

## DESIGNING AN EFFECTIVE ORGANIZATIONAL EMPLOYEE MOTIVATION SYSTEM BASED ON ABCD MODEL FOR HOTEL ESTABLISHMENTS

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### **Abstract**

**Purpose** – The objective of the study is to create an organizational motivation system that could provide solutions for low employee motivation problem, which became an organizational pathology for hotel establishments.

**Methodology** – Within a quantitative approach, data were gathered by surveying hotel employees working in Istanbul and Antalya. 356 from Istanbul and 449 from Antalya, a total of 805 valid questionnaires were collected via face-to-face surveys. Factor analyses and importance-satisfaction analysis were utilized to interpret data.

**Findings** – CFA results demonstrated that ABCD model performed well in explaining employee motivation phenomenon in hotel establishments. With the help of the importance-satisfaction analysis findings, we were able to determine which motivation tools were utilized best by the managers in practice, in which tools were used in excess, which tools were less important in providing motivation, and which motivation tools the managers should focus at.

**Originality of the research** – In the study, ABCD model which is a new drive-based motivation model that includes current information obtained from different disciplines, was tested for the first time in tourism context. ABCD model performed well in explaining employee motivation phenomenon in hotel establishments. Based on the findings of EFA, CFA and importance-satisfaction analysis, recommendations for an effective organizational employee motivation system based on ABCD model for hotel establishments were discussed.

**Keywords** Hotel establishments, organizational motivation systems, employee motivation, ABCD Model.

### **INTRODUCTION**

Motivating employees to achieve organizational goals effectively, is one of the main tasks of management because motivation is one of the key determinants of employee performance. It is argued that employee performance is a derivative of employee skills and motivation (Latham 2007). Evidentially, as much as the employee has skills, unless she or he does not have the motivation to turn these skills into behavior, the employee would not be able to perform efficiently in the workplace.

Researchers found out that highly motivated employees exhibit higher levels of organizational commitment (Pandey, Wright and Moynihan 2008), work harder (Wright 2003), perform significantly better at their jobs (Leisink and Steijn 2009), and

increase organizational performance (Ritz 2009). On the other hand, dissatisfied employees were found to have high propensity to engage counterproductive behaviors (Tang and Chui 2003). In addition, according to findings based on surveys of about 1.2 million employees from Fortune 1000 companies, management often demotivate employees unwittingly, and in 85% of the companies, employees' motivation decrease sharply after just the first six months, and continues to decline in the upcoming years (Sirota, Mischkind and Meltzer 2006). It was also found that demotivation resulted in on average 22.7% decrease in employees' job performance and productivity, 26.5% decrease in work joy (Wunderer and Kùpers 2003), and up to 13.6 hours/week time loss (Ng et al. 2004).

From hotel industry's point of view, demotivated employees poses a bigger problem and is considered to be the most important problem in hospitality industry today (Enz 2001). Studies demonstrated that due to several factors such as low wages (Pizam 2015), insufficient job security, seasonality, long working hours, work overload (Karatepe et al. 2014), and poor working conditions (Maroudas et al. 2008); employee turnover, absenteeism, and low motivation became an organizational pathology in hotel establishments (Jung and Yoon 2016; Brown et al. 2015). Since employees have a direct impact on customer satisfaction due to the impossibility to isolate the employees from consumption processes and the fact that they are always a part of customer experience; employee motivation in hotel businesses has an impact not only on the employee performance, but on sales, customer satisfaction, costs and financial performance of the hotel as well. Therefore, one of the main tasks of hotel managers today is to provide motivation for the employees to make them spend more effort in their works, have a high level of loyalty for the business, and perform their best (Chiang and Hsieh 2012).

Employee motivation, which is extremely significant for the success and survival of the hotel businesses, became the object of increasing interest for researchers since 1950s. Maslow (1954) has determined that there are five basic needs that motivates people. These needs are physiological, safety, belongingness self-esteem and self-actualization needs, they have a hierarchy, and higher order needs can only be activated if lower order needs are met. Herzberg stated that salary, working conditions, status and security are hygiene factors, and they do not motivate. Only factors such as recognition, personal growth and job characteristics can motivate employees (Herzberg, et al. 1959). McClelland (1961) has rejected the idea that human needs are ordered in a hierarchy, and defined three main needs that motivates employees. These needs are achievement, power and affiliation. Depending on the employees' characteristics and experience, one of these needs would be dominant in providing motivation. From a similar perspective, Alderfer (1972) identified three needs, and stated that employees are motivated by the needs for existence, relatedness, and growth. Adams (1965) added a new factor in employee motivation. He argued that employees are not only motivated by fulfilling their needs, but also they are motivated by the need of fair treatment. Lock and Latham (1990) stated that setting clear and challenging goals motivates employees. All these theories provided useful insights and solved pieces of motivation puzzle but they do not provide a holistic approach (Lock and Latham 2004). In the light of insights provided by these theories and current information obtained from contemporary sciences, it could be considered that a new

motivational model would be more effective in understanding today's motivation phenomenon, and providing an efficient use of motivational theories by the practitioners (Khuzulauri and Syed 2010; Lawrence and Nohria 2002). Thus, ABCD Model which consists of the drives to acquire, bond, comprehend and defend dimensions, was developed by Lawrence and Nohria in 2002. The model used initially to explain human behavior, was later adapted and tested for employee motivation in organizational environment in 2008. As a result of the survey study conducted in two worldwide corporations with 384 individuals and interviews conducted with employees of 300 corporations, which were in Fortune-500 list, it was observed that this model performed better in explaining today's motivation phenomenon than other motivational theories found in the literature (Nohria, Groysberg and Lee 2008).

