



AKDENİZ UNIVERSITY  
SOCIAL SCIENCES INSTITUTE



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INVESTIGATING The RELATIONSHIP Between EMPLOYEE MOTIVATION and  
ORGANIZATIONAL COMMITMENT

Faculty of Tourism  
Tourism Management Department  
International Tourism Management Master Program  
Master Dissertation  
Antalya, 2019



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**T.C.**  
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## AKADEMİK BEYAN

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## ÖZET

Personel motivasyonu ve örgütsel bağlılık yıllardır üzerinde düşünülmüş, araştırılmış bir konu olmasına rağmen hala söylenecek çok söz olduğu ilgili tüm araştırmacılar tarafından belirtilmektedir. Her geçen gün değişip gelişen bilim ve iş dünyası konu hakkında yapılan araştırmaların da geliştirilmesini gerekli kılmıştır. Şimdiye kadar yapılmış çalışmalar yapıldığı günün sorunlarına çözüm önerileri getirmeye çalışmıştır. Fakat sorunlar değiştikçe cevapların da değişmesi gerektiği aşikardır. Dolayısıyla bu çalışmayla değişen sorunlara güncel cevaplar verme amacı güdülmüştür.

Bu bağlamda personel motivasyonu 2002 yılında, Harvard Üniversitesi profesörlerince ortaya konulmuş yeni bir teoriyle incelenmiştir. Teori personel motivasyonun 4 boyutu olduğunu iddia eder. Literatür taraması sonucunda dünyada bu motivasyon teorisine dayanarak yapılan yüksek lisans tezi çalışması yok denecek kadar azdır. Türkiye’de ise teoriden faydalanarak bir doktora tezi hazırlanmış ve personel motivasyonunu ölçmek için bir ölçek geliştirilmiştir. Bu çalışma bu yeni teori ve ölçeğe dayanarak yeni sorunlara yeni çözümler üretme çabası olacaktır. Antalya’da otellerde çalışan personelin ne şekilde motive oldukları belirlenmeye çalışılacak ve motivasyonlarının örgütsel bağlılıkları ile ilişkisi araştırılacaktır. Araştırmaya katılan personelin örgütsel bağlılık seviyeleri ise literatürde güvenilir bir yer edinmiş olan Meyer ve Allen’in örgütsel bağlılık yaklaşımıyla belirlenecektir.

Antalya’da ki beş yıldızlı otellerin personellerine anket yöntemi kullanılarak ulaşılmış ve 582 anket toplanmıştır. Geçerli anketler SPSS 16.0 istatistik programı kullanılarak analiz edilmiştir. Personelin motivasyon ve örgütsel bağlılıklarında demografik özelliklere göre farklılıklar olup olmadığı t ve Anova testleriyle araştırılmıştır. Korelasyon analiziyle de personel motivasyonu ve örgütsel bağlılık arasında korelasyon olup olmadığına bakılmıştır.

Yapılan analizler sonucunda medeni durum, eğitim ve işletmede çalışma süresi farklı olan personelin motivasyon ve örgütsel bağlılıklarının da farklı olduğu tespit edilmiştir. Personel motivasyonu ve örgütsel bağlılık arasında ise korelasyon bulunamamıştır.

**Anahtar Kelimeler:** Personel motivasyonu, Örgütsel bağlılık, Motivasyon ve örgütsel bağlılık ilişkisi

## SUMMARY

### **Investigating Relationship Between Employee Motivation and Organizational Commitment**

Although employee motivation and organizational commitment have been considered and researched for many years, it is still mentioned by all researchers that there is still much to say. The science and business world, which has changed and evolve day by day, necessitate the development of research on the subject. Researchers so far have tried to bring solutions to the problems of their day. However, it is obvious that the answers need to change as the problems change. Therefore, this study aims to provide current answers to changing problems.

In this context, the motivation of the employee was examined in 2002 by a new theory by Harvard University professors. The theory claims that the employee motivation has 4 dimensions. As a result of the literature review, there is almost no thesis study in the world based on this motivation theory. In Turkey, a doctorate thesis was prepared by utilizing the theory and a scale is developed to measure the motivation of employees. Current study will be an effort to create new solutions to new problems based on this new theory and scale. In Antalya, it is tried to determine the motivation of the employees working in hotels and the relationship of motivation with organizational commitment. The organizational commitment levels of the employees participating in the research are determined by the organizational commitment approach of Meyer and Allen, who have gained a reliable place in the literature.

Five-star hotels in Antalya were reached using a survey method and 582 questionnaires were collected. The questionnaires are analyzed using SPSS 16.0 statistical program. The differences in the motivation and organizational commitment of the employees are investigated by using t and ANOVA tests. Correlation analysis is also used to examine the relationship between employee motivation and organizational commitment.

As a result of the analyzes, it is determined that the motivation and organizational commitment of the personnel whose marital status, education and working time are different are also different. No correlation is found between employee motivation and organizational commitment.

**Keywords:** Employee motivation, Organizational commitment, Relationship of motivation and commitment

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## FOREWORD

In the current study employee motivation and organizational commitment of the employees working in Antalya is examined. Motivation levels of the employees are studied many times in the literature but researches which examine the importance of motivation from the worker's perspective is very lacking. Most of the studies focused on the employee's current motivation level on the enterprise. However, some aspects of employee motivation can be quite more important than the others. In some respect, low employee motivation might be the result of the missing motivational levers rather than other working factors. As a result, motivational tools need to be clarified and better important tools from the employees' perspective should be decided. With this current study it is aimed to find the more important motivational aspects with a fairly new motivation theory. Later, employee motivation will be examined if it has a correlation with organizational commitment.

Survey method is preferred to reach the data. 582 questionnaires are collected from five star hotels and valid data is tested.

## **CHAPTER ONE**

### **INTRODUCTION**

Employees working in organizations need to be motivated by financial, physical and psycho-social aspects in order to be successful in their duties. As a result, motivation is an important tool that helps employees to succeed in the organization, increase their creativity related to work and achieve individual satisfaction (Peker and Aytürk, 2000: 295). It is accepted that the individual can not act without motivation. In other words, the individuals are satisfied as much as they receive thus this naturally increases the performances of individuals (Karatepe, 2005: 28). The two basic factors that determine the work efficiency of the employee are the abilities and motivation level of the person. The ability to fulfill the work may not always be at the same level. However, if the employee's motivation is high, the task can be overcome because his work is the result of the level of his motivation. In other words, the employee should be willing to use his abilities and have a desire to work to be able to fully reveal his potential (Özgül, 2003: 141).

The most important strategies applied by organizations in order to reach their goals are attempts to make the most effective use of the employees by satisfying their needs and to motivate them towards the goals of the organization. All assets possessed by the organization can serve organizational purposes through human resources. However, no matter how advanced equipment and qualified personnel are found in the hands of an organization, the organization can not benefit unless human resources are mobilized (Can, Akgün and Kavuncubaşı, 2001: 317).

In organizations, it is possible to count many factors such as wage, business management, employee relations, workplace conditions, personal life, status, job quality, appreciation, reward and recognition. If these factors are used in parallel with the expectations of the employees and organizational expectations by becoming part of the organizational culture, the short-term productivity increases. This situation reveals the effectiveness of human resources, which is one of the most important resources in the long term and facilitates strengthening the employees' loyalty to their organizations. One of the concerns of the organization is the employee commitment in order to achieve organizational goals. The strengthening of the organizations depends on strong organizational commitment. For this, it is necessary to have positive attitudes towards the organization as well as the knowledge and

skills required for the job. In this respect, organizational commitment is a crucial concept for organizations.

Besides, organizational commitment is an important phenomenon for employees to adopt organizational goals, stay in the institution, participate in organization activities and exhibit an innovative attitude for the organization. Organizational commitment ensures that employees stay longer in the organization and accept the objectives more easily (Sezgin, 2010: 146).

Employee motivation may be one of the important tools to increase the organizational commitment. Increasing motivation is directly related to the level of organizational commitment of the employees. It may be considered that motivated staff will have higher organizational commitment. Likewise, the employee with high organizational commitment may have higher motivation while working. In this study, the motivation and organizational commitment of the employees working in hotels in Antalya is revealed and the relationship between motivation and organizational commitment is examined.

### **1.1 The Aim of the Study**

Due to the competitive conditions of the era, organizations have to use all their production resources efficiently in order to maximize their competitiveness. Improving human resources, especially in service-producing organizations, increasing productivity and ensuring the satisfaction of all organizational stakeholders are among the most important requirements of this issue.

Besides, the motivation resources of the employees should be determined and organizations should fulfill these resources in order to create a link between organization and worker. The organizational commitment of the motivated employee may be high because a human being can only be happy if his needs and expectations are met and if he feels valued. And thus, he can devote himself fully to that place. The performance of the employee with high motivation and organizational commitment will be high so the business and clients will be satisfied with the service.

The aim of the study is to reveal the importance of motivation and organizational commitment levels of the employees from their perspective. Later, the relationship of these phenomenon will be examined. Moreover, validity of Nohria's and Lawrence's motivation theory and Onur Çakır's motivation scale will be tested because they are used only once in Turkey to this date based on the covered literature.



With the light of the information, organizations in the tourism sector can increase their effectiveness in the business contributing the national economy of the country, namely Turkey. And, researchers can make the use of the motivation theory and the scale for their further studies.

