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## Introduction

For the effective fulfillment of the organizational performance of company is important to guide the activity of employee and give support to their efforts. To understand the organizational behavior of a company is important. The group of strength that influence a personality, the society, and the culture has never been more actual subject for managers than today. This essay maintains a key theme of organizational structure and organizational culture of Marriott International, examines method of description of behavior of people in different organizations and their importance for better performance of company. The essay points out that organizational behavior can be noticed as the important feature of management in organizations. This essay begins by discussing of profile of Marriott International, an organizational structure and culture and its relationship with organizational culture. The essay, then describes the influences and actions of leadership and management approaches of Marriott International. Also, indicates the factors that have a positive or negative influence on groups and team behavior at workplace. The essay includes, in addition, how the theories of motivation and perception are implemented by Marriott International to achieve performances. Finally, providing conclusions and recommendations about findings of a profile organization.

## A Profile of Marriott International - Mladen Dinev (2022657)

Marriott International is a leader and strong competitor in a variety of industries, including hotels and motels, food service, facilities management, retirement communities, and vacation interval ownership or time-shares. The Marriott company's founders in the mid of 1990 and owned a 21-percent interest in the company. Marriott's primary enterprise is its hotels and lodgings. It owns about 1,500 properties, more than 205,000 hotel rooms in the United States and overseas. Revenue generated from room rentals and the sale of food and beverages at these hotels generated approximately 64 percent of the company's total revenue in 1997, with the remaining 36 percent coming from its contract management services. Hotel divisions range from Marriott Hotels & Resorts in the luxury segment (as well as Ritz-Carlton, partially owned by Marriott), to the moderately priced Courtyard, and the economy Fairfield Inn. Residence Inns and Marriott Executive Residences (introduced in 1997) were designed to accommodate longer stays than the traditional motel.

Marriott International is also the leading North American provider of institutional food services. The company markets food service and related facilities management specialties (housekeeping, laundry operation, etc.) to companies, schools, and hospitals. It is also a leader in the growing field of assisted living centers and health care for the elderly, thanks in part to its \$605-million purchase of the Forum Group in early 1996. Another significant division of Marriott is Marriott Vacation Club International, which sells partial ownership in resort condominiums. Its subsidiary, Marriott Golf, manages golf facilities. Marriott also operates 30 conference centers for universities and corporations throughout the United States.

Marriott International began in 1927 as a nine-seat root beer stand in Washington, D.C. Soon after, proprietors John Willard (J.W.) and Alice Marriott added hot food to their menu and named their mom-and-pop enterprise the Hot Shoppe. In 1929 they incorporated it as Hot Shoppes, which soon became a regional chain. By 1937 they diversified into what was then a cutting-edge market—providing meals for airline passengers. After taking Hot Shoppes public in 1953, the Marriott opened the first of the hotels for which their company would become famous a "motor hotel" in the Washington suburb of Arlington in 1957. In 1964 their son Bill became president, and in 1967 Hot Shoppes became the Marriott Corporation. Bill Marriott, named CEO in 1972, focused on building the hotel chain. Pursuing a strategy of catering to business travelers, the company introduced Courtyard hotels in 1983. These hotels were more moderately priced than those of the parent company. It added an extended-stay lodging line called Residence Inn in 1987, and in the same year established the Fairfield Inn economy hotels.

Marriott continued to develop as a food-service provider with the founding of Roy Rogers restaurants in 1968. In a move away from consumer-oriented food operations, the company purchased the food service contractor Saga in 1986. In 1989 Marriott sold off the airline catering business and in 1990 it sold Roy Rogers. The company began to spread into management services for retirement communities, time-share resorts, and even gourmet coffee services. But the mainstay remained the hotel business. In 1993 Marriott Corporation split into Host Marriott, which owned the hotel property, and its subsidiary Marriott International, which managed the hotels. This change brought on a brief convulsive period for the company, but within a few years Marriott International resumed its growth at a more aggressive pace than ever. Marriott purchased a 49-percent share in the Ritz-Carlton Hotel Company in 1995, and acquired

Renaissance Hotel Group N.V., a premier operator and franchiser of 150 hotels in 38 countries, in March 1997.