ABCD model was preferred in this study that would scrutinize employee motivation in hotel businesses, since it introduced a holistic perspective, included an evaluation of multidisciplinary current information, and has better explanatory power for employee motivation in empirical tests when compared to other models. Thus, employee motivation phenomenon in hotel establishments was analyzed within the framework of ABCD model and a proposal for an organizational motivation system for hotel managers to enable the use of motivational tools optimally was assayed.

## 1. THEORITICAL FRAMEWORK OF ABCD MODEL

ABCD model argues that there are four basic drives, which are the legacy of our evolutionary development that is the fundamental determinant of all human behavior, and enable our survival and transfer of our genes to the next generations. These are; A-acquire, B-bond, C-comprehend and D-defend drives. 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 and Lee 2008).

*The drive to acquire* directs individuals' behavior towards to search for, acquire, and control the objects and experiences that they value. This drive is the basic motivational factor behind the ratio-economic human behavior (Lawrance and Nohria 2002). The individual, who lives in the world of scarce resources and dependent on selection, has to perform better than the living beings in the same environment in order to increase the chance of survival and to prosper. As a result, individuals try to obtain objects and experiences that would increase their chance of survival and their life standards and gain relatively more than other individuals. And in organizational structures, employees act to earn more than the resources that the organizations provide, and increase their access to these resources. The drive to acquire directs the employees to access more resources such as wages, bonuses, premiums, commissions, and gift certificates, and intangible benefits that would earn them a relatively competitive status against other employees such as promotion, status improvement, more authority, recognition and appreciation (McShane and Von Glinow 2008). In other words, behind the will of the people to find an occupation and work, and after they are employed, behind the competition among the employees, there is the drive to acquire. When motivation tools could not satisfy employees' drive to acquire, they would feel that they are wasting efforts, being cheated and they end up feeling discontent. Excessive

stimulation of the drive to acquire results in selfish efforts by the employees, therefore creating a job environment which wears down cooperation and teamwork, and is greedy and extremely competitive (Nohria, Groysberg and Lee 2008).

*The drive to bond* reflects the drive that individuals possess to create social needs and mutual attachments. Within the evolutionary process, individuals that established better bonds had a better chance of survival and to continue their bloodlines when compared to individuals who preferred an individual life. Thus, as a survival instinct, the drive to bond became a part of our genes throughout the evolutionary development process (Lawrance and Nohria 2002). In organizational context, several studies stressed the significance of bonding relationships in providing motivation. Hawthorne research demonstrated that acceptance and appreciation of the individuals by their colleagues has a motivating effect the same as, if not more than promotions, status and rewards that are provided by the management. Employees respond to motivational implementations of the management as long as their needs for belongingness, acceptance and identity formation are met (Elding 2005). Employees are not unrelated and random group of individuals who only act on self-interest. Hence, motivation of the employees, and their susceptibility towards the management are dependent of the satisfaction of their socialization and bonding needs by the management. When the drive to bond is not satisfied, it stimulates the loneliness, timidity, anger, and even hate emotions in employees, and when bonding drive is satisfied excessively, individuals become more group oriented, as opposed to organizational objectives, start to act group-centered, thinking about the benefits of the groups they belong to (Lawrance and Nohria 2002).

All humans have an innate drive to satisfy their curiosity, know, perceive, believe, appreciate and make sense of their environment and symbols. This is the *drive to comprehend*. Individuals think about causes and effects. The drive to comprehend is a drive that originates at the center of the brain, extends to the other branches of the nervous system and affects out decisions as emotions or unconscious prejudice, creating an irresistible drive to understand causes and effects (Damasio 1999). The drive to comprehend forces individuals to gather information, examine their surroundings, to observe and develop ideas and theories and thus, people could enter into explanatory internal or external dialogues about their environment. In this respect the drive to comprehend is the fundamental motivational factor behind innovation, creation of new knowledge and specialization, which are extremely important for all corporations today (Lawrance and Nohria 2002). To satisfy the drive to comprehend of employees, the model proposes to keep the tasks separate with meaningful roles, to assign explicit duties and responsibilities, enable their contribution in decision making processes and design duties so that employees could learn new things and develop their skills and abilities (Nohria, Groysberg and Lee 2008).