## **1.2. The Importance of the Study**

Organizations achieve their goals as a result of actions carried out by the employees. Labor is vital in realizing the purpose of the organization (Açıkalın, 1999: 16). To be successful in today's organizations, employees should be motivated. Today, motivation, the most important method of success, provides the necessary power to reach the goal of the employees. It is very important to create a suitable environment in the organization in order to eliminate the needs of the employees and to realize the aims of the organization. In this respect, the individual should have enough knowledge and skills about his task and the organization should be aware of the needs of the employees.

Forcing people to work is not possible to operate the business today. To be able to work effectively and efficiently in the organization, it is necessary to win people from the psycho-social aspect. This can only be possible through motivation (Genç, 2004: 238). In other words, motivation is an application that encourages staff to work. In this context, although it is not very easy to be motivated, it is necessary to prepare all the incentives that will help to fulfill the needs of the individual to encourage them for the work (Eroğlu, 2007: 379).

One of the organizationally important consequences of the motivated employees is their commitment, attitude and behavior towards the organization itself. When the commitment is increased, the greater efficiency is provided (Gül, 2002: 51), which means that the values of the employees and organization intersect and the willingness to make extra effort and the continuation of the membership of the organization is supported. If the loyalty of the employee is low, the goal starts to move away from the objectives and employee searches for new job opportunities (Duygulu and Korkmaz, 2008: 18). If employees are demotivated, they may be deprived of an effort to move towards the goal and they may feel powerless and move away from a sense of commitment towards the organization (Gül and Çöl, 2004: 269).

In this context, increasing the organizational commitment, which is becoming more important with each passing day, reduces the speed of turnover and facilitates the continuity of the quality of the service offered (Yazıcıoğlu and Topaloğlu, 2009: 12). On the other hand,

the low level of organizational commitment causes work absenteeism, discrimination in the workplace, organizational alienation, misuse of resources and other anti-productivity behaviors (Demirel, 2009: 116). Therefore, organizational commitment and motivation within the organization should be among the most important agenda items that should be constantly controlled.

The main purpose of the managers in the tourism sector is to satisfy the customer and enable them to choose the company again. There is a fact that business executives are also aware of the fact that employees are the ones who should be satisfied before the customers. First of all, employee satisfaction should be emphasized. A positive answer should be given to the expectations of the employees. And, the employees who are satisfied with the operation should reflect this satisfaction to the customer while working. What the company offers can be very excellent but it is the approach of the employees which is more effective than the excellence of the products. Therefore, labor is very important for the customer to leave the company satisfied and to prefer the business again. From this point of view, it is important to remember that the employees will reflect the satisfaction or lack of gratitude to the customer and thus the most affected will be the business itself.

To summarize, the motivation of the employees and the strengthening of their commitment to the organization is primarily a benefit for the enterprise. The results of this study aiming to determine the importance of motivation and organizational commitment levels of the employees working in hotel enterprises will contribute to the management literature. And also, it is thought that the managers in the tourism sector will use the information provided here while they are evaluating the motivation and organizational commitment of their employees.

### **1.3. The Scope of the Study**

A standard questionnaire form is used to obtain the data. Scope, sample, measurement and response errors that may be encountered in a survey study can be found in this study either. In addition, this study shows the level of organizational commitment, importance of employee motivation and their relationship at a certain time. This limits some generalizations to the results. In other words, the findings obtained in 2019 may not be consistent with the findings obtained in 2029, for example. The results may vary depending on the attitudes of the employees or the approaches of the managers. For example, an employee who thinks that physical conditions are not suitable in the work environment can start to think completely different with new management and practices in a later study.

The study is conducted on the tourism employees working in hotels in Antalya, Turkey. Because of the difficulty of reaching all the tourism employees in Turkey, sampling method is preferred. Employees working in five-star hotels in Antalya are chosen as the sample because in 2017 Turkey became the 8th most visited country of the world according to the annual report of UNWTO (UNWTO, 2018: 8). And, the visitor number to Antalya reaches its peak in the country in the same year with more than 10 million tourists (Çınar, 2018). In spite of sampling the most visited city of one of the most visited countries, results might be limited to generalize for the whole country.

Moreover, the survey is conducted between December, 2018 and March, 2019. In that period of the year the number of the hotel workers is very low in Turkey. Because tourism business increases in the summer season, most of the employees work in that period. This might seem as a disadvantage. However, seasonal workers are not valid samples for organizational commitment studies because a three-month period, for example, is not sufficient for the employee to gain any commitment to the organization.

Demographics of the respondents may be another limitation to generalize the results. For example, while there are 6 education level presented in the study, more than %64 of the respondents is graduated from high school level. Or, while there are 5 level of working period available to choose in the questionnaire, almost %91 of the respondents are working in their hotels for three years and less. And, the number of F&B employees is %66 of the total sample.

#### **1.4. Data Gathering Tool**

The survey method is used in the study to reach the data. A questionnaire with two sections is developed to measure the importance of motivation and organizational commitment levels of the employees.

In the first section 50 items are asked to reveal which motivational tool is more important for the employees. The 50 questions here are taken from a doctorate dissertation, named *Otel İşletmelerinde Çalışan Motivasyonunun Sağlanmasında ABCD Modelinin Kullanılması* (Using ABCD Model for Ensuring Employee Motivation in Hotels), conducted in Anadolu University by Onur Çakır. Çakır proposed a scale to measure the employee motivation level depending on Nohria's and Lawrence's Sociobiological Motivational Theory which is used in the current dissertation as well. The theory proposes that motivation consist of 4 dimensions: drive to acquire, drive to bond, drive to learn and drive to defend. For each

of the dimensions, a certain number of questions are addressed by the researcher. Drive to acquire: 1 to 12, drive to bond: 13 to 25, drive to learn: 26 to 40 and drive to defend: 41 to 50.

In the second section, for organizational commitment, 18 items are asked to respondents. The scale for that section is taken from Meyer's, Allen's and Smith's article, Commitment to Organizations and Occupations: Extension and Test of a Three Component Conceptualization, which sees organizational commitment of three components: affective, continuance and normative. 6 questions are addressed to each component. Affective: 1 to 6, continuance: 7 to 12 and normative: 13 to 18.

Employee motivation and organizational commitment is examined using the SPSS 16.0 statistic program for Windows.



## CHAPTER TWO

### MOTIVATION

#### 2.1. Behavior through Motivation

Behavior has been explained by natural scientists depending on known rules. From this point, behavior is a combination of movements and derived from the organs of the body. Brain, in order to produce the behavior, distributes neural impulses to muscles via central nerve system and with the help of bones and other organs movement is produced. The amount of the action is directly proportionate to the amount of the impulses. Each species, despite having similar systems, move differently but the variety is due to the proportion of the body or location of the organs (Hull, 1943: 18). Because species are parts of the nature, their behaviors can be explained by natural sciences suchlike. However, to understand better the core of the organismic behavior utilization of social sciences is inevitable.

It is widely accepted that species are in a constant evolution to increase their adaptability to the nature (Darwin, 2018: 22). For their survival, all organisms have requirements such as food, water, safety etc. The absence or lack of requirements creates need for the living. Then, the need generates suffering in species. As a result, to end this suffering, organism generates the necessary behavior (Hull, 1943: 17). Behaviors like walking towards a food, searching for a warmer place or reading a newspaper are all because of a scarcity. From this aspect, the need is the ultimate drive of the behavior. In this sense, social sciences, especially psychology, offer coherent explanations to the topic.

Inevitably, the living is affected by the environment. Each interaction guides his behavior in different ways. It is essential to determine the affecting factors to fully understand the nature of behavior. One, perhaps the most, important factor which affects behavior is motivation.

#### 2.2. Definition of Motivation

The English word 'motivation' derived from the Latin word 'movere' or French word 'motive' (Tiryaki, 2008: 66; Eren, 2003: 554). Though the root is not very clear, for each case it has the meaning of move and motion.

Even so, a high number of researchers have given meaning to the word numerous times and so far the common explanation is that it is a drive/power/state/force which is the *cause* of the behavior. (Soykenar, 2008: 1; Konur, 2006: 15; Akkanat, 2014: 3; Ivan, 1971: 5)

Every movement has one or several motivations which encourage the behavior in return. When the individual has no need, in other words the motivation, to cause the behavior, it can be said that he is in the homeostatic balance. (Koç, 2013: 225) As a result of this psychological state, he does not produce any behavior. By keeping in the mind that the species always have the need to survive, expecting no behavior is irrational though. Moreover, satisfying the current need will never stop the process. The needs are infinite. Hence, it can be said that every organism, because of the eternal need, has the motivation. The density of the feeling may be intense or not. However, what is certain is that he has the motivation.

Even though the motivation is produced by the individual, it does not belong to the producer. Other individuals can produce the same motivation personally or adopt the other's motivation. One motivation can be driver for a lot of individual. Equally, a lot of motivation can be driver for one individual. Motivation varies from situation to situation and from person to person.

Mankind is living together on the earth for millions of years. Understanding the reasons of the motivation will reveal the human being's every behavior. It is to say, human attitudes, treatments, manners, approaches etc. even thinking, may be clarified with the motivation theories. Considering societies or organizations also behave in certain ways, motivation theories can raise logical statements for their behaviors as well.

### **2.2.1. Categories of Motivation**

Though some researchers interpret the motivation as a whole, some others evaluate it in two as instinct and extrinsic (Önen ve Tüzün, 2005: 76).

