative commitment (the association is significant at the level of $p \leq 0.05$). As a result, we conclude that open communication in the organization, the formation of trustworthy and friendly relations by the management, which is typical for the clan type of organizational culture, helps increase employee commitment. However, this commitment is at the level of commitment and not at the level of emotional commitment. In the next stage of the research, the main components' method, turnover - varimax with Kaiser normalization, was factorized by the principal components' method.

The purpose of the factor analysis is to identify the following factors in the study's relationships: organizational commitment, staff motivation, trust, and organizational culture weight. As a result of the general sampling data factorization, all the study variables introduced by us in the study were identified as factors. The factor I represent trust, with all four of its components, and it accounts for 28.77% of the total dispersion. Factor II is organizational commitment, and it accounts for 15.19% of the total dispersion. Factor III, which accounts for 10, 07% of dispersion, does not cover the organizational culture classification we use. The factor is represented without a bureaucratic culture. Factor IV is occupational motivation, and it accounts for 9.39% of the total dispersion (explained dispersion totals 63.42%).

Table 3. The analysis of factor *in the organization*

| ~~~~~~ | 1 (Trust) | 2 (Commitment) | 3 (organizational culture) | 4 (Professional motivation) |
|---|---|---|---|---|
| Care | .873 | | | |
| Decency | .839 | | | |
| Trust | .765 | | | |
| Efficiency | .762 | | | |
| NCS | | .841 | | |
| ACS | | .788 | | |
| NCS | | .549 | | |
| The Clan Culture | | | -.892 | |
| The Adhocracy Culture | | | .761 | |
| The Market Culture | | | .693 | |
| EPM | | | | .773 |
| IM | | | | .711 |
| ENM | | | | .673 |

According to our results, factor analysis confirmed the correlation between the first measurable signs: On the one hand, between trust, care, decency and efficiency. On the one hand, between affective, continuous, and normative organizational commitment, and on the other hand, between internal, external positive, and external negative motivation. According to factor analysis, there is a correlation between the first measurable signs because the same factor determines these signs. A correlation between the components of trust and commitment was also expected. They are components of one factor. Organizational commitment is a three-component variable. Trust was assessed according to the method according to four components. Organizational commitment is a three-component variable. Trust was assessed according to the Show method according to four components. As for the relationship between professional motivation types, an optimal type of motivational complex was revealed in the study's subjects. The employee is essential to his / her work and wants to be realized in the profession. At the same time, he expects his work to be recognized, appreciated. When an employee tries to realize himself and seeks recognition, it is logical that he tries to avoid being reprimanded or punished by others. The positive correlation between the types of professional motivation is not contradictory when there is an optimal motivational complex on the face, and it explains well the professional motivation of the employees as a whole. Factor analysis revealed that the organization's trust level has the most significant weight in the relationship between organizational commitment, staff motivation, and self-confidence. Trust is a critical concept in social capital theory. According to Putman, "social capital" is ,, features of social life--networks, norms, and trust--that enable participants to act together more effectively to pursue shared objectives. Social capital is an integral part of human capital. The human capital theory considers people to be active and focuses on the following factors: organizations' investments in people will return to organizations with valuable results (Armstrong and Taylor, 2020). Accordingly, the organizations' management should consider the importance of establishing a staff motivation system in the company.

### Conclusions

Empirical analysis of the data showed the following: the level of organizational commitment of the hotel staff involved in the study is above average; there is a statistically significant relationship between staff internal motivation and organizational commitment; a positive correlation was found between intrinsic motivation and affective, intrinsic motivation and normative commitment; an optimal motivational complex was identified with the staff; leading is intrinsic motivation; the components of organizational units are of static importance in relation to the components of trust; a statistically significant relationship was found between professional motivation and the components of the trust level in the organization; the connection between clan organizational culture and normative allegiance was confirmed; trust is of the utmost importance in the relationship between organizational commitment, trust, and professional motivation.

In conclusion,  based on the statistically significant linkage between organizational commitment, professional motivation, and organizational trust, it is suggesting: hotel management should promote a climate of organizational trust in companies; It is essential to build institutional trust or to have trust in the structure, processes and policies of the organization; the statistically significant link between staff internal motivation and organizational commitment indicates that companies should prefer external employee incentives and internal factors. A system of motivation should be introduced, focusing on the development of employees' internal motivation. To establish this system, it is essential to introduce employee motivation, including self-assessment research, in companies. It should be noted that the present study was conducted several months before the pandemic, it is advisable to conduct a similar study again after the full recovery of economic activity in the tourism sector. A repeat study can examine the impact that the current situation has had on the motivation, organizational commitment, and hotel staff's trust.

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