The last drive in the model is the *drive to defend*, which is a reactive drive. While the drives to acquire, bond and comprehend impel individuals to perform behavior to satisfy these drives, the drive to defend is stimulated by threats against the gains, bonds and learned knowledge such as beliefs, morality and culture that the individual earned via the drives to acquire, bond and comprehend. Instead of searching for these threats, individual prefers to perform evasive behavior (Lawrance and Nohria 2002). The basic

reason for the premise that punishments are not effective providers of motivation as stated by various studies is the fact that punishments are perceived as threats, stimulating the employee's drive to defend. Also in the basis of motivational theories that argue that equality, organizational justice and fairness promotes motivation lies the drive to defend of the individuals. Transparency of resource distribution processes and fair and equal treatment of employees promote the satisfaction of individual's drive to defend, affecting her/his motivation positively. The model considers performance evaluation and transparency, justice and equality in resource distribution processes as the fundamental motivational tools in satisfaction of the drive to defend (Nohria, Groysberg and Lee 2008).

## **2. METHODOLOGY**

### **2.1. Development of the Scale and Data Collection Tool**

For scale development process, four steps offered by Netemeyer, Bearden and Sharma (2003, 16) were followed. In the first step, employee motivation phenomenon is defined within the context of ABCD model, and its four dimensional construct. In the second step, interviews with five scholars who research human resources in hotel establishments, and seven professionals who worked as human resources managers in five-star hotels in Turkey were conducted to generate items for candidate item pool. As a result, 65 motivation tools were determined that could be used to satisfy hotel employees drives to acquire, bond, comprehend and defend. Created candidate item pool was presented for the review of 12 field experts to determine content validity using Lawshe method. Content validity test results showed that four items included to measure the drive to acquire, three items included to measure the drive to bond, two items included to measure the drive to comprehend, and five items included to measure the drive to defend; a total of 14 items were eliminated from the candidate item pool since they did not exhibit the required content validity points. As a result, a scale that included 51 items that possessed sufficient content validity points was obtained. In the third step, 51 items were transformed into a 5-points Likert-type questionnaire and a pilot study was conducted with 58 hotel employees. These were asked whether the expressions were comprehensible and hotel employees stated that the items were comprehensible. The feedback on the comprehensibility of the items established the surface validity of the scale (Neuman 2007). On the data obtained from pilot study was also used to calculate Cronbach alpha values of each item to establish reliability of the scale. One item in the drive to acquire dimension was excluded since it decreased the reliability of the scale. In the fourth step, to determine the applicability of the motivation scale based on ABCD model for different hotel establishments, EFA and CFA analysis were conducted on the data collected from two different tourist destinations (Istanbul and Antalya) with different characteristics. After conducting EFA and CFA analyses, 48 items scale was developed. Results of EFA and CFA are elaborated in the findings section.

## 2.2. Population and Sample of the Study

To determine the applicability of an organizational motivation system based on ABCD model in hotel enterprises, the model was tested on hotel employees in two different destinations with different characteristics. Thus, Istanbul and Antalya regions, which are the most developed regions in city and resort hotel industry in Turkey, were selected as the fields of study. During April 2014 – February 2015, managers of large scale four and five stars hotels in Istanbul and Antalya regions were contacted on the phone and approvals of 25 hotels in Istanbul region and 56 hotels in Antalya region were obtained to conduct the field survey. 3000 survey forms were distributed to those hotels and via convenience sampling method a total of 805 valid questionnaires were returned. Majority of the correspondents were male (66.7%), married (63.4%), high school graduate (39.4 %), and between the ages of 25-30 (24.2%) (Table 1).

Table 1: Sample Demographics

Region	N	%	Marital Status	N	%
<i>Istanbul</i>	356	44.2 %	<i>Married</i>	510	63.3%
<i>Antalya</i>	449	55.8 %	<i>Single</i>	295	36.6%
<b>Total</b>	<b>805</b>	<b>100 %</b>	<b>Total</b>	<b>805</b>	<b>100 %</b>
Age Groups	N	%	Level of Education	N	%
<i>0-18</i>	22	2.7%	<i>Elementary School</i>	58	7.2%
<i>19-24</i>	260	32.3%	<i>Middle School</i>	74	9.2%
<i>25-30</i>	276	34.3%	<i>High School</i>	320	39.4%
<i>31-35</i>	119	14.8%	<i>Associate degree</i>	130	16.1%
<i>35-40</i>	67	8.3%	<i>Bachelor's Degree</i>	210	26.1%
<i>41+</i>	61	7.6%	<i>Graduate School</i>	13	1.6%
<b>Total</b>	<b>805</b>	<b>100 %</b>	<b>Total</b>	<b>805</b>	<b>100 %</b>
Gender	N	%	Position	N	%
<i>Female</i>	268	33.3%	<i>Employee</i>	618	76.8%
<i>Male</i>	537	66.7%	<i>Lower-Level Manager</i>	94	11.7%
<b>Total</b>	<b>805</b>	<b>100 %</b>	<i>Mid-Level Manager</i>	66	8.2%
			<i>Top-Level Manager</i>	27	3.4%
			<b>Total</b>	<b>805</b>	<b>100 %</b>