#### **2.2.1.1. Instinct Motivation**

Instinct motivation is produced personally without any extrinsic support. Sometimes so as to behave it is not a necessity to have an environmental push. It can be called as self-motivation as well. Because of the fact that it is not produced by means of an environmental support, the level of its influence to the motivation will be minimum. With this aspect, in comparison with extrinsic motivation, continuity of instinct motivation is longer and intense. For example, if a musician is performing for his/her self-happiness, probability to continue playing without a reward is maximum. However, if his drive is the reward in exchange, losing the reward (motivation) will minimize the probability of continuity.

### **2.2.1.2. Extrinsic Motivation**

According to Medeleine Hunter, extrinsic motivation has five components. (Önen and Tüzün, 2005: 71). These are level of interest, success, feedback, attention and style of expression.

**Level of interest:** If the expected behavior is something which the performer is interested in, motivation will be affected positively. It is difficult to motivate the performer if he/she is not interested in the behavior.

**Success:** Success is another important component of extrinsic motivation. Individuals show behavioral tendency for the things they are successful in. Unwanted earlier experiences will demoralize the behavior. Depending on the level of success motivation will increase or decrease accordingly.

**Feedback:** So as to affect the motivation, giving feedback is essential. Having no feedback generates uncertainty. Persons tend to show no movement during the uncertain situations. The feedback should be real and fair. Exaggerated or unfair feedback can drive motivation negatively.

**Attention:** Behavior should be sophisticated. Very ordinary task will not attract the person's attention. Optimum difficulty and relevancy support motivation by causing attention. (Önen and Tüzün, 2005: 60)

**Style of expression:** The way task is provided manipulates the person's movement. For example, expression style is an influencing power for the motivation. Harsh or negative order of the movement affect it negatively while positive way affects positively.

### **2.2.2. Employee Motivation**

Employee motivation is stimulation of the worker in order to reach organizational goals (Thomas, 2010: 102). According to Robbins (2001: 155) employee motivation is the focus of the worker to organizational objectives. Another definition of employee motivation by Thompson (2010: 125) it is intent to reach organizational goals. It can be said that motivation in the workplace is strictly connected to the organization.

One of the management goals should be the increase of employee motivation and prevent negative outcomes. With the help of this, organizational goals could be reached easily and correctly. The success or failure of motivation is not because the technique is useful but rather because the management is able to match the needs of the people with appropriate rewards (Aworemi, 2011: 1). Understanding employee motivation has a lot of benefits.

If a group of employee is not motivated, consequences could:

Increase:

- Absenteeism
- Wasting time, breaks, irrelevant conversations, performing of personal tasks at work
- Gossip, preventing other workers from working
- Contradicting the work
- Challenging the organization's policy

Decrease:

- Interest, thereby high quality work
- Personnel turnover
- Willingness to have responsibility
- Level of innovation
- Punctuality
- Care
- Organizational culture (Forsyht, 2006: 8-9)

### **2.3. Motivation Theories**

It can be said that thoughts about motivation is as old as human being on Earth. Even though it is not possible to prove scientifically, to think that human being is curious about the cause of the behavior since Paleolithic age is fair. From their eyes if an animal is running faster than he does, there must be a reason for it. If he is not the only hunter in the jungle, who are the others and how are they acting during the hunt? Why one is flying and the other is swimming? These must be the questions in the minds of ancient people connected to the motivation.

According to Greek philosophers the most important factor in human's behavior is pleasure. Wise people of that age think that the cause of the behavior is hedonism (Jaeger, 2012: 99). If the pleasure is not received at the end, the movement will not be forwarded either. In fact, to think that people will not act if misery is to be received is sensible. Still, the influence of Chinese philosopher Confucius' thoughts about how people should work can be felt on today's motivation theories (Steers, Mowday and Shapiro, 2004: 379).

However, with the development of psychology as a science some researchers rejected these approaches. Because the pleasure can only be felt after the behavior, it can not be the driver of the movement psychologically. Before the action, human being can not know if the pleasure is to be received. As a result, reasons of movement should be sought not after the



movement but before. Moreover, these reasons should be valid for testing. Otherwise, this means abandoning of scientific methodology. As a science, psychology can not approach this case with prejudices. (Vroom, 1964: 10).

The renowned psychoanalyst Sigmund Freud tells that human behaviors are driven intrinsically rather than rationally. Some human instincts can be anger, fear, envy or sympathy, for example. He thinks that people will not make mathematical considerations before they behave. Why they show a behavior is hidden in human unconsciousness according to him. From this aspect, it seems that he also thinks that motivation of behaviors can not be measured scientifically (Quaderr, 2009).

After the Industrial Revolution in England, the increase in the number of factories hence workers and business life considerably changed. During those years some more ideas were declared on this subject with the effect of the Revolution. Scientists such as Hull and Thorndike agree that instincts exist. However, they think that instincts are just one of the reasons for the behavior. According to Hull, the behavior is affected by earlier consequences. Earlier experiences, together with instincts, are reasons of the behavior. His formulation about motivation is that motivation is equal to instincts multiplied by habits.  $Motivation = Instincts \times Habits$  (Onaran, 1981: 4-5). Continuity of the behavior depends on the information collected through the experiences. Hull calls this state as habit.

Spence makes new contributions to Hull's theory in the following years thanks to his experiments on mice. He discovered that the mice which are used to big cheese move slower towards small cheese. Accordingly, mice which are used to small cheese move faster towards big cheese. As it can be understood from that incident, reward has a big effect on and must be a push for the behavior. Therefore, Hull's formulation is that motivation is equal to instincts plus incentives multiplied by habits.  $Motivation = Instincts + Incentives \times Habits$ . (Onaran, 1981: 8-9). The reward, the habit and the instincts are the reasons of the motivation so far.

Contributions which were made during those years in this subject were made by administrative scientists as well as by psychologists. Frederick Taylor and others approach the issue with an executive insight. They think that the reason of low productivity is unmotivated employee. Personnel should be accompanied and instructed by supervisors on how to conduct the work because personnel are not so hardworking and clueless (Taylor, 1911). Thus, it can be claimed that Taylor was inspired by Hobbes' utilitarian ideas. Hobbes thinks that individuals are rational and economical. They are lazy, aggressive, hedonic and greedy. They do not perform unless the consequence is beneficial for them. Thinking likewise, Taylor states the reason of low productivity is low control over the personnel (Elding, 2005). He

recommends a management composed of employee training system, performance rewards system, effective recruitment system, employee control system and business plan. With extra wage systems, in other words paying more to the one who performs more, is motivational for employees. (Steers, Mowday and Shapiro, 2004: 32).

Another administrative scientist who shares the similar solutions with Taylor is Henry Fayol. Like Taylor, he believes that employees avoid responsibility and for that reason there should be a management team in the organization. According to him, because of human nature, the people desire to be managed. Some of the recommendations by the researcher are:

- Managers should have the authority and responsibility.
- Departments in the organization should operate in coordination for one target.
- Decisions should be made from the center.
- Workers should be treated equally and fairly.
- Worker's creativity should be revealed.
- Dismissal should be low (Eren, 2003: 145).

Over the time, this way of thinking was supported and operated by the enterprises. However, consideration of maximum work as optimum by the managers corrupted the solution and development of the employee unions decreased the popularity of that idea. Furthermore, some researchers state that this way of thinking creates employee dissatisfaction and alienation. Having no effect on the process as an employee, no probability of contributing to the work and lack of belonging sense to the work increase the intensity of these problems (Chinoy, 1955; Blauner, 1964).

The fact that explanation of employee motivation is not clear and complete caused it to be involved in the other fields. Social scientists concentrate on the effects of environment on employee's behaviors in the following years. This approach to the subject is called Human Relations Movement in the literature. The movement proposes that employee is not motivated by the money or rewards merely. Social relations among employees are a far more important driver to the motivation in the workplace. Solutions which consider employees as machines without feeling bring low morale, low labor, dissatisfaction and chaos to the workplace (Chinoy, 1955; Blauner, 1964; Steers, Mowday and Shapiro, 2004: 380-381).

For example, Elton Mayo supports the idea that social relations are basic motivators of the movement with the research on Hawthorne, a company produces telephone accessories. Tests conducted in the research are:

- The effect of light density on employee performance
- The effect of working hours and breaks on employee performance

- The effect of wage on employee performance
- The effect of the increase in working hours and breaks on productivity (Okumuş and Avcı 2008: 15)

Mayo thinks that factor which increases productivity is social elements rather than physical elements. Internal meaning in the industrialized environment with the increase of employee number lost its priority. What really matters is social relations. As a result of that, employees are more sensitive to social effects (Okumuş ve Avcı, 2008: 15).

McGregor (2010) develops his dual theory by synthesizing above mentioned theories. He named them as Theory X and Theory Y (Koçel, 2010: 238). Theory X sees employees as lazy and claims that employees will not work unless there is an external incentive. To operate the employees efficiently there should be external incentives. Otherwise, production stays low. That's why external rewards should be used. Besides, employee's goal and enterprises' goal are not the same. To maintain the synchronization of goals, outer control should be conducted. The researcher thinks that employees consist of two groups. The individuals who fall into first group are undisciplined and uncontrolled people. The second group however is consisting self-motivated and self-controlled individuals. Hence, the second group of people should take the responsibility of management (Elding, 2005: 37). These are some recommendation of the researcher for Theory X. On the other hand, according to Theory Y, employees do not consist of two groups. All the individuals in the workplace are the same and there is no need for an outer control because each person has the self-motivation. Every person in the work is a potential manager. Providing optimum freedom helps them build a broad perspective, develop personal abilities and increase the adaptability to change. There should not be a harsh control system over the employee. Besides, their goals and organization's goals are not in a real conflict. Employees, on their own, can synchronize their expectations to organization's expectations. Like it is supported by Theory X, there is no need to give incentives to employees to maintain that. Giving rewards causes personnel to work equal to the reward and decrease of reward causes demotivation in the employee (Koçel, 2010: 240).