In April 1998 Marriott announced that it had converted San Francisco's Parc 55 Hotel into a Renaissance hotel and designated it as Marriott's fifteen-hundredth hotel worldwide. Renaissance Parc 55 represents a major milestone on Marriott's way to its goal of 2,000 hotels by the year 2000. Marriott placed itself in a strong position in the 1980s by stepping away from the traditional hotel/motel customers (vacationers) and catering instead to a business and extended-stay clientele. In a decade known for its fast business activity, Marriott was the first lodging provider to recognize that an executive away from home would be more concerned with the availability of a fax machine than in-room cable TV. Hence the establishment of Courtyard was a coup, as was the purchase of Residence Inns—a lodging enterprise built on the concept of extended stays. Once again, a motel became something other than a place for families on vacation. In this case, its customer would more likely be a family building a house or an executive who working on a particular deal and had to spend several months at a branch office.

Elements of Marriott International's success formula can be traced back to Marriott Corporation founder J.W. Marriott. A Mormon, Marriott upheld a strict work ethic and a commitment to high standards. Years after his death in 1985, his hotels continue to be known for the quality of their accommodations. However, the perception was that Marriott facilities—even the luxury accommodations under the Marriott brand—were geared toward customers who came for business and not for pleasure. Although the 1984 founding of Vacation Club International and the 1995 purchase of Ritz-Carlton were departures from this strategy, most Marriott subsidiaries are oriented toward a business clientele. J.W. Marriott also pursued a strategy of diversification, expanding his restaurant line in the 1930s to include airline food service and, in the 1950s,

motels. During his period of leadership, the company also owned two vacation cruise lines. Some enterprises, the cruise lines included, did not prove profitable for Marriott, but many other divisions into which the company expanded did. Clearly Marriott leaders perceived themselves not merely as lodging providers, but as service providers.

Marriott International operates with a view toward the long term, most often building its business on strong financial ground. Thus, in the mid-1990s it began to increasingly focus its attention on the burgeoning market among the elderly and developed its retirement-care facilities accordingly. The strategy of controlled growth was evidenced by the fact that in 1977—20 years after the founding of the Marriott hotel chain—the corporation had only 34 full-service hotels. In spite of some negatives associated with an aggressive growth strategy in the 1980s, Marriott generally has been perceived as solid, conservative, and low – risk (Marriott, 2021).

## An organizational structure of Marriott International and its relationship with organizational culture - Madalina Larisa Vasile (2022389)

### ORGANISATIONAL STRUCTURE

Organisational structure, specifically, the way an organization divides its work into specific tasks. After the distribution of the tasks, the coordination of what has been distributed must be ensured. "Marriott International" is a large company, and any large company has a well-chosen team that is responsible for enhancing the company's value and supervisory management for a long-term. The people responsible for the correct direction of the company are the president and

the CEO (Anthony Capuano). There are strategic plans, evaluated very carefully. Very important in the structure is the board of directors and management of the company. (they are responsible for increasing the interests of suppliers and partners and even customers of “Marriott International.”) (Marriott International, 2021)

Exactly as written above, the company's performance is related to the organizational structure: the guidance of the management by John Williard and Alice Sheets Marriott. They chose diversity and inclusion (welfare of customers and employees). Company seriousness observe since they provide public information (the company is transparent). The transparency of a company depends on: functionality, seriousness, integrity. The company is currently headed by: president and CEO (Anthony Capuano), and the board of directors. Everyone takes care of the well-being of those around them, increasing the interest of those connected with Marriott International. In conclusion, the organizational structure of Marriott International is divided as follows: the way in which the organization's activity respects its rules (respects guidelines and procedures), division of jobs, division of activities into departments, careful control over the business through decisions that are carefully analyzed. small to the highest positioned in the company, the hierarchy of authority.

## Organisational Culture

Before going into details about "Marriott International" it is very important to understand what this "organizational culture" means. This can also be considered "company policies". The role of policies in a company is to provide guidance to employees at work. Organizational culture also represents: the values and beliefs of a company. And as a consequence of them appears the contribution to the unique social environment.