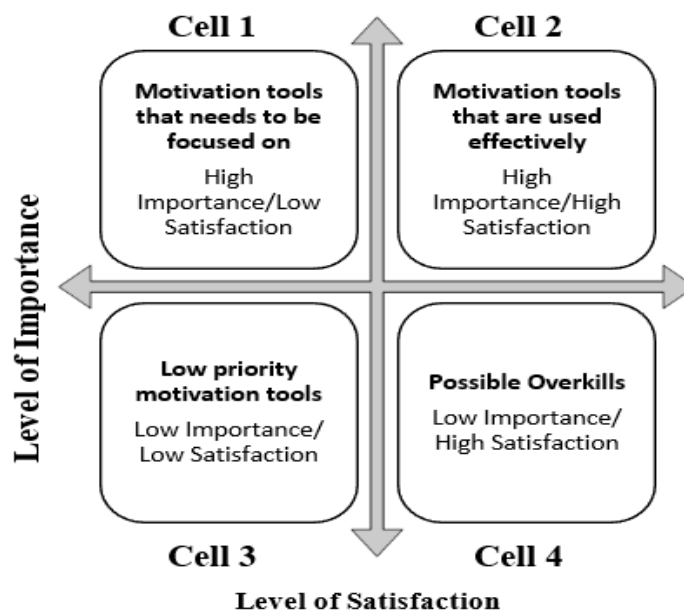
## 2.3. Analyses

Initially, in the study validity and reliability analyses were conducted for the scale created to measure the dimensions of ABCD model. For an organizational motivation system developed within the context of ABCD model for hotel establishments to be significant, it was necessary to determine whether the fundamental theoretical basis of the study, which included the satisfaction of the drives to acquire, bond, comprehend, and defend dimensions, was an appropriate model to explain employee motivation phenomenon in hotel establishments. For this reason, EFA and CFA were applied to the dataset obtained from two different samples to test the general validity of ABCD model in explaining employee motivation phenomenon in hotel establishments.

In the second section of the study, importance-satisfaction analysis was conducted to assess the efficiency of use of the motivational tools that could be utilized to generate employee motivation within the ABCD model. Importance-satisfaction analysis is

based on a comparison of the importance of the characteristics of an aspect or dimension of the studied phenomenon and the perceptions of satisfaction about these characteristics on a matrix. The technique initially proposed by Martina and James (1977, 78), is often used in the field of marketing to determine the priorities of various goods and services to increase customer satisfaction. In the present study, hotel employees were considered as internal customers, and the matrix distribution shown below was targeted using importance-satisfaction analysis' four-cell evaluation matrix based on the employees' perception of importance about motivation tools and their levels of satisfaction with these tools (Figure 1).

Figure 1: **Distribution of Motivation Tools in Importance-Satisfaction Matrix**



Source: Adapted from "Importance-Performance Analysis" by J. A. Martilla and J. C. James, 1977, *Journal of Marketing*, Vol. 41, No.1, p. 78.

Results of the importance-satisfaction analysis demonstrate which tools were utilized best by the managers in practice, in which tools were used in excess, which tools were less important in providing motivation, and which motivation tools the managers should focus on. It was foreseen that importance-satisfaction analysis would provide significant information on designing an organizational motivation system and improving the current motivation system in hotel establishments.

### 3. FINDINGS

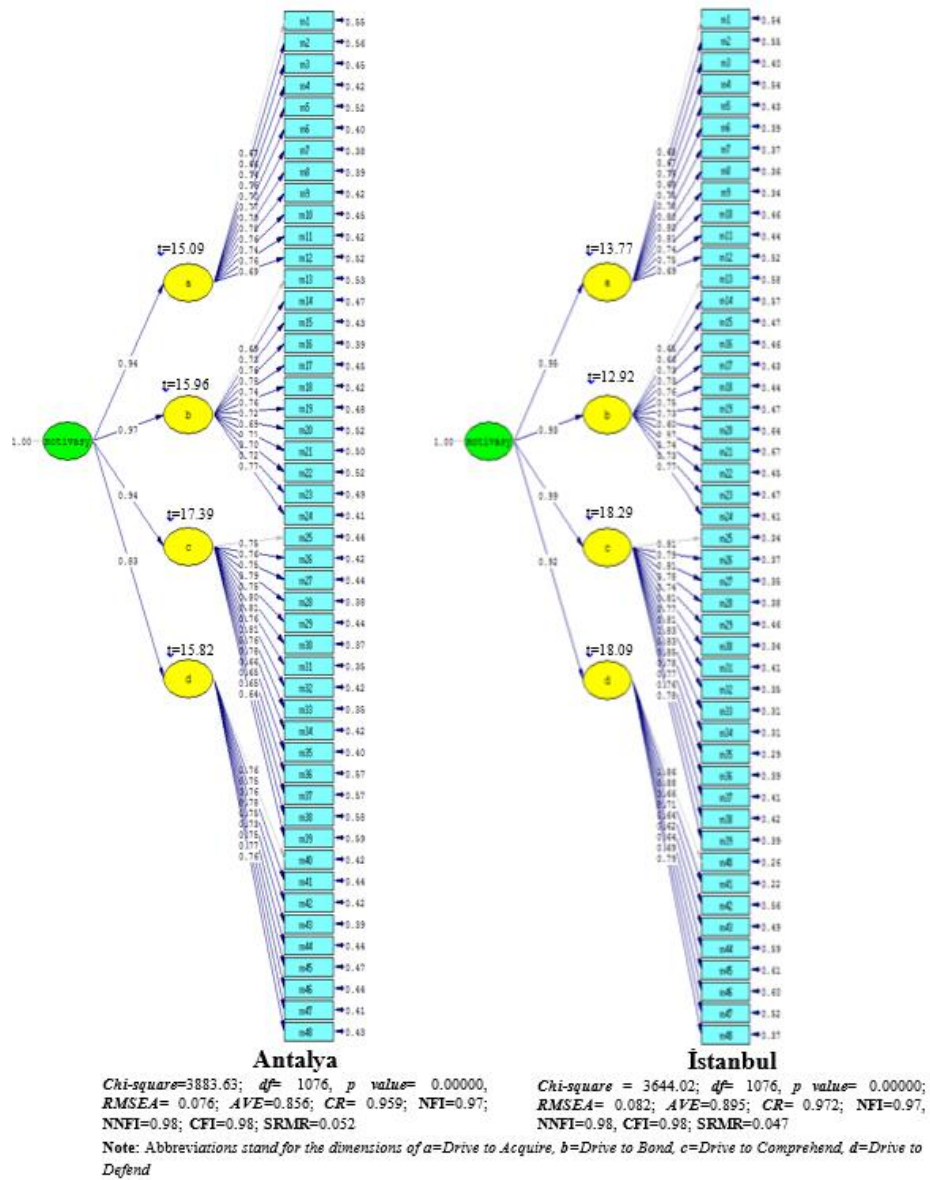
#### 3.1. Exploratory (EFA) and Confirmatory Factor Analyses (CFA) Findings