### **2.3.1. Motivation Theories**

In this section motivation theories widely used for tourism research will be explained. Depending on their approach it is possible to categorize these theories in two groups.

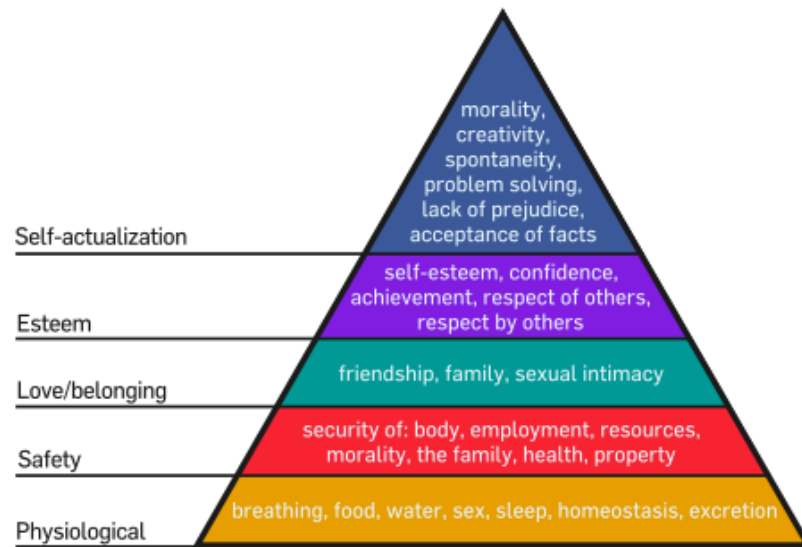
The first group of theories includes Maslow's, Alderfer's, Herzberg's and McClelland's. Generally, these theories focus on what motivates the individual intrinsically. An inner feeling, the need, is the ultimate driver for the motivation.

On the other hand, the second group of theories is more related to outer effects on the motivation. For this approach, the need is just one of the drivers of the motivation. After the fact that the behavior is produced, what are the reasons which maintain the continuity of it is the main question for these theories. Such popular theories in the tourism context are Adam's, Locke's, Skinner's, Vroom's and Lavler's and Porter's (Koçel, 2010: 628).

### **2.3.1.1. Maslow's Theory**

Maslow's Hierarchy of Needs is the most used theory not only in tourism context but also in all contexts. The theory suggests that human beings are driven by a series of psychological needs. These needs exist in all human beings; they are natural and in a hierarchy. The needs which are at the bottom level are the vital ones for the survival. Satisfying needs starts from the bottom and goes upwards. Unless the lower level of need is satisfied, upper level need is not felt. And, once the need is satisfied, it is not felt anymore. Lower level needs are more prior in comparison to upper ones. The need brings unrest or dissatisfaction. So as to satisfy the state individuals perform the necessary behavior. The aim is to reach the top level in the hierarchy (Maslow, 1954: 350).

The researcher revised some of his ideas later in another article. To illustrate, he changed his idea that hierarchy is stable and unchangeable. He agreed the hierarchy may change accounting outer effects and personal differences. It is to say that he accepts that before satisfying the lower level need, the upper level need can be felt. Furthermore, he states that many behaviors can be driven by multiple needs in the order. Clearly, several needs in the hierarchy can drive the same behavior simultaneously (Research History, 2012).



**Figure 1 Maslow's Hierarchy of Needs Theory**

**Psychological needs:** This is the bottom level in the hierarchical order. Those needs are very necessary for the survival of the body. If they are not satisfied, they endanger the life. As a result, this level of needs is the most powerful drivers. The needs are air, water, food, sleep, heat, etc.

**Safety needs:** Once the lower level of needs, psychological, is satisfied, this level is stimulated. Naturally, human beings want to keep their life and belongings safe or for sickness or elderliness they want to feel guaranty for the future. Safety of the life, safety of goods or security of children can be possible examples to the level.

**Love and belonging needs:** Love and belonging are social needs. Individuals always want the feeling of belonging to a group. Mankind lives in a society throughout ages. Maybe persons want to love and belong to football clubs or political parties have millions of fans today.

**Esteem needs:** People want to be respected. Esteem needs consist of two components: self-esteem and esteem of others (Maslow, 1970: 45). While some of the human behaviors are to feel self-respect such as confidence or achievement, some others to gain the respect of others such as prestige or status.

**Self-actualization:** This is what the individual wants to be. This is about what he is capable of. It is directly connected to his potential. In other words, this is the peak he can climb. For the individuals who reach the top level in the hierarchy it is not essential to provide an outer support such as a reward.

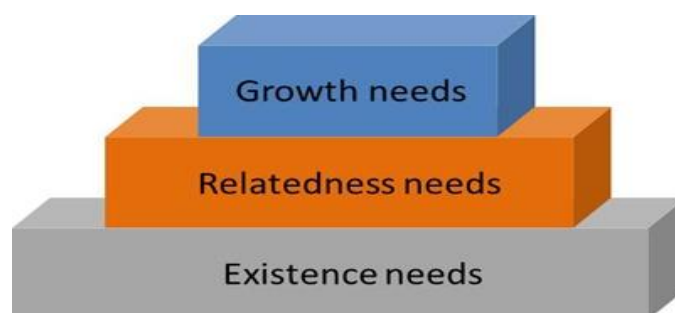
Even though it is the most well-known one in all, Maslow's theory is criticized by a lot of scientists. To illustrate, some researchers think the theory does not depend on enough

empiric proof. Because the needs are abstract in nature, it is not possible to make such a hierarchical order. They state that the theory is just a hypothesis (Wahba and Bridwel, 1976: 212-240). Besides, despite living in poverty and being not capable of meeting his basic needs, existence of self-actualized people such as Stephen Hawking contradicts the theory.

### 2.3.1.2. Alderfer's Theory

Psychologist Alderfer developed his theory in 1972 being inspired by Maslow's. His theory, because of explaining the motivation in the organizations, is quite important. Basically, it can be said that Alderfer's theory is a simple version of Maslow's. Theory states that human behaviors are driven by the needs which are in a three category in a hierarchy. The needs in the lower category, in comparison with the upper ones, are more tangible in nature. As we move upwards they become intangible. If the upper level need is not satisfied, the lower level is stimulated more intensely and individual performs behavior in order to satisfy the lower one (Senemoğlu, 2003: 61). However, unlike Maslow, he disagrees with the idea that once the need is satisfied, it will not be felt again. The need can be felt over and over again. Due to some reasons the individual may not go upwards in the hierarchy and the lower ones may be more prior (MacKay, 2007: 64-65).

Alderfer groups the needs in three categories and names his theory by the first letters of the categories: Existence, Relatedness, Growth (ERG) (Sabuncuoğlu, 2009: 86). While Maslow's psychological and safety needs are similar to Alderfer's existence needs, belonging and esteem is similar to Alderfer's relatedness.



**Alderfer's ERG theory**

**Figure 2 Alderfer's ERG Theory**

**Existence needs:** The needs in the category are material and vital requirements of the person such as food, water, shelter etc.

**Relatedness needs:** Human beings desire to belong to a group. Without being a member of an organization they feel nervous.

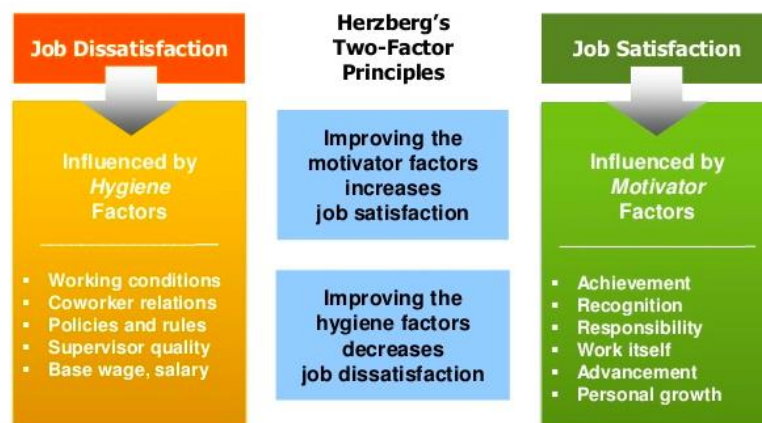
Growth needs: After meeting relatedness needs, this level becomes alive. Such needs like accomplishment, fame and prestige are in this category. This is the possible peak any individual can reach.

### 2.3.1.3. Herzberg's Theory

After Maslow's theory, this is the most used theory in the tourism context. The theory accepts the need as the driver force of the behavior like others in this group of theories and developed especially for the organizations. Herzberg, Mausner and Synder make 200 face to face interviews with engineers and accountants in USA, Pittsburgh and categorize the factors in two groups: Motivational factors and Hygiene factors. Questions asked to the workers are:

- When did you feel good in the work last time? (What was that which made you feel pleased in the work?)
- When did you feel bad in the work last time? (What was that which made you feel displeased in the work?)

Herzberg finds that the answers to the questions are consistent. He realizes that while some factors are related to satisfaction, the others are related to dissatisfaction. It is to say that the factors which create satisfaction and dissatisfaction are different from each other (Albayrak, 2009: 24). He defines the factors which create satisfaction as motivational and the ones which create dissatisfaction as hygiene.