Specifically, it is the policy of a company. That is, guidance for employees at work. It is very important that this culture represents the values and beliefs of a company. "Marriott International" always makes sure that it meets the same common goal with its employees. Visible and tangible things: the dress and official code of the employees, the policy of opening the doors, the precise and objective dialogue, the design of the hotel and of the information office. "Marriott International" is based on responsibility and quality, there is also a diversity in existing hotels. (Marriott International, 2021)

The conduct of the business also includes: protection of human rights, elimination of discriminatory practices, fair employment. The company's objectives: concern for expansion, concern for employees, cultivation and maintenance (own values), extensive partnership network. The competitive advantages are the culture and the image of the company. Existing elements are tangible: linguistic patterns, design business, staff appearance, greeting rituals / departure. There are also elements of an intangible nature: the fundamental values and principles (which is in balance or also one with the company's image). The image of a company is very important, it brings a competitive advantage. The organizational culture in the case of Marriott shows that: it is not necessary to adopt an extreme culture, but it is necessary a proper balance (thus it develops efficiently). Marriott culture is deeply rooted in the principles implemented by Marriott couple from the beginning. Another support offered by Marriott that is important to emphasize is: the acceptance on a very large scale of the workforce (a very diversified one and without violating any human rights). The name of the company comes from the two who founded it. It uses the color red in the logo (this gesture was in the attention of the wife of President J.W. Marriott). Culture will always make the difference between business. Important as a goal that has been achieved by Marriott International: the conditions offered to the staff are in

perfect balance with the feelings of the employees, the customers feel satisfied with the services offered. Thus, if the structure is well developed, a close connection with the organizational culture is formed.

If employees are satisfied, they in turn satisfy customers, and satisfied customers bring other customers (recommendation of people who were satisfied to family, co-workers, friends). Marriott offers: members' uniforms, training and development trainings, smiles that in turn offer other smiles through a chain, attention to any feedback, offers associated volunteering through a variety of organizations (Marriott International, 2021).

"Marriott International" tried to use everything in a balanced way, found a suitable way to develop the company as structurally and culturally efficient as possible. The success can be seen in the fact that there are many resorts and hotels, which is a strong point for the hospitality and hotel regime. The interior and exterior of each hotel is authentic. Customer service is excellent as promised by Marriott International. They have a perfect balance and among the employees, the organizational structure shows everyone what responsibility they have in the company, so they communicate very productively and easily with each other.

## Leadership and Management approaches followed by Marriott International - Ivan Todorov (2023561)

The progress and the growth of the Marriott hotel astonish me to a great extent because where all the hotels are facing great difficulties in doing business properly due to extensive competition there Marriott hotel is progressing rapidly. During this task, I have come to know about the management and leadership style of the Marriott hotel, which has reinforced its success to a

greater extent. Marriott hotel's management and leadership styles have “Democratic leadership and management style” (PALLAVI07CULC, 2015).

In the Democratic leadership and management style, management cannot do anything as their wish; rather, management communicates to the employees and other experts about the task before doing any task. Then based on the collective decisions, management undertakes necessary steps. From this task, I came to know about the different benefits provided by the democratic leadership styles. These include: Promote creativity: As employees can express their opinion to the boss, they try to find out the best possible opinion related to the task, which promotes creativity to the organization. Employee's satisfaction: When employees can express their opinion to the organization, they feel satisfied with the organization because they consider it to their place. Productivity enhanced: When employees are satisfied with the organization, this will help the organization to increase their productivity to a greater extent. As a result, this will promote the growth of the organization to a greater extent (Sharma and Singh, 2013). Besides doing this task, I came to know that there are some drawbacks to this style. Creates disharmony: Democratic leadership models aim to provide a forum for all voices. Leaders can favour one individual's viewpoint over that of the remainder of the team, even for good reasons.

When this happens, other group participants can feel that their thoughts or views are unimportant, and they cease to share them. This discord will make certain people feel underappreciated, which reduces their productivity levels. Wastage of time: Even if many levels of consulting and experience are offered, the democratic leadership process does not always result in a true agreement. The leader would have the option of choosing one of the better options or charting their path. When the leader is forced to make decisions independently, the negotiating

period is still a waste of time for this leadership style (Bauer, Erdogan, Short and Carpenter, 2017).