Initially EFA was implemented in the study to test the power of the scale in explaining levels of satisfaction for the drives to acquire, bond, comprehend, and defend. Analysis results demonstrated that the item no. 49 “*Providing appropriate nutritional opportunities for the employees*” (Factor loading: 0.173) and no. 50 “*Transparency of the performance evaluation system*” (Factor loading: 0.18) did not have sufficient factor loadings, and these items were excluded from the scale. Remaining items were found to be reliable (Cronbach alpha=0.985) and the factors explained 58.23% of the variance. Then first order CFA was utilized to confirm that the scale consists of 48 items were valid for both Istanbul and Antalya regions. It was then observed that the scale explained the drives to (a) acquire, (b) bond, (c) comprehend, and (d) defend, and t values were significant at  $p < 0.01$  significance level ( $t > 2.576$ ) (Appendix C). Furthermore, since the coefficients of error for all items in the scale were smaller than 0.90 and their factor loadings were greater than 0.50, the scale was finalized with 48 items and analyses were continued.

After the confirmation of the structure, validity and reliability of the scale, ABCD model’s efficiency in prediction of employee motivation was tested. For this purpose, the phenomenon of motivation was added to the model as a second level latent variable and second order CFA was conducted. Validity of the model was tested with chi-square, degree of freedom and RMSEA values for both samples and indices of fit. It was observed that ABCD model was reliable and a valid model to predict employee motivation in hotel businesses. In Antalya sample, satisfaction of the drives to acquire, bond, comprehend, and defend explained 85.6% of employee motivation and in Istanbul sample, they explained 89.5% (Figure 2).



Figure 2: ABCD Model Second Order CFA Results



### 3.2. Importance-Satisfaction Analysis Findings

For importance-satisfaction analysis, a new dataset was created by taking the means of importance and satisfaction points assigned to each item (Table 2). After determination of the difference between importance and satisfaction points, importance-satisfaction matrix was created (Figure 3).

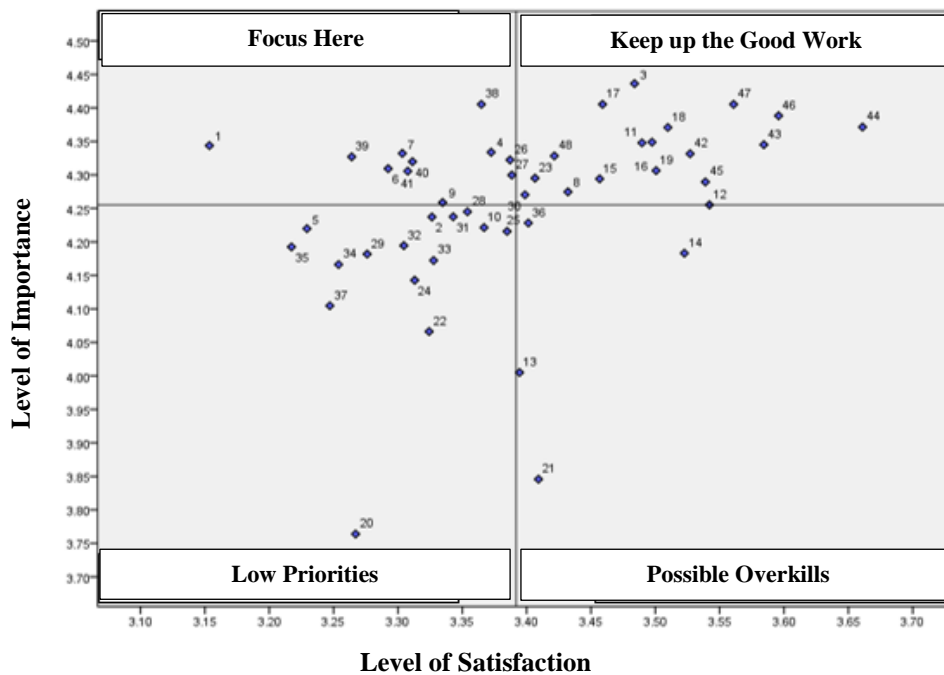
Table 2: Importance-Satisfaction Gap Analysis