**Figure 3 Herzberg's Motivation Theory**

Providing hygiene factors, which are extrinsic, does not bring much motivation; their motivational effect is short. However, their inexistence in the work brings demotivation. Because they are minimal requirements, they should be provided to the worker without any question (Herzberg, 1976: 61). Work rules, wage, worker security, physical conditions and quality control are some examples of those factors.

Motivation factors, which are intrinsic, bring directly the motivation. Inexistence in the workplace brings demotivation hence so to increase the motivation of employee managers should focus on these factors primarily such as development, accomplishment, recognition, responsibility, etc. (Lundberg, Gudmundson and Andersson, 2009: 891-892).

#### 2.3.1.4. McClelland's Theory

McClelland thinks that employees in the organizations have three groups of needs. Because the needs can be learned through copying from the environment, he does not support the idea that the needs are intrinsic in nature. Furthermore, unlike Maslow and Alderfer, he does not think the human needs are in a hierarchical order. Named as Achievement Theory in the literature, the theory has three components: power needs, affiliation needs, achievement needs (Panthaworn, 2005: 22-23).



**Figure 4 McClelland's Motivation Theory**

**Power needs:** The employee who has an improved sense of this feeling performs to increase his any source of power and authority. At the same time other feelings, such as affiliation, can be stimulated.

**Affiliation needs:** Showing behaviors like making new friends, joining reunions or helping others in the organization is to satisfy this need in the group.

**Achievement needs:** According to the theory, this is the most motivational component among others. Employees perform necessary behaviors to reach the peak of their capacity. Such actions fall into this group.

Due to the ideas that the needs can be felt all together simultaneously or can be felt differently by other employees in the organization, McClelland's theory is contradicted by some researchers in the literature (Khuluzauri and Syed, 2010: 10).



### 2.3.1.5. Adam's Theory

Stacy Adams conducted a research on General Electrics Company in the USA about equity of employee rewards in 1963 (Torun, 2015: 96). From Adam's point of view, workers expect equal treatment in the workplace. That is to say that the reason of employee behavior is not the need but the perceived inequity he perceived. (Sabuncuoğlu, 2009: 89). If worker's input is more than his output, the benefit, he feels inequity and behaves in order to the equal the state. Likewise, if his output is more than his input, he acts until he equals the situation. Next, he makes exactly the same comparison between himself and the other workers, too.

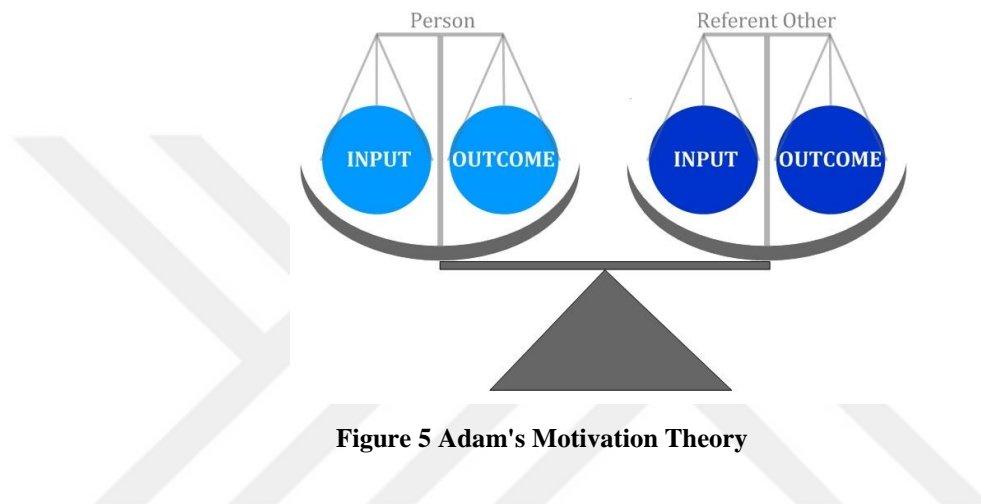


Figure 5 Adam's Motivation Theory

Some probable behaviors he can produce when he feels inequity:

- Changing his effort for the work
- Changing of the consequence on his part
- Abandoning the work
- Intent to change the others effort (Albayrak, 2009: 39).

One of the critics to the theory is that the thinking is valid for explaining the behaviors of the workers who feels unequal not the ones who feel equal (Bowditch and Buono, 1997: 104).

### 2.3.1.6. Locke's Theory

According to Edwin Locke's organizational motivation theory the most important motivating power is the purpose. The worker performs to arrive to his or organization's goal. While the difficult purpose for the employee is more motivational, the easier one is less supportive for the motivation in the long term (Erol, 2004: 525).

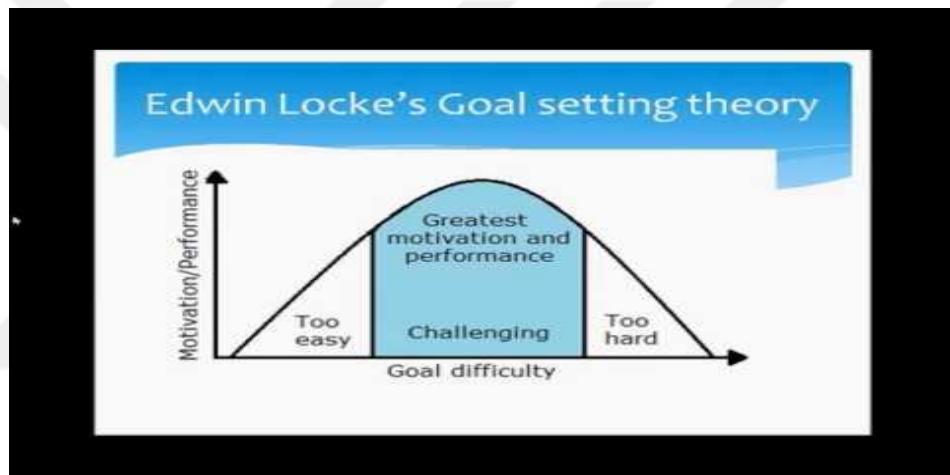
As proposed above it can be said that there are two purposes for the workers: 1) personal purpose, 2) organization's purpose. There are 4 dimensions for a motivational purpose: 1) clarity, 2) difficulty, 3) acceptance and 4) intensity (Tozkoparan, 2008: 127).

Clarity of the purpose: So as to motivate the worker the goal should be clear and specific.

Difficulty of the purpose: Difficulty level should be ideal. Very difficult purpose may create demotivation; the easiness may decrease motivation.

Acceptance of the purpose: If the employee does not agree with the process, the purpose may not be motivational. It is difficult to convince the employee to perform for an undesired goal.

Intensity of the purpose: It means the volume of the desired goal.



**Figure 6 Locke's Motivation Theory**

Process of purpose determination is consisted of 5 stages as follows: 1) Determination of employee's and organization's conditions, 2) Preparation to agreement, 3) Appreciation by the employee, 4) Correction, if necessary, 5) Control (Can, Akgün, and Kavuncubaşı, 2001: 317).

### **2.3.1.7. Skinner's Theory**

Like other theories in the group, this theory also focuses on the aftermath of the behavior. From the researcher's perspective if the consequences of the behavior are positive, the relevant behavior will be produced again. If not, the behavior will not be shown anymore. Having feedback is the ultimate content for the reproduction of the behavior (Can, Akgün, and Kavuncubaşı, 2001: 311). The behavior is random in the beginning however in time, collecting feedback, the continuity is decided by the performer (Bowditch and Buono, 1997: 100).

Some critics to the theory by Bowditch and Buono (1997: 101):

- It is still in discussion that employees should be manipulated.
- Some think that the theory will not explain the behaviors of the people who feels uncertainty
  - Sometimes in the workplace the same behavior may cause the reward and punishment

### 2.3.1.8. Vroom's Theory

Vroom thinks that the reason of employee behavior in the workplace is the expectation that performer will arrive to an outcome in the end. If employee thinks that he will not reach any result, he will not show any behavior for the consequent. The belief that he will get an outcome creates the motivation for the worker. Individuals make rational estimations with the expectation that he will gain a result for his favor (Onaran, 1981: 76; Can, Akgün, and Şahin Kavuncubaşı, 2001: 314).

The theory depends on three hypotheses. Firstly, the behavior is affected by personal and environmental factors. It is to say that every individual behaves differently in the same environment. Secondly, because every individual has different expectation, their desire for the same result is different. Thirdly, individuals have to evaluate the required one among different behaviors (Erol, 2009: 512). Also, the theory depends on three factors: Valence, Expectancy and Instrumentality

**Valence:** Valence here means the intensity of desire to arrive to the goal. It is between -1 and +1. If the performer desires to reach the goal, the valence is positive. If not, it is negative. When the worker is not interested the value of valence is 0 (Koçel, 2010: 632-633).  
 $Motivation = Valence \times Expectation \times Instrumentality$

**Expectancy:** This is the perceived probability of arriving to the desired goal. When the performer perceives no probability, value of the expectation is 0.

**Instrumentality:** This is the person's belief that there is a connection between behavior and the goal.



Figure 7 Vroom's Motivation Theory

Luthans (2001: 281) states that managers who respect the theory will foresee the employee performance in advance with a probability of 63%. However, in the literature there are contradictions to the thinking. For example, Bowditch and Buono (1997: 97) state that thinking that individuals make rational mathematical assumptions before they behave is not acceptable. From their point of view people sometimes behave randomly and furthermore, factors in the formula are very abstract, difficult to evaluate and complex.