When doing the task, I have faced difficulties finding out the reasons behind Marriott hotel using this leadership and Democratic style. Through extensive research, I have found the reasons. The main reason behind using this leadership style is "Creativity." As the hotel industry is a service-based industry, the success of this industry is based on creativity because creativity enhances the satisfaction of the customers. When customers are satisfied, success has become near to the organization. Another behind using this leadership style is "Employee satisfaction." In a service-based organization, employees are directly connected to the customers; hence the satisfaction of the employees results in the better service of the customers, which ultimately helps the organization move forward. However, due to using this style, the management sometimes faces great difficulties, such as when the opinion of one employee has become accepted within the organization, other employees become dissatisfied they formed a quorum within the organization. As a result of this quorum, this organization has to face great difficulties with the customer's service. In this case, I have to admit the shrewd steps of management. When employees are dissatisfied, management has communicated with them directly and tried to make them understand they are the family and the decision of one member has accepted and they need to accept the decision for the interest of the family because the success of the family is there success (Gallo, 2020). These learnings help me a lot in deciding the right leadership and management style. When I select management and leadership styles in the future, I will use a democratic leadership style by considering my organization while following the Marriott tactics to overcome the problems that this leadership style has created.

## Factors influencing Group and team behaviors - Maria Loredana Dinculete (2023298)

### Group and team behaviors

A social group is a formation made up of several individuals who are guided by common norms or rules, have common customs and traditions and set common ideals or goals. The number of people who make up a social group can vary greatly, so that human society itself can be seen as a social group. A team is a group of two or more than two people who interact, deliberate and think in a coordinated and cooperative way, united by the intention of achieving a common goal. There are many different components that give the team according to the concept, such as the component called manager, or the component called agent (contractors). Also, all the equipment is a set of coordinated and profit-making people. Work organization using teamwork can refer to a wide range of possibilities, such as quality circles, cross-functional teams, self-managing teams or virtual teams. Many employers provide teamwork with varying degrees of autonomy.

Individuals form groups. They live in groups. They move in groups. They work in groups. Groups

are important. They cannot be ignored. They exert significant influence on the organization. They

are inseparable from organization. They are useful for the organization. They form foundation of human resources. The study of group behaviour is important. Individual and group behaviour

differs from each other. The importance of group has been realized from time to time. Elton Mayo

and his associate way back in 1920 conducted the famous Hawthorne experiments and came to know that the group have major impact on productivity (Brett and Atwater, 2001; Heidemeier and Moser, 2009; Kwan et al., 2004; Woehr et al., 2005).

Many scholars provide the group model to skills, knowledge, and experience to achieve organizational goals, but these models do not provide appropriate solution most of the cases because the organization would not try to find out route of the problem. So, the aim of this research paper is to answer to this question and to identify the attitude of the employees of Marriot Hotel with theoretical framework of leadership, motivation, staff turnover and so on. To identify what actions considered most appropriate to improve the performance of the staff of Marriott Hotel. Organizations use different types of teams in different ways to realize the objectives. Some teams have simple and specific focus, and others face complex issues with organization-wide ramifications.

## Factors influencing team and group behaviors

**Formal leadership:** To Marriott Hotel every work group has a formal leader. The common titles of those leaders are superior, foreman, project leader, department manager, general manager, chairman or managing director. These leaders can play an important role in group's success. They are also liable for the failure of group.

**Roles:** The world is a stadium and all men and women are merely players. All group from Marriott Hotel members are actor's, they are playing different roles. A role is an expected

behavior in given position in a social unit. Different groups impose different roles on different individual. We can have different concepts about role in a group.

**Norms:** All groups have some establish norms. Norms refer to the acceptable standards of behaviors that are shared by the group's members. Formalized norms are written up in organizational manuals, and all the people in an organization are bound to follow that rules and regulations.

**Group size:** The size of a group affects the group's overall performance or behavior. Small groups are faster at completing task than are larger ones. If the group is encouraged in problem solving, large groups are perfect to small group. So, if the goal of hand, smaller group is better in achieving productivity.