Factors/ Items	Mean Importance	Mean Satisfaction	Gap
<b>Drive to Acquire</b>	<b>4.30</b>	<b>3.36</b>	<b>0.94</b>
1. Satisfactory salary that the employee receives in exchange for her or his labor	4.34	3.15	1.19
2. Payment of same level of salaries to employees when compared to others in other businesses doing the same level jobs	4.24	3.33	0.91
3. Availability of tangible rewards (salary increase, premium, bonus, gift certificate) in exchange for a better performance	4.44	3.48	0.96
4. Availability of social benefits (residence, transportation, food, daycare, etc.)	4.33	3.37	0.96
5. Respect for the job by the employees	4.22	3.23	0.99
6. Opportunities of promotion as a reward for better performance	4.31	3.29	1.02
7. Timeliness and frequency of rewards awarded to employees	4.33	3.3	1.03
8. Making employees feel that they are important for the business	4.27	3.43	0.84
9. Dignifying attitude and behavior by the managers towards employees	4.26	3.33	0.93
10. Making employees feel that the job performed was significant for the business	4.22	3.37	0.85
11. Identification of the significance of the contributions of employees for the business	4.35	3.49	0.86
12. Opportunity of the employee to take initiative and exercise power while performing tasks	4.26	3.54	0.72
<b>Drive to Bond</b>	<b>4.17</b>	<b>3.41</b>	<b>0.76</b>
13. Good relations between managers and employees	4.01	3.39	0.62
14. Friendly relationships between employees	4.18	3.52	0.66
15. Celebration of special days for employees (birthdays, weddings, etc.)	4.29	3.46	0.83
16. Good relationships among employees working in different departments	4.35	3.5	0.85
17. Acceptance by employees that they are a member of a team	4.41	3.46	0.95
18. Cooperation and teamwork among employees	4.37	3.51	0.86
19. Respectful behavior by the business owner and managers towards employees	4.31	3.5	0.81

Factors/ Items	Mean Importance	Mean Satisfaction	Gap
20. Support and help provided by managers in problems related to work	3.76	3.27	0.49
21. Support and help provided by colleagues in problems related to work	3.85	3.41	0.44
22. Managers spending time with their employees outside working hours	4.07	3.32	0.75
23. Employees spending time with each other outside working hours	4.3	3.41	0.89
24. Availability of social areas (cafeteria, dining hall, etc.) where employees could socialize	4.14	3.31	0.83
<b>Drive to Comprehend</b>	<b>4.24</b>	<b>3.33</b>	<b>0.91</b>
25. Availability of orientation training for new applications and new employees	4.22	3.38	0.84
26. Making the criteria used for performance evaluations available for employees	4.32	3.39	0.93
27. Providing timely and accurate information about the general status of the business to employees	4.3	3.39	0.91
28. Clear and predetermined duties and responsibilities assigned to employees	4.25	3.35	0.9
29. Matching current skills and abilities of employees with their occupations	4.18	3.28	0.9
30. Allowing for the use of skills and abilities of employees at their work	4.27	3.4	0.87
31. Availability of activities such as meetings, seminars and conferences organized by professionals	4.24	3.34	0.9
32. Availability of learning new things for employees	4.19	3.3	0.89
33. Availability of opportunities for employees to improve their existing skills	4.17	3.33	0.84
34. Consulting employees on decisions related to business	4.17	3.25	0.92
35. Assigning tasks to employees that would improve their skill limits	4.19	3.22	0.97
36. Allowing employees to use their creativity	4.23	3.4	0.83
37. Providing feedback to employees concerning the job performances they exhibit.	4.1	3.25	0.85
38. Availability of management help in employees' learning and self-improvement activities	4.41	3.36	1.05
39. Availability of external training for occupational development of the employees that they deemed important	4.33	3.26	1.07
<b>Drive to Defend</b>	<b>4.34</b>	<b>3.50</b>	<b>0.84</b>
40. Prevention of discrimination of employees	4.32	3.31	1.01
41. Promotions and rewards based on merit	4.31	3.31	1
42. Fair resource distribution and rewarding processes	4.33	3.53	0.8
43. Making sure employees receive rewards and respect that they deserve	4.35	3.58	0.77
44. Possibility of taking a leave on a need basis	4.37	3.66	0.71
45. Appropriate working conditions (air conditioning, lighting, heating, etc.)	4.29	3.54	0.75