### **2.3.1.9. Lawler and Porter's Theory**

Edward Lawler and Lyman Porter accept Vroom's theory that the behavior depends on performer's expectation but they find it inadequate. According to them, together with expectancy and valence, perceived role of the employee and perceived fairness of the reward are determinants of the motivation in the work. The theory supports that even though the employee has the required expectancy, if rewards are not fair and perceived role of the performer for himself is not sufficient, motivation will not be derived in return. In addition to valence and expectancy in the Vroom's theory, fairness of reward and role of the employee are important factors in the motivation creation process (Onaran, 1981: 79; Tozkoparan, 2008: 117-118; Eren, 2009: 541).

Critics to Vroom's theory are valid for Lawler and Porter's as well. Moreover, isolation of the individual from the environment, not explaining the creation of valence and expectation, changeability of the desires for the reward by the persons are some other contradictions to the theory in the literature (Aşan and Aydın, 2010: 110).

## **2.4. Factors That Affect Employee Motivation in the Tourism Context**

Employees have varying psychosocial expectations, needs, desires or personal goals. They work in the organizations not only to earn money but also to satisfy these expectations (Üçkardeş, 2013: 18). Satisfying the expectations brings employee motivation. Understanding the factors that affect the employee motivation will produce better outcomes to the organization's sake.

There are numerous factors that affect the employee motivation. Depending on the literature review factors can be grouped in three: economic factors, psychosocial factors, organizational and administrative factors.

### **2.4.1. Economic Factors**

Living individuals need optimum income and perhaps their very foremost expectation from the organization is economic benefit. That's why perhaps the most motivating factors among all are economic ones.

#### **2.4.1.1. Wage**

Wage is the basic tool for the employee for the living. It is an amount of prepaid income which is paid for the labor by the employer without waiting for the sale of the goods. Any kind of payment that employees receive as a reward for fulfilling their duties at the workplace is an important human resources function that is closely related to the job satisfaction of the employee (Üçkardeş, 2013: 19).

For many of the employees, the wage and the possibility of higher income is a motivation tool. An employee's choice of a specific workplace, continuity and high motivation are closely linked to the level of wages and rewards paid to him. The increase in the wage increases the number of applicants and enables the organization to be more selective in recruitment. More importantly, the level of the wages indicates that organization gives value to the staff (Üçkardeş, 2013: 19).

The better the employee is paid the more the performance of the worker increases. Every employee wants to feel fair about his payment. Fair pay, considering the needed responsibility, difficulty of the task and other conditions, is a very important motivational tool. If the employee considers that his pay and his performance are parallel to the wage he earns, the wage becomes an effective motivation factor. If he perceives injustice in the payment, his motivation and accordingly his performance decrease. As a result, managers should be careful about the wage of the worker (Robbins S. , 2001: 145).

Gündüz (2009: 116-117) points the importance of the wage as follows:

- Wage provides the necessary livelihood for life and thus becomes a motivational element for the work.
- The wage shows the employee's position.
- The wage is the approval of success within the employee.
- The wage can compensate a life deprived of contact with other people.

#### **2.4.1.2. Bonus Pay**

If all the outcomes derived from extra work go to the employer, the employee feels injustice and this causes employee dissatisfaction. That's why, to encourage the extra work

organizations uses the extra pay systems. The extra pay earned thanks to extra performance for the organization's sake can be called as *bonus* (Şen, 2010: 39). Because the bonus paid employee perceives his sacrifice is worth his income, he feels better in the workplace and he becomes positively motivated.

It is very clear that bonus has an effect on employee motivation. Nevertheless, utilization of bonus pay is rather difficult in the work life. Especially, when the evaluation of the extra work is hard to determine, the bad organized bonus pay can result in employee dissatisfaction and demotivation. Moreover, bonus pay may bring together work accident and personnel exhaustion (Sabuncuoğlu, 1984: 87). As a result of this fact, bonus pay may become a motivational tool or rather a demotivational tool equally.

#### **2.4.1.3. Shared Profit**

The assumption about shared profit is that if the employee knows he will receive more income when the organization receives more profit, his motivation for work increases. Thanks to this system the employee can feel like a partner to the employer and his motivation can be guaranteed.

On the other hand, if the employee thinks his share is not fair to the other employee or to the organization, his motivation can be affected negatively. Determination of the level of the service among employees and organization is somewhat difficult. Moreover, bad profit will bring bad share and this may create dispute among employees. Managers should be very specific and open in the determination process of shares for the continuity of the motivated labor (Uygun, 2015: 80-81).

#### **2.4.1.4. Economic Rewards**

Reward is a kind of gift given to the employee by the employer for his service for the organization. Reward is motivational for the receiving employee as well as the others in the workplace. The others will desire to have the same, at least similar rewards.

The employees can be motivated by economic rewards when they perform more than the optimum or when they follow the business rules (Arslantürk, 2014: 49). In this way, the employees will develop themselves in line with organizational objectives, and they will make more efforts to reach economic rewards through more research and development activities, of course by being motivated.

Nevertheless, it is certain that economic instruments are not a very effective motivational tool alone. What is useful for organizations is to create a motivation system with

economic motivation tools and other motivational tools (Pekel, 2001: 31; Gündüz, 2009: 119). Economic rewards may not always have the expected effect due to the fact that the employee is human and his only purpose is not to generate income like it is theorized above. (see: Motivation Theories)

#### **2.4.2. Psychosocial Factors**

In a lot of models developed for the motivation, it is revealed that employees work not only because they are paid but because they like to work, they need to be motivated instinctively or to think better about themselves. These tools which are under consideration were not respected in the past. With the joining of other disciplines to the subject today psychosocial factors are noted highly by the managers.

##### **2.4.2.1. Liberty**

Liberty in the workplace is necessary for the employee to develop himself to behave correctly without the help of management. For a better employee, person's self-esteem should not be dependent on the opinion of others. When it is necessary to take action or make decisions, employee should be ready to do it on his own and accept responsibility. As it can be understood from this statement, liberty brings responsibility and requires the person to accept the accusation about what he decides to do. Provision of liberty creates better employee and motivation (Shinn, 1996: 132-133). Liberty in the working environment does not mean to give unlimited freedom to a person. Employees do not like to work under pressure. Trying to interfere in each other, giving orders or trying to influence them, affects employees negatively (Uygun, 2015: 82). And, of course, offering uncontrolled freedom can create chaos in the work.

##### **2.4.2.2. Social Participation**

Everyone working in the business, whether conscious or unconscious, starting from the first day of work, tend to be involved in various social groups. And, this is not a request, like Maslow stated in the Needs Hierarchy Approach, it is a need for people. These relations, which are artificial and passively formed initially, are transformed into much healthier relations in the future. It has been observed that if these relations do not occur, the person tends to quit even if he works in a very good job (Sabuncuoğlu and Tüz, 1998: 128).

Furthermore, social organizations like picnic and giving away tickets to the staff gather workers together out of the work traditionally. Spending spare time with the colleagues and sharing more build friendship naturally. This helps them to feel better in the work with

natural friends. Undoubtedly, working with mates is more motivational instead of working with foreigners.

#### **2.4.2.3. Value and Status**

Employees are not satisfied with just joining a group. They also need to be appreciated and valued by managers and group members. They try to identify themselves and their roles in the organization by comparing themselves to the others. Dissatisfaction of these needs causes the individual to feel weak and helpless (Hicks, 1977: 370). Regardless of the position being worked, seeing that the work done is appreciated and being regarded as a qualified employee create a deep sense of satisfaction for almost every individual. Satisfied employee's self-motivation is always at a maximum level.

#### **2.4.2.4 Self-development and Success**

Many of the employees are investigating the conditions of promotion and self-development in the enterprise, even before they enter the business. They desire a higher position in accordance with their own experience and training. They want the on-site training while they work in order to promote for a higher position. The more option of self-development, advancement within the enterprise is provided, the more self-confidence increases (Sabuncuoğlu and Tüz, 1998: 130). While confident employee has a better work motivation and success, unconfident one has those negatively.

Having a duty and authority is a very effective psychosocial motivation tool. Promotion is indeed a need or a reward of the success. It is clear that an increase in management levels will be followed by an appreciation by the employee. The reason for this situation is the result of an individual's need for appreciation, respect and self-realization. For many employees, the need to have a status in society, to be respected and appreciated, is gained through promotion and a new title or salary increase. Although it brings economic rewards, promotion is a matter of non-monetary status (Çiçek, 2005: 145).

In addition, the success levels of employees should be monitored continuously. Each individual may experience failure but the managers should teach that the mistakes made are a natural part of learning. With the help of this constructive way, motivation is gained positively.

#### **2.4.2.5. Adaptation to the Environment**

A new employee should meet with colleagues and managers, and should also introduce themselves to get rid of the feeling of alienation. Adaptation is a serious motivation



source for the organizations. It is important for the worker to adapt to the physical conditions of the work as well as the psycho-social conditions. It is of great importance to learn the rules and the requirements of the environment and people they work with as soon as possible. A person who feels pleasure from the environment in which he works can be useful both to himself and to the business in the long term. The managers and the other persons should assist the employee on all matters and give him the necessary information in order to ensure the adaptability of the employee in short time.

Orientation programs are often the preferred way to adapt to the environment (Uygun, 2015: 84). Thanks to orientation programs within the business the newly working employee becomes accustomed to the facts of the work place in a short while so that adaptation of the employee is a frequently used psychosocial motivation factor.

#### **2.4.2.6. Psychosocial Assurance**

For example, if an individual in an organization knows what to do, who to work with, how to do the job and to what extent to achieve success, his confidence will increase. Thus, employees will have no doubts about their capabilities when they know what to do and how to do it. With this way he feels sure about his abilities and his intrinsic motivation becomes more powerful (Çiçek, 2005: 43-44).

Moreover, social security insurances such as retirement, old age, sickness, accident, death and unemployment which are provided to personnel are other important factors. The personnel seek psychological safeguards, like Maslow proposes with his theory, in the working environment. It is natural that individual's effort to work under the feeling of insecurity is disturbed. Conversely, individuals working under a sense of trust appear energetic and diligent. The motivation and efficiency of staff will thus be increased (Eren, 1993: 36).

#### **2.4.2.7. Esteem**

As can be seen in the motivation theories, appreciation is a physiological need due to the nature of man. The esteem is even more beneficial when it is in front of the others. Not only does the praised person work harder, but that also gives him an important reputation. In the eyes of the others, it increases the value of the individual and encourages others to be like him (Dornan, 2001: 175).

Employees want to be seen by the managers as a result of their efforts and be treated accordingly. It is a fact that creating love for the work in the environment is more effective

than the wage. The most positive means of encouragement is to appreciate and treat employees responsibly for the results of their work. When employees perform successfully or when they generate a service that significantly contributes to business objectives, their level of loyalty to the organization will increase only if they are rewarded with any document or symbolic award. In this way, employees will be able to satisfy their psychosocial needs. And, they will work better in their next tasks that the financial incentives can not provide (Pekel, 2001: 35-36).

#### **2.4.2.8. Competition**

Competition is a reality in the relations between the employees. Competition is a feature of human nature. Competition also brings positive effects to the development of the individual. The main reasons for the personnel to turn to competition are reputation, recognition and self-awareness requirements (see: Motivation Theories). Therefore, competition is a psycho-social motivation tool.

Nevertheless, the managers should be very careful when using this motivation tool because competition can bring negative motivation along with positive outcomes. At the end of the competition, the winners will meet their needs and the losers will not be able to fulfill their needs. It can also be argued that competition may harm the principle of cooperation in the working environment (Çiçek, 2005: 41-43).

#### **2.4.2.9. Suggestion System**

In particular, the desire of individuals to participate in decisions that affect them is very severe. One of the most important aspects of the failures in implementation of decisions is not to include the worker in the process. Managers should take employee's thoughts and wishes into consideration and seek ways to utilize their ideas in making decisions that concern employees. The feeling of 'we' is a powerful motivation tool (Eren, 2009: 521). The fact that the proposal system is in a democratic environment will ensure the integration of the employee with the institution also ensuring their motivation level.

#### **2.4.3. Organizational and Administrative Factors**

Most of the organizational and administrative factors are motivational tools that do not bring any additional monetary cost to the organization. It can be said that each employee's expectation in the organization will be different because of their cultural values, changing needs and personal aspects. Therefore, managers use different organizational-administrative tools to ensure the motivation of the employees (Kanbur and Kanbur, 2008: 31).

#### **2.4.3.1. Common Goal**

Setting the common goal is the ultimate administrative tool for the motivation. It is a fact that every employee has different individual goals. In this direction, the most important function that the management should realize is the employee's individual goals and to bring the business objectives closer to the employees. What the management should do first is to ask the question that 'what is our main goal and how can we motivate the staff to achieve our dream? (Hagemann, 1997: 173-174).

Employees in organizations do not feel the need to work effectively and efficiently without a specific goal to be achieved. In order for the manager to motivate employees, they should first identify the realistic goals they will reach. Because no one can be active without knowing where to go (Bakan, 2004: 105).

Organizations can achieve success in the long term as long as they implement policies to win individuals as much as making money. If integration between employee objectives and organizational objectives can be achieved, both parties will gain from this situation (Sabuncuoğlu, 2007: 134).

#### **2.4.3.2. Transfer of Authority and Responsibility**

In the organization, sometimes managers can not have enough efficiency of decision-making and supervising their employees in the meantime. For this reason, managers delegate their powers to their subordinates or employees in a hierarchical manner. Not implementing the transfer of authority causes an increase in the areas of responsibility and scope of the senior managers' responsibilities. In order to deal with the situation managers should transfer some of their authority and transfer the power to the other workers creates trust, self-confidence thereby motivation. As long as the employees take responsibility, their creativity, desire to work and efforts are positively affected (Çiçek, 2005: 40).

If the manager avoids transfer of authority, his area of responsibility extends too much and an imbalance occurs between the authority and the responsibility. Working under the rule of a very authoritative leader makes the employee feel under pressure and like it is explained above in the motivation theories section; this creates dissatisfaction and restlessness in the working environment.

#### **2.4.3.3. Training and Promotion**

Training in the organizations is based on three main objectives: 1) presenting new information, 2) changing behavior and attitudes, 3) creating satisfaction in the workforce. Of

course, one of the main purposes of the training process is to increase the production as well (Kaynak, 1996: 147). Nowadays organizations have a dynamic structure. The dynamism creates a need for new information and this new information will be provided only with the training given to the employees. In addition, the attitude of the organization regarding the training activities will positively affect the motivation as the employees are aware of the fact that they are valued. Furthermore, training is one of the needs of the employee. In order for the employees to be more productive in organizations, especially through on-the-job training activities, they should be able to follow professional technological developments closely and to be aware of new methods applied in various fields, technical and scientific innovations. Implementation of equal opportunity and fair treatment for employees to benefit from training activities is an important aspect of the training (Pekel, 2001: 47).

Workers want to have the opportunity for promotion thanks to the knowledge and skills they obtain from the training they have. Individuals want to feel they have made progress in their careers. Thus, promotion is a reward for the success and is a truly motivational tool. The reason why the promotion is a motivating factor is the result of the person's need for appreciation, respect and self-fulfillment (see: Motivation Theories).

#### **2.4.3.4. Participation in Decision Making Process**

Ensuring that employees participate in the decisions on issues of interest makes them feel valued and motivated. Employees who believe that they have a share in the decisions will try to implement the decisions more carefully. Respecting the thoughts of the staff, listening to it and discussing the matter with care gives the manager a lot to establish healthy relations with employees (Bilecen, 2008: 58).

Otherwise, when the employees do not participate in the decision making process, the perception of inadequacy, absenteeism in the work or reluctant performance may occur. And, this situation creates negative outcomes including motivational factors (Arslantürk, 2014: 58). As a result, tools that support employee's participation in decisions become a factor that affects the motivation.

#### **2.4.3.5. Contact**

Communication that forms the basis of the organization targets relationships between individuals, organizations and groups. Good managers are people who communicate well, generally. In today's conditions, people are lost in the organizations that become complex with the effect of developing technology. In the face of these developments, which cause the

alienation in the organization, it will be an effective benefit to regain the person and to gain communication. Parallel to developing technology, with the organizational growth, communication has become the most important problem in the work life (Yiğit, 2002: 118).

A good communication with employees and managers in organizations will increase their enthusiasm for work. As explained earlier the level of motivation increases when the level of desire to work increases.

#### **2.4.3.6. Physical Work Conditions**

Productivity and effectiveness are directly affected by people's working styles and then by working conditions. From the area to equipment, from air conditioning to the comfort of chairs, all conditions in the work place affect the performance. In business, if the conditions that prevent good work are allowed unreasonably, the fall of motivation is inevitable (Forsyht, 2006: 38-39). Considering the fact that people spend most of their time in the work place after their homes, the expectation that the work environment is attractive and enjoyable is increasing. Lighting, heating, noise and ventilation significantly affect the work tempo and the desire of the person. Therefore, if the employee is asked to adapt to the job as soon as possible, the workplace and the conditions affecting it should be selected and arranged very well (Sabuncuoğlu and Tüz, 1998: 142).

Improvement of physical conditions is completely manager's responsibility and is certainly an issue that managers can not take for granted. Because all these physical conditions directly affect the motivation levels, morale, stress levels, job satisfaction, physical and mental effort of the employees and they are the determinants of organizational performance by reflecting on the absenteeism, wear and tear rates of absenteeism (Pekel, 2001: 53).

#### **2.4.3.7. Justice**

Employees who receive awards in accordance with their requests increase their in-house performance. When the individual feels that there is an injustice in the working environment, he develops some behaviors in response to this injustice. These behaviors show themselves like this.

- They work less
- They request to change their wages and rewards
- They do not complete their work or activity
- Try to convince others not to work or to make little effort

They try to change their manager or they think about leaving work (Güney, 2000: 488)

Employees have the idea of how they should be rewarded for their performance in business life by comparing themselves with other employees. When the idea that reward system is not fairly developed believed, motivation will decrease and perception ways will change (Barutçugil, 2004: 309). Thus, managers should be fair and clear during their administrative performances. Like in all areas of the life the justice is a powerful motivating tool for the individuals.

## **2.5. Lawrence and Nohria's Sociobiological Motivation Theory**

Lawrence and Nohria's socio-biological motivation theory depends on a book published in 2002 in the USA called *Driven: How Human Nature Shapes Our Choices*. Harvard Business School professors reconsidered the very popular question which is on the table of numerous researchers' from varying disciplines for a long time that what drives people as human beings?

After the big development of Neuroscience, Biology, Evolutionary Psychology and other social sciences in the second half of the 20th century it was a real necessity to think about the question with the light of the newly gathered information. When it is seen that the world's vast transition such as the tearing down of socialist and totalitarian nation states in favor of capitalist and democratic ones, shedding of traditional family structures or dismantling of old hierarchies, born of internet, economic prosperity or new social harmony, it will be wise to check the old thoughts one more time with a different attention.

Widely respected neoclassical economic thinking is in short to explain the nature of human behaviors according to Lawrence who is a professor of organizational behavior and Nohria, professor of business administration. Economists view human beings as selfish maximizers of their own self-interests. The cause of the behavior is to acquire tangible or intangible earnings which will ensure the individual's success in the life (Smith, 2009). Nevertheless, it was a short-coming theory, even though has the potential to explain the behavior, because it is known that individuals act unconsciously without any rational calculations more often than not. As a result, researchers say ' We began to explore the idea that human behavior is motivated by a small set of subconscious, innate, brain based drives and we asked ourselves just what those drives might be?'. They continue:

Four ideas survived our testing process. We concluded that all people have a persistent drive to acquire objects and experiences that improve their status relative to others. In other words, they are indeed motivated, in part, by self-interest as defined by economics. But human beings also have three other basic

drives: to bond with others in long term relationships of mutually caring commitment; to learn and make sense of the world and of themselves; and to defend themselves, their loved ones, their beliefs and their resources from harm. All four of these primary drives have been established in the human brain as a result of Darwinian evolution, because the existence of these drives improves the odds that genes of their individual carriers will pass into subsequent generations (Lawrence and Nohria, 2002: 10)

So far, it was declared scientifically that what makes individuals different from each other. Things distinguish the nations, organizations, parties or their varying motivations are widely researched about. However, what about the facts that all individuals share? Do all men have something in common? For example, despite living in a distant area or being a member of completely heretic belief to yours, can the drivers be alike, perhaps exactly the same? From the holistic standpoint of sociobiological behavior theory the answer is a yes.

The study of human behavior is broken away from classic biology in the late 19th century, if it is accepted so. Though behavioral science is a separate discipline from the biology, Lawrence and Nohria's behavior theory is based on the Darwin's biological theory of evolution like highlighted by its name. Because none of the sciences can see the whole person with accuracy, it is time to synthesis the available information of varying sciences about men.

The theory supports that the cause of the human behaviors are four drives: drive to acquire, drive to bond, drive to learn, drive to defend (Lawrence and Nohria, 2002: 10).

Drive to acquire: The individual who lives in a world of scarce resources has to do better than others in order to increase his chances of survival and to improve his level of welfare. For this reason, in addition to possessing objects and experiences that increase their chances of survival and raise their living levels, people try to achieve more than other people (Lawrence and Nohria, 2002: 57).

Drive to bond: In the evolutionary process, the chance of survival is considerably higher for the individuals who have established better relations than the ones who have preferred singular life. Therefore, the drive to bond has been attached into our genes during evolutionary development as a vital push (Lawrence and Nohria, 2002: 76).

Drive to learn: An unexplained phenomenon brings feeling of restlessness, confusion and fear into the individual. For this reason, the individual wants to know and learn his position, role and what is going on around him, in natural, social or organizational environment. In order to satisfy the distress he shows behaviors (Lawrence and Nohria, 2002: 107).

Drive to defend: The drive to defend is stimulated by the threats to individual's acquisitions, to relations of bond or to learning. So as to protect the other drives individuals develop a skill set (Lawrence and Nohria, 2002: 131).

After all, the theory sees the drives innate, inborn and universal. They are not gained in the lifetime but found in all human beings. Secondly, they are independent from each other though they are interactive. Thirdly, they are not derived from another drive or each other again. Lastly, the theory is not missing any other drive and is complete. Because the genetic change is stopped owing to coupling of all human in the world today and the probability of a new genetic pool is nearly zero, the researchers are in favor of the sustainability of the theory (Lawrence and Nohria, 2002: 145-146).

### **2.5.1. The Drive to Acquire**

According to Darwin's theory of evolution, all the livings are subject to natural selection. The livings need to do better than others to survive and improve their welfare (Baron, 2004: 3-4). In a world where resources are scarce, having more resources increases the chances of the living to survive. Therefore, to obtain more resources and to have a relatively superior position than any other creature in the competition is accepted as an innate impulse in human beings in the process of evolutionary development. This urge is the drive to acquire (Lawrence and Nohria, 2002: 57).

Most of the time the logic and the drive to acquire is not in conflict. However, it is known that individuals act illogically sometimes. During these stances the cause of the behavior is an innate push. To illustrate, most of the people knows how hazardous fast food even though it has the possibility to feed the human. People rationally understand that consumption of such food increases the probability of heart attack risking the continuance of the life. In spite of this rational information millions of people, perhaps daily, eat potato chips, hamburger or other sort of products which are unhealthy. The cause of this behavior is the drive to acquire (Lawrence and Nohria, 2002: 61).

Acquisitions are tangible (regular or material) or intangible (positional) in nature. Regular acquisitions may include material goods such as food, clothes or housing as well as activities like drinking, entertainment or sex. Positional goods bring status or recognition in a society. A Ferrari or a painting by Dali may bring an intangible acquisition such as esteem in a circle of friends (Lawrence and Nohria, 2002: 58).

Even though people want to acquire more, they do not want the other to acquire more than he does. In an experiment conducted, people are asked to choose one of two different



situations where price levels are the same. In the first case, the individual earns \$ 90,000 while the other individual earns \$ 110,000. In the second he earns \$ 110,000 while the other earns \$ 200,000. People prefer not to choose the second situation in which their purchasing power increases and gains more instead; they prefer the first situation where they earn less and the gains of the other is less (Lawrence and Nohria, 2002: 66).

Furthermore, the fact that the time acquisition is gained is also important. Ainslie argues that the value of the acquisition given to the employee changes over time and that the closer acquisitions are more motivating than the future ones. In the laboratory tests performed, individuals were asked to choose two different situations and to choose the prizes depending on time. In the first instance it was stated that the individual can get 50 dollars now or he can get \$ 100 instead of 50 dollars in return for one year waiting. Although the subjects provided 100% profit in 1 year, it was observed that they preferred the \$ 50 prize. In the second case, it was stated that he could get \$ 50 after five years or he could get \$ 100 after six years, in this case the subjects preferred to get 100 dollars after six years. It was found that individuals' urge to win was more sensitive to the objects they could obtain immediately. (Green and Astrid, 1994: 33-34).

### **2.5.2. The Drive to Bond**

The probability of survive in the Paleolithic age for the human beings who have an innate drive to bond is greater than those who have not. Female hominids are depended on this drive because without such genes their child is less likely to be accepted by her mate. Equally, male hominids carry the gene to be able to be selected by the female as a mate. And, baby hominids needs the gene because without it their life expectancy is very short (Lawrence and Nohria, 2002: 77).

Other motivation theories also attribute great importance to the processes of bonding, socialization and relationship. For example, the social needs in the middle of the hierarchy of Maslow's theory, relatedness needs in the Aldefer's ERG theory, and affiliation needs in McClelland's all highlight the existence of such a drive in human beings.(see: Motivation Theories)

Baumeister and Leary (1995: 497-529) developed a new bonding theory with their meta-analysis. Since the 1930s, they have stated various conclusions based on the empirical results of studies that investigate the phenomenon of bonding. According to these results, people tend to establish social relations without special conditions or intention. In other words, it is not a learned situation for people to establish relations and this is not seen as a

mean to gain self-interest. Individuals spend a great deal of time and effort to build supportive relationships with other individuals around them. It seems that the basic push underlying people's collaborative, sharing and caring behavior is the need to bond.

The drive to bond is connected with love, interest, trust, empathy, passion, friendship, loyalty, respect, cooperation, etc. All of these concepts are very important in human life. It is of course not a new view that successful relations are motivating for humans. The drive to bond, which is an innate urge that exists in every human being, is very important not only in personal life but also in business life. It is put forward by Mayo and Rothlisberger that personal and organizational relationships have an impact on employee motivation. One of the first studies which demonstrate the importance of bond relationships among humans is the Hawthorne research. The results show that people are motivated by their colleagues' acceptance and appreciation even more than promotion, status or monetary awards do (see: Motivation Theories).

The existence of the drive to bond does not mean that individuals establish an equal relationship with all those around them. Each person has a certain satisfaction point. For example, for some people it might be sufficient to establish a small number but intense relationship, while for others it may be more important to establish many and loose relationships (Lawrence and Nohria, 2002: 91-92).

On the contrary, failure to establish or prevent bond relationships may have negative effects on the individual's cognitive processes, emotional structure, behavior and even health (Baumeister and Leary, 1995: 497). Hazan and Shaver (1994: 14) in their research agree that consequence of the end of bond relations creates sorrow, grief or objection and this is a universal reaction seen in all people regardless of gender age, or culture.

### **2.5.3. The Drive to Learn**

All people have an innate drive to satisfy their curiosity, to know, to perceive, to believe, to appreciate, to make sense of their environment and symbols. The drive to learn is an impulse that arises in the center of the brain, spreads to other levels of the nervous system and directs our decisions or unconscious prejudices, creating an irresistible desire to understand the reasons (Damassio, 1999: 32). The drive to learn pushes people to gather information, to examine the environment, to make observations and to develop ideas and theories, and so that people can establish internal and external dialogues about their environment. The drive to learn is, therefore, the main motivating factor underlying

innovation, differentiation, new knowledge generation behavior and specialization, which are now of great importance to all enterprises (Lawrence and Nohria, 