**Composition of the group:** From when group is association of different types of people with variety of skills and knowledge. When a group is heterogeneous rather than homogeneous in terms of age, gender, race, educational background, personalities, opinions, abilities skills and knowledge, it can be effective to complete a work.

In front with the aim of this study, the literature review will focus on team learning and its relationship to team performance before elaborating on theory that can help us understand stakeholders' attitudes towards factors influencing team performance. Although much research has been conducted on teams and, similarly, on learning in organizations, relatively little empirical knowledge is available about team learning (see Edmondson, 1999; Kozlowski and Ilgen, 2006; Salas et al., 2004).

High-quality is the importance of the teamwork for organizational success in today's economy is emphasized by many professional as well as academic publications (e.g. Banker et al., 1996;

Drucker, 2003; Glassop,2002; Pfeffer, 1994; Kozlowski and Ilgen,2006). A team can be defined as “a distinguishable set of two or more people who are “assigned specific roles or functions to perform dynamically, interdependently, and adaptively toward a common and valued goal/object/mission, who have each been assigned specific roles or functions to perform, and who have a limited life span of membership” (Salas et al.,1992, pp. 126-7).

Relationship is a positive factor between team learning behaviors and team performance has been established empirically (e.g. Edmondson, 1999). However, it is still unclear whether team members themselves evaluate team learning behaviors as a relatively important factor contributing to team performance. Teams members attitudes may differ from the attitudes of team leaders and/or supervisors (Schippers et al., 2003), and to prevent the so-called “common-method bias” (Doty and Glick, 1998; Podsakoff et al., 2003), different rating sources were used for team performance and its influencing factors.

An advantage of the use of multiple sources is the greater validity of the measures when respondents are instructed that their appraisals will be validated against external criteria (in our case, the rating by the other two stakeholders). Our respondents were guaranteed anonymity and told that the two other team stakeholders would also provide their ratings so as to increase the validity of the results (see also Mabe and West, 1982). Nominally, identical survey items were formulated for each of the three categories of stakeholders (team members, leaders, and supervisors). This means that, with the exception of their reference to one of the three-rater groups, the items were the same, since the aim was to measure differences in rater attitudes.

## Motivation theories and perception linked to organizational performance of Marriott International - (Liudmila Diacov 2023710)

For the effective fulfillment of the organizational performance of company is important to guide the activity of employee and give support to their efforts. The motivation is the foundation of all actions in a company. The managerial staff are required to know how to motivate the staff to cooperate and to achieve the purposes and objectives of organization. The role of motivation is to interconnect the people with the activity they do, that one may bring successful to company as an ensemble. The Motivation along with ability, skills, feelings, perception, well-being at workplace, benefits, safety, passion for work, rewards, conditions of facilities and inhibitions are essential factors influencing job performance. All concepts are discussed in report depth in the content of the Marriott International Hotel and the motivational theories implemented by the organization.

### Maslow's Hierarchy of needs

David Rodriguez, Marriott's general manager of human resources, says that the hotel's success count on entirely on its competence to promote a well-being among employees. This conception has been fixed in the company since the 1930, when the patron of company contracted physician to care for employees as the business developed.

- Physiological or survival needs. Marriott Hotel offer for their employee free drinks, coke, water, juice.
- Safety Needs. The company give to employee life insurance/disability; paid seek leave; paid holidays; discount to travel and vacation/ airlines and flights; car rental discount; hotel discounts for family and friends.

Marriott Hotel allow medical benefits for employees who work 25 hours per week. Also, can get free accommodation life if are worked in for 25 years.

- Esteem need. Protecting and respecting associates, customers and team are essential factor or Marriott's culture. The interest of Marriott is to provide a safe and impartial workplace and at the same time to offer friendly environment for customers (Mullins, 2016), (Marriott, 2021).

### Vroom's expectancy theory

The Marriott organization believe in the idea that taking care of employees would motivate them to take care of customers, and that commitment will be rewarded. The organization treats their employees as guests, exactly as it wants them to treat customers, thereby receiving positive feedback from both sides. Marriott International is confident in their reputation with the help of office workers, housekeepers and other front-line employees. If these employees do not have a good experience at work, then they cannot make guests feel good (Mullins, 2016).

### Herzberg's motivation – Hygiene Theory

Marriott are looking for opportunities to offer employees a work experience that makes them want to work there. The Business leaders from Marriott sustain that differentiation between new

employee will offer experience to superior employee. Employee experience is important to Marriott. Therefore, the salary, benefits, and opportunities to professional growth are correctly applied from one employee to the next. That offer opportunity to do business for a long time. Hygiene factors- Marriott Hotel simplifies the process of choosing between salary and benefits that we are concerned with when hiring. They introduced a package of comprehensive benefits for full-time, part-time and seasonal employees, which is clear and honest. So, the salary contains 68% and the benefits 37,7 % (retirement plans, vacation, sick time). Also, included job security such as health insurance plan.

### Theory McGregor X and Y

Marriott aligns employees around the company's purpose and vision to secure its future. The company cannot achieve this vision without its employees. According to a survey conducted within the company, it was found that 32% of employees were not connected to the company's objectives. However, 68% of employees are enthusiastic, satisfied with the company's rules and policies, motivated and proud of their work. This demonstrates that the company's purpose and job satisfaction are linked. After some organizational changes, Marriott made sure that the marketing team of more than 300 people was aligned with the company's goal. Was organized a conference in partnership with a public relations firm, for several days to empower the team with a purpose and resources to contribute to the performance of the team and the preparation of positive interactions between employees and the management team. The experience of the conference offered to team a better understanding of the hotel business operation and the achievement of its objectives, establishing the plan of the company's growth.

### Maccoby, McCrae and Costa- Personality dimensions

The Marriott Hotel states three basic needs: **Need for achievement** - expectations and responsibilities. Everyone from Marriott collective are anticipate to well-known and implement the Business Conduct Guide. Also, to conform with the laws from her or his field of responsibilities, supporting the legal, social and ethical standards from Guide (Marriott, 2021).

**Need for Power** - influence and competitive. Competitions and laws influence the reputation of company. Marriott suggests to all do not act unlawful, to keep business away from competition and antitrust. Marriott's prestige and success as a hospitality international leader are based in their engagement to maintenance and business principle, and in function of standards they do.

**Need for Affiliation-** acceptance, friendship and cooperative. The respect and dignity for others, the correct business rule and the responsibility to work has created a common making decision of Marriott and has advised a company's relationships with partners, customers and stakeholders.

## CONCLUSION

The organizational structure and culture of Marriott International Hotel and Resorts, different styles of leadership, the design of company and the content of responsibilities from either job have an important influence on the motivation, perception process and satisfaction of employee at workplace over the organizational performances of company. The Marriott International Hotel implements different elements from motivation theories, such as Maslow's Hierarchy Theory, Herzberg's motivation Theory, McGregor X and Y Theory and Vroom's expectancy Theory to motivated employee to contribute to success and to productivity of company. Marriott Hotels is one of the most multifaceted and internationally assorted organizations of the hospitality industry. Leadership and management style are part and parcel of an organization. The better the leadership style of the organization, the intense the success of the organization. Besides right management and leadership needs to choose for the organization. The Marriott hotel has become successful because of its proper management and leadership. Marriott is a service-based industry, if their management uses autocratic leadership styles, then employees will be dissatisfied with the organization, which ultimately creates a great negative impact on employees and ultimately passes to employees and customers become dissatisfied, and this organization will not become successful ultimately. Most of the managers argued that high satisfaction does not ensure high

performance, but the staff stated that high satisfaction is an essential factor to show better performance. Therefore, it should require to concentrates on other issues to improve performance level. Marriott International Hotel should communicate properly (open dialogue) with the candidates to know about their motivational stage, and this process is important in order to select expatriates for the organization. The management should try to identify both interpersonal and intercultural communication problems of the staff at the recruitment stage, and should select those candidates who have genuine interest in this sector, ability to match environment of the hotel, have advance language skills, enthusiasm to study, and competent to handle stressful situation. All these implementations play a significant role to became successful organization.

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