Factors/ Items	Mean Importance	Mean Satisfaction	Gap
46. Availability of tools and devices required for work	4.39	3.6	0.79
47. Availability of physician and infirmary at the workplace	4.41	3.56	0.85
48. Appropriate work hours	4.33	3.42	0.91
<b>All Items Total</b>	<b>4.26</b>	<b>3.39</b>	<b>0.87</b>

Figure 3: ABCD Model Motivation Tools Importance-Satisfaction Matrix



It could be observed in the matrix (Figure 3) that out of all the items in the focus here cell, the least satisfactory motivation tool was salaries. It reflects the need to concentrate on wages and salaries in improving the motivations of hotel employees. Assessments based on the drives showed that the drive dimension with the most items in the cell containing the items to be focused on was the drive to acquire (5 items), followed by drive to comprehend (4 items) and defend (2 items), respectively. Another interesting fact about the cell was the lack of any items for the drive to bond therein. This could be due to the strong bonds in hotel establishments and the current motivation systems were sufficient in satisfying the drive to bond of the employees.

The most crowded cell of the matrix is the keep up the good work cell (18 items). The motivation tools found in this cell reflected those that performing well in satisfying the employees' drives. The cell contained items related to the drive to bond (7 items), followed by drive to defend (6 items), drive to acquire (4 items), and drive to comprehend (1 item), respectively. The most important point about the cell was the

items close to the general satisfaction average. A reduction in satisfaction points for these items has a high possibility to move the item to the cell containing the items to be focused on. For this reason, initially the satisfaction levels for the items of “*Enabling the employee skills and abilities in the jobs they perform,*” “*Employees spending time together outside work hours,*” “*Appropriate working hours,*” and “*Making employees feel they are important for the business*” should be protected.

Possible overkill cell of the matrix was the least populated cell. The motivation tools in this cell reflects the motivation tools that resulted in more satisfaction than the expectations of the employees. Distribution in the matrix demonstrated that the current motivation system performed better than the expectations in establishing good relationships between hotel managers and the employees, allowing the employees to use their creativity, and employees supporting and helping each other; and spending efforts, resources and time to support these motivation tools could cause exaggerations. The efforts, resources and time reserved for of these motivation tools should be spent on the motivation tools that were in the cell reserved for the items to be focused on to improve the success of the existing motivation system.

The last cell of the matrix was reserved for low-priority motivation tools. There were 15 items in this cell. The items that are included in this cell were those considered as low-priority by the employees. In other words, hotel managers should assign low priority to motivation tools in this category in developing a motivation system and in allocating resources for motivation tools. Among the items in this cell, the most number of items belonged to the drive to comprehend (9 items), followed by the drive to acquire (3 items) and drive to bond (3 items), respectively. This was an indication that hotel employees attributed low importance to the satisfaction of the drive to comprehend. The fact that several occupations in hotel business did not require a particular training and easily learned causes the satisfaction of the drive to comprehend to have low priority.

#### **4. DISCUSSION**

There were two studies in the literature where ABCD model was used as a theoretical background. The first one was the study conducted by Nohria, Groysberg and Lee (2008), who developed and confirmed the structural validity of the ABCD model, and the second one was a qualitative study conducted by Khuluzauri and Syed (2010). In both studies, the notion that states the satisfaction of the drives to acquire, bond, comprehend, and defend was the main determinant of employee motivation was confirmed. Nohria, Groysberg and Lee (2008) reported that 88% of employee motivation was attained by simultaneous satisfaction of these four drive dimensions. In the present study, the power of ABCD model to explain the motivation phenomenon was tested separately for Istanbul and Antalya samples, and it was found that ABCD model explained 89.5% of the motivation phenomenon in Istanbul sample and 85.6% in Antalya sample. This finding, parallel to the findings by Nohria, Groysberg and Lee (2008), demonstrated that ABCD model was effective in explaining the employee motivation phenomenon in hotel establishments.

Although the studies that tested ABCD model were limited to two, different studies reflected findings on different variables of the model. Therefore, it was considered necessary to discuss the basic findings of the present study in comparison to the findings of other empirical motivation studies conducted in the hotel industry.

In the previous studies, it was observed that the most important motivational factors for hotel employees in their profession were appreciation for a job well done, good salary, good working conditions, and job security (DiPietro et al. 2014, Breiter et al. 2003). Also it was found that hotel employees, who are not happy with their pay (Brown et al. 2015), promotion opportunities, and perceive unfair compensation (Blomme et al. 2009), are more likely to leave the industry. All these findings suggests that satisfaction of the drive to acquire is one of the main determinants of the hotel employees' motivation level. Importance-satisfaction analysis results conducted in the study also determined that the most important dimensions for hotel employees in Turkey were the drive to defend and acquire in parallel to the findings of above mentioned studies. However, it was revealed that hotel establishments were not able to provide sufficient level of satisfaction for the drive to acquire and improvement in this area was necessary for improvement of existing motivation systems.

Recent studies suggest that positive relationships amongst colleagues and support by colleagues and supervisors plays an important role in improving hotel employees' work engagement, performance, and motivation (Karatepe 2010; Taghipour and Dejban 2013; Loi et al. 2014). Parallel to these findings, our study showed that the satisfaction of the drive to bond significantly affects employees' motivation level. Albeit having a poor performance in the drive to acquire, hotel businesses were quite successful in satisfaction of the drive to bond and even had some extremities in certain dimensions.

Boz (2009), found out that one of the dimensions that affected the motivations of hotel employees the most was training. Karatepe (2013) also argued that employees appraisal of training, empowerment and rewards enhance work engagement. These studies all stressed that the satisfaction of the drive to comprehend is significant in providing motivation in hotel establishments. In the present study, in both Istanbul and Antalya samples, the fact that satisfaction of comprehension drive was one of the main factors of employee motivation supports these findings.

Finally, the effect of satisfaction of the drive to defend on motivation was scrutinized in the study. There are studies in the literature that showed organizational justice, equality and fairness that directly reflect the drive to defend dimension have a significant role in the motivation of hotel employees (Luo et al. 2014; López-Cabarcos et al. 2014; Simons and Robertson 2001). The results of these studies revealed that hotel employees' perception of trust and justice had a significant effect on organizational loyalty and volunteer behavior of the hotel employees, and hotel establishments where promises were kept and the management was trusted; employee turnover decreased, and levels of job satisfaction and organization commitment increased. Results of the importance-satisfaction analysis, conducted in the present study, demonstrated that the drive to defend was the most important drive dimension for hotel employees in Turkey. However, study results demonstrated that hotel employees did not consider that they worked under a management based on equality and fairness. Khuluzauri and Syed

(2010), who arrived at a similar conclusion, stated that this was due to the implementation of resource and reward distribution, and performance evaluation processes without following the procedures and the decisions of the managers were open to prejudices due to human factor.

## 5. CONCLUSION

In the study conducted to create a solution for low employee motivation, which is a chronic problem for hotel establishments, ABCD model was utilized. The study demonstrated that ABCD model was effective in explaining the employee motivation phenomenon in hotel establishments.

Studies in the literature stressed that, for the motivation systems developed using ABCD model to be successful, all drive dimensions should be simultaneously and sufficiently satisfied. This fact makes it inevitable to develop an organizational motivation system that would provide the satisfaction of the drives to acquire, bond, comprehend, and defend simultaneously if it would resolve the employee motivation problem in hotel businesses. Although the study findings showed that the effects of drive dimensions were close to each other in explaining employee motivation phenomenon, the same balance was not observed in utilization of the tools that belonged to the drive dimensions. Therefore, importance-satisfaction analysis was conducted to investigate the motivational tools related to drive dimensions individually, and to determine which tools need to be focused on, which need to be protected, which ones were implemented in excess, and which were low-priority.

Importance-satisfaction analysis results demonstrated that hotel managements in Turkey generally fell short in satisfying the drive to acquire of their employees. Hotel businesses fail to provide the expected acquisitions of their employees especially in wages and salaries, promotion opportunities, frequent and timely rewards, honoring behavior and providing social benefits. The first step for improvement of the motivation system should be to improve the satisfaction level of the employees' drive to acquire by focusing on these motivation tools.

It was observed that current motivation systems implemented in hotel establishments exhibited a good performance in satisfaction of the drive to bond and they should retain this performance level. Since the power distance is high in organizations as a reflection of the Turkish culture, it was observed that the employees were reluctant to spend time with managers outside work and getting the support and help of managers and attributed level of importance to these items.

Since several positions in hotel industry do not require a specific training and are easily learned, satisfaction of the drive to comprehend was considered as low priority. However, analyses demonstrated that the current motivation system failed to satisfy the drive to comprehend of the employees by not providing extracurricular training they consider important for their personal development, management not assisting the employees in learning and developing themselves, not sharing performance evaluation criteria with the employees and not providing timely and accurate information about

the general status of the establishment. Hotel managers should focus on these tools to increase the satisfaction of the drive to comprehend of the employees and thus increasing their motivation.

It was determined in the study that hotel establishments could not satisfy the employees drive to defend sufficiently in preventing discrimination among the employees and in fairness. This reduces the satisfaction of the drive to defend of the employees and affects their motivation adversely. Hotel managers should immediately take precautions to develop the perceptions of equality and fairness in order to both satisfy the drive to defend and improve the motivation of the employees.

### **LIMITATIONS AND RECOMMENDATIONS FOR FUTURE RESEARCH**

In the study, ABCD model was tested for the first time in the context of hotel establishments in a monocultural environment. In order to improve validity and reliability of the ABCD model in explaining employee motivation phenomenon in hotel establishments, it should be tested in different samples for different cultures. Furthermore, the organizational motivation system developed in the study is not tested in a hotel establishment. Measuring employees' motivation levels before and after the motivation system is implemented, would reveal how much improvement on the employees' motivation levels the system can provide, and it would be possible to detect problems encountered in implication stage.

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