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## **UTILIZING THREE FACTOR THEORY TO DEVELOP AN ORGANIZATIONAL MOTIVATION SYSTEM FOR HOTEL ESTABLISHMENTS<sup>59</sup>**

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### **ABSTRACT**

This study is conducted to develop a new organizational motivation system for hotel establishment that could offer solutions for low employee motivation problem. In the study, sub-systems and the components of hotels' organizational motivation systems are taken from ABCD Model, and Three Factor Theory (TFT) is used to determine basic, performance and excitement factors of the sub-systems. In order to define basic, performance and excitement factors, asymmetric effect analysis was utilized. Results revealed that having the employees feel that they significantly contribute to the establishment, celebrating special occasions and provision of off-work time spending, awareness of performance evaluation criteria, providing the means to utilize skills, abilities and creativity, and the appropriateness of physical conditions of the work environment are the basic factors of hotels' organizational motivation systems. Rewarding, appreciating, honoring and respecting employees regularly, making the employees feel as a part of the team, providing the opportunity to spend time with administrators outside of work and facilitating areas that employees could socialize, making no discrimination among employees, paying attention to fairness and equity in promotions and rewards, appropriateness of work hours and providing doctor and infirmary services at workplace were identified as the

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performance factors. In order to state an effective motivation system, it is necessary to continuously provide a certain level of satisfaction regarding these factors. Finally the excitement factors which could boost up the effectiveness of hotels organizational motivation systems were discussed.

*Keywords:* Hotel Establishments, Employee Motivation, Three Factor Theory, ABCD Model

### **UTILIZING THREE FACTOR THEORY TO DEVELOP AN ORGANIZATIONAL MOTIVATION SYSTEM FOR HOTEL ESTABLISHMENTS**

Substitution of labor during work process, switching to automation or isolation of the customer from production and of the employees from consumption process are almost impossible in hotel business. These circumstances locate the employees in the center by causing a labor-intensive structure during operation, almost obligate being human-centered, for tourism business that has a pre-investment stage capital intensive nature. However, several studies point out the existence of a motivation problem in the hotel business (Brown, Thomas & Bosselman, 2015; Jung & Yoon, 2014; Tsai's & Tang, 2012; Chiang, Birtch & Kwan, 2010). In hotel business that have employees with low motivation levels, employees might exhibit reckless, careless and even malevolent behavior; and these could cause disruption of business processes, missing the efficiency and profitability targets, and increase in the renovation and maintenance costs of the properties, fixtures and materials. Therefore, figuring out a motivation system efficient in motivating the hotel business employees became a prerequisite for the survival and success of the business.

One of the generally accepted views in motivation studies is that not every motivation tool has the same impact on employee motivation. This assumption, initially put forward by Herzberg with the Two Factor Theory, was later developed and converted to three factor model by Kano (Kano, 1984; cited by Albayrak & Caber, 2015). In both Herzberger's and Kano's theories, it was stated that the effects of the tools used in providing motivation were asymmetric on the overall work motivation of employees. In other words, the positive effect on the motivation due to the satisfaction level of the employee about a motivational tool and the negative effect in case of dissatisfaction are not equal (Albayrak & Caber, 2015: 45). This situation necessitates diverse classification of motivational tools by examining their asymmetrical effects. According to the three factor model, motivation factors

that are motivating when higher satisfaction is provided, yet that are not motivation-decreasing in case of lower satisfaction, are defined as the *excitement factors*; motivation factors that have the potential to cause both motivation and demotivation according to the level of satisfaction obtained due to the utilization of the tool are defined as *performance factors*; motivation factors that are motivation-decreasing in case of low satisfaction, yet yield no significant increase in motivation levels due to high satisfaction are identified as *basic factors*.

It was considered that, Three Factor Theory (TFT) would significantly contribute in constituting an effective organizational motivation system for hotel business. As Herzberg (1986) suggested, in constituting an effective motivation system, it is necessary to primarily identify what the basic factors of that system are. Thereafter, it is necessary to determine the tools that has to yield performance at a specific level, namely the performance factors, so that the system could soundly function. Finally, the excitement factors that do not disturb the operation of the system, yet increase the success of the system when good performance is exhibited have to be identified.

To identify the elements that constitutes a hotel establishment organizational motivation system, ABCD model was utilized. ABCD model argues that there are four basic drives, which are the fundamental determinants of all human behavior. These are the drives to A-acquire, B-bond, C-comprehend and D-defend. Based on the model, there is no hierarchy among these drives and all four drives should be satisfied at a certain level for individuals to conduct meaningful lives (Nohria, Groysberg & Lee, 2008). ABCD model was initially used to explain human behavior in general (Lawrance & Nohria, 2002) and later it was adapted and tested for organizational environment (Nohria et al., 2008). As a result, it was observed that this model performed better in explaining today's employee motivation phenomenon than other motivational theories found in the literature (Nohria et al., 2008). Also a study conducted by Cakir (2015) demonstrated that ABCD model explained 88% of employee motivation in hotel establishments and it was suggested that the hotels' organizational motivation systems should be composed of four basic sub-systems, in accordance with the ABCD model, to fulfill drives to acquire, bond, comprehend, and defend of the employees and such system would be more effective in providing motivation. In this regard, in the present study, sub-dimensions and motivation tools proposed by Çakır (2015) were taken as the sub-systems and elements of the hotels' organizational motivation systems and basic, performance and excitement factors of the organizational motivation systems of hotel establishments was identified through asymmetric effect analysis.

## METHODOLOGY

The data set of the study is compiled through a field survey study and 805 hotel employees from 45 hotel business, selected via convenience sampling, from Istanbul and Antalya were included in the study. The obtained data set was re-coded to express the provided conditions of low satisfaction (0,1) and high satisfaction (1,0) and was analyzed with multiple regression in order to measure the asymmetric effect, hence the evaluation of the effects of motivational tools on the employee motivation in cases of low and high satisfaction was realized. After the evaluation, as stated in TFT, the motivational tools were grouped as basic, performance and excitement factors for interpretation.

## FINDINGS

In present study, every drive dimension was considered as the sub-systems that constitute the organizational motivation systems by using the theoretical framework of ABCD model and TFT and for each sub-system the asymmetrical effect analyses were separately conducted and tabulated.

Once the organizational motivation sub-system and elements that is composed to satisfy the *drive to acquire* are examined, the **basic factor** of this sub-system is revealed as the feeling of the employee to have meaningful contribution to the business. Commencing from this finding, it is possible to assert that at the base of satisfying the drive to acquire sub-system resides the feeling of contribution and in business where this could not be accomplished, the drive to acquire satisfaction levels of employees would adversely be affected. Rewarding the employees financially when high performance is exhibited, the possibility to have a job promotion, recognition and respect to employees constitute the **performance factors** of the drive to acquire motivation sub-system and it is necessary to provide satisfaction at a certain level for these points. Otherwise, it is possible to observe significant decreases in the motivation of the employees. Salaries of the employees and the rate of the salaries to those who do the same job in another business, provision of social assistance, timely and frequent rewarding of the employees and the opportunity to exercise initiative and authority constitute the **excitement factors** (Table 1).

**Table 1. Asymmetrical Effect of the Expressions Related to the Drive to Acquire Dimension in Providing Motivation**

*Item*                       $\times sat$  (*s.d*)    ( $\beta_{j+}$ )    ( $\beta_{j-}$ )    *EIS*    *PM*    *PD*    *EA*    *Tool Type*

1. Satisfactory salary that the employee receives in exchange for her or his	3.15(1.18)	0.094**	-0.038ns	0.132	0.712	-0.288	0.424	EF
2. Payment of same level of salaries to employees when compared to others in other businesses doing	3.33(1.16)	0.130*	-0.093ns	0.223	0.583	-0.417	0.166	EF
3. Availability of tangible rewards (salary increase.	3.48(1.14)	0.155*	-0.117**	0.272	0.570	-0.430	0.140	PF
4. Availability of social benefits (residence. transportation. food. daycare. etc.)	3.37(1.14)	0.162*	-0.006ns	0.168	0.964	-0.036	0.929	EF
5. Respect for the job	3.23(1.14)	0.111**	-	0.224	0.496	-	-	PF
6. Opportunities of promotion as a reward for better performance	3.29(1.14)	0.156*	-0.131*	0.287	0.544	-0.456	0.087	PF
7. Timeliness and frequency of rewards awarded to employees	3.30(1.17)	0.138*	-0.088ns	0.226	0.611	-0.389	0.221	EF
8. Dignifying attitude and behavior by the managers towards employees	3.33(1.11)	0.242*	-0.163*	0.405	0.598	-0.402	0.195	PF
9. Identification of the significance of the contributions of employees for the	3.49(1.11)	0.016ns	-0.170*	0.186	0.086	-0.914	-0.828	BF
10. Opportunity of the employee to take initiative and exercise power while performing	3.54(1.11)	0.115*	-0.095ns	0.210	0.548	-0.452	0.095	EF

$R^2=0.791$  ; \*  $p<0.01$ , \*\*  $p<0.05$ .; ns= not significant

$\times sat$ = Average of Satisfaction Level; *s.d*=Standard Deviation;  $\beta_{j+}$  = Effect Coefficient when Satisfaction Level is High;  $\beta_{j-}$  = Effect Coefficient when Satisfaction Level is High, *EIS*: Effect on Impulse Satisfaction; *PM*: Potential to Motivate; *PD*: Potential to Demotivate; *EA*: Effect Asymmetry; *EF*=Excitement factor; *PF*=Performance Factor; *BF*=Basic Factor.

Since the work hours in hotel business in Turkey are quite long, the closest friends of the employees are usually their colleagues at the workplace. Therefore, the employees prefer to celebrate and spend special occasions and their spare time with the colleagues that they have established a bond at work. In this context, celebrating the special occasions of the employees and facilitating spending time together outside of work were determined as the **basic factors** of the sub-system regarding the satisfaction of the **drive to bond** of the organizational motivation system. In other words, celebrating the special occasions and facilitating spending time together outside of work for the employees working in a hotel business constitutes the basis of drive to bond satisfaction. Making the employees feel as a part of the team, providing the opportunity to spend time with administrators outside of work and to facilitate spaces that employees could socialize constitutes the **performance factors** of the drive to bond sub-system. It is necessary to provide certain level of satisfaction with these factors. Otherwise, significant decreases in motivation levels of the employees are observed. Establishing good relationships with administrators and employees of other departments, valuing team work, colleagues and administrators being supportive and helpful in resolving issues regarding work are the determined points that constitute the **excitement factors** of the drive to bond sub-system. As a reflection of Turkish culture, the power gap between the employees and administrators in hotel business are considerably high. This situation causes the employees not to have over expectations in their relationship with their administrators. Therefore, whereas administrators establishing good relationships with the employees do not adversely affect the motivation, it is observed that establishing good relations increases the work motivation of the employees. Furthermore, as administrators and employees consider one another as rivals, they commonly focus on their own work and do not want to help or be helped. Yet, the existence of such collaboration and cooperativeness strengthens the attachment relationships of employees with each other and positively contributes to their motivation (Table 2).

**Table 2. Asymmetric Effect of the Items Related to the Drive to Bond Dimension in Providing Motivation**

<i>Item</i>	<i>×sat (s.d)</i>	<i>(βj+)</i>	<i>(βj-)</i>	<i>EIS</i>	<i>PM</i>	<i>PD</i>	<i>EA</i>	<i>Tool Type</i>
11. Good relations between managers and employees	3.39(1.16)	0.187*	-0.085ns	0.271	0.688	-0.312	0.375	EF

12. Friendly relationships between employees	3.52(1.05)	0.105**	-0.096ns	0.201	0.522	-0.478	0.043	EF
13. Celebration of special days for employees (birthdays, weddings, etc.)	3.46(1.10)	0.060ns	-0.173*	0.233	0.257	-0.743	-0.486	BF
14. Good relationships among employees working in different departments	3.50(1.10)	0.117*	-0.069ns	0.187	0.629	-0.371	0.257	EF
15. Acceptance by employees that they are a member of a team	3.46(1.12)	0.102**	-0.116**	0.219	0.468	-0.532	-0.065	PF
16. Cooperation and teamwork among employees	3.51(1.13)	0.124*	-0.054ns	0.178	0.699	-0.301	0.399	EF
17. Respectful behavior by the business owner and managers towards	3.50(1.10)	0.103**	-0.029ns	0.132	0.781	-0.219	0.562	EF
18. Support and help provided by managers in problems related to	3.27(1.11)	0.202*	-0.030ns	0.232	0.869	-0.131	0.739	EF
19. Support and help provided by colleagues in problems related to work	3.41(1.07)	0.160*	-0.064ns	0.223	0.715	-0.285	0.429	EF
20. Managers spending time with their employees outside	3.32(1.13)	0.177*	-0.159*	0.337	0.526	-0.474	0.052	PF
21. Employees spending time with each other outside working hours	3.41(1.11)	0.041ns	-0.123**	0.164	0.250	-0.750	-0.501	BF
22. Availability of social areas (cafeteria, dining hall, etc.) where employees could	3.31(1.10)	0.198*	-0.120**	0.319	0.623	-0.377	0.245	PF

$R^2=0.798$  ; \*  $p<0.01$ , \*\*  $p<0.05$ .; ns= not significant

×*sat*= Average of Satisfaction Level; *s.d*=Standard Deviation;  $\beta_{j+}$  = Effect Coefficient when Satisfaction Level is High;  $\beta_{j-}$  = Effect Coefficient when Satisfaction Level is High, *EIS*: Effect on Impulse Satisfaction; *PM*: Potential to Motivate; *PD*: Potential to Demotivate; *EA*: Effect Asymmetry; *EF*=Excitement factor; *PF*=Performance Factor; *BF*=Basic Factor.

As a result of the asymmetric effect analysis, **basic factors** of the **drive to comprehend** sub-system are determined to be composed of “*awareness on what basis the performance of employees is evaluated*”, “*providing concordance with the work conducted by analyzing skills and abilities well and providing the opportunity to facilitate these skills and abilities in their work*” and “*allowing the utilization of their creativity*”. In summary, having accordance between skills, abilities and creativity of employees and their work and designing work tasks that employees could effectively use these skills, abilities and creativity and providing the comprehension that displaying what level of performance would bring success are the prerequisites to satisfy the drive to comprehends of the employees in a hotel business and offering them motivation. Besides, providing right and timely information to employees, defining tasks that expand the limits of skills, administrators helping development and learning of employees and employees receiving off the job training that they consider useful for themselves are the **excitement factors** of the drive to comprehend sub-system. When accomplished, these factors increase the motivation of the employee significantly, and when not accomplished they do not decrease the motivation significantly (Table 3).

**Table 3. Asymmetric Effect of the Items Related to the Drive to Comprehend Dimension in Providing Motivation**

<i>Item</i>	$\times sat (s.d)$	$(\beta_j+)$	$(\beta_j-)$	<i>EI</i>	<i>P</i>	<i>P</i>	<i>E</i>	<i>Tool</i>
				<i>S</i>	<i>M</i>	<i>D</i>	<i>A</i>	<i>Type</i>
23. Making the criteria used for performance evaluations available for employees	3.39(1.13)	.072ns	.107**	0.179	0.403	-	-	0.5970.194F
24. Providing timely and accurate information about the general status of the	3.39(1.12)	.178*	.060ns	0.239	0.748	-	0.495	0.252F
25. Matching current skills and abilities of employees with their	3.28(1.16)	.086ns	.119**	0.205	0.419	-	-	0.5810.163F
26. Allowing for the use of skills and abilities of employees at their	3.40(1.14)	.090ns	.149*	0.238	0.377	-	-	0.6230.247F
27. Availability of	3.30(1.18)	.102**	-	0.187	0.546	-	0.092	F

28. Assigning tasks to employees that would improve their skill limits	3.22(1.14)	.190*	-.034ns	0.225	0.848	-.0152	0.695	I
29. Allowing	3.40(1.07)	.083ns	-.154*	0.237	0.350	-	-	I
30. Availability of management help in employees' learning and	3.36(1.20)	.109**	-.055ns	0.164	0.663	-.0337	0.326	I
31. Availability of external training for occupational development of the employees that they	3.26(1.19)	.196*	-.090ns	0.286	0.684	-.0316	0.368	I

R<sup>2</sup>=0.814 ; \* p<0.01, \*\* p<0.05.; ns= not significant

×*sat*= Average of Satisfaction Level; *s.d*=Standard Deviation; *βj+* = Effect Coefficient when Satisfaction Level is High; *βj-* = Effect Coefficient when Satisfaction Level is High, *EIS*: Effect on Impulse Satisfaction; *PM*: Potential to Motivate; *PD*: Potential to Demotivate; *EA*: Effect Asymmetry; *EF*=Excitement factor; *PF*=Performance Factor; *BF*=Basic Factor.

Finally, the drive to defend sub-system is examined in the study. **Basic factor** of the drive to defend sub-system is the appropriateness of the physical conditions of the work environment. This situation is the indicator that the prerequisite to the satisfaction of drive to defend is the appropriateness of the physical conditions of the work environment. Besides, making no discrimination among employees, fairness and equity in promotions and rewards, appropriateness of work hours and providing doctor and infirmary services at workplace are determined as **performance factors**. Performances of hotel businesses related to these factors could have an increasing or decreasing effect on the motivation of the employees. The possibility that employees could take off periods when necessary and to get access to the tools and equipment they require are determined as the excitement factors of the motivation system (Table 4).

**Table 4. Asymmetric Effect of the Items Related to the Drive to Defend Dimension in Providing Motivation**

<i>Item</i>	× <i>sat</i> ( <i>s.d</i> )	( <i>βj+</i> )	( <i>βj-</i> )	<i>EIS</i>	<i>PM</i>	<i>PD</i>	<i>EA</i>	<i>Tool Type</i>
32. Prevention of discrimination of employees	3.31(1.18)	.113**	-.276*	0.389	0.291	-.0709	0.418	PF

33. Promotions and rewards based on merit	3.31(1.17)	.126**	-.137**	0.263	0.479	-	-	0.521	0.042	PF
34. Fair resource distribution and rewarding processes	3.53(1.18)	.139*	-.301*	0.440	0.315	-	-	0.685	0.369	PF
35. Making sure employees receive rewards and respect that they deserve	3.58(1.14)	.131**	-.183*	0.314	0.416	-	-	0.584	0.168	PF
36. Possibility of taking a leave on a need basis	3.66(1.05)	.121**	-.105ns	0.227	0.536	-	-	0.464	0.072	EF
37. Appropriate working conditions (air conditioning, lighting, heating, etc.)	3.54(1.12)	.088ns	-.299*	0.387	0.226	-	-	0.774	0.547	BF
38. Availability of tools and devices required for work	3.60(1.14)	.121**	-.025ns	0.146	0.829	-	-	0.171	0.657	EF
39. Availability of physician and infirmary at the workplace	3.56(1.15)	.124**	-.158**	0.283	0.440	-	-	0.560	0.120	PF
40. Appropriate work hours	3.42(1.21)	.186*	-.211*	0.397	0.469	-	-	0.531	0.063	PF

$R^2=0.767$  ; \*  $p<0.01$ , \*\*  $p<0.05$ ; ns= not significant

×*sat*= Average of Satisfaction Level; *s.d*=Standard Deviation; *βj+* = Effect Coefficient when Satisfaction Level is High; *βj-* = Effect Coefficient when

Satisfaction Level is High, *EIS*: Effect on Drive Satisfaction; *PM*: Potential to Motivate; *PD*: Potential to Demotivate; *EA*: Effect Asymmetry;

*EF*=Excitement factor; *PF*=Performance Factor; *BF*=Basic Factor.

## CONCLUSION AND RECOMMENDATIONS

It was proposed by Çakır (2015) that an organizational motivation system, which resolves motivational problems of employees in hotel businesses, could be possible through a system composed of four sub-systems that satisfy the drives of acquire, bond, comprehend and defend of employees. In this study, it was aimed to determine the basic, performance and excitement factors of this organizational motivation system, proposed by

Çakır (2015). As result of the asymmetrical effect analysis, it was confirmed that letting the employees feel that they significantly contribute to the establishment, celebrating special occasions and provision of off-work time spending, awareness of performance evaluation criteria, providing the means to utilize skills, abilities and creativity and the appropriateness of physical conditions of the work environment are the essential components of a motivation system of hotel business. The basic factors of an organizational motivation system should be these factors in a hotel businesses, and in order to mention an organizational motivation system in hotel businesses, it is primarily necessary to provide satisfaction for these factors.

Rewarding the employees financially when high performance is exhibited, facilitating the opportunity of promotion, appreciating, honoring and respecting employees regularly, making the employees feel as a part of the team, providing the opportunity to spend time with administrators outside of work and facilitating areas that employees could socialize, making no discrimination among employees, paying attention to fairness and equity in promotions and rewards, appropriateness of work hours and providing doctor and infirmary services at workplace were identified as the performance factors of an organizational motivation system and in order to state an effective motivation system it is necessary to provide a certain level of satisfaction regarding these factors.

In this study 19 motivational tools were defined as excitement factors, which enhance the efficacy of motivation systems when satisfactions are provided, although they are not the main components of the organizational motivation systems of hotel establishments. Better salaries in comparison to those who work in similar establishments, provision of social services such as daycare, housing, transportation etc., rewarding the employees frequently and timely, providing the opportunity to exercise initiative and authority, good relationships with administrators, colleagues, administrators being supportive and helpful to each other, valuing team work, providing right and timely information to employees, defining tasks that expand the limits of employees' skills, and providing the opportunity for off the job training, administrators helping development and learning of employees, possibility that employees could take off periods when necessary and providing access to the tools and equipment employees require increase the organizational motivation system success significantly in hotel business. Although these factors are not the crucial factors of organizational motivation system, they should be regarded as the factors that develop the efficacy of motivation systems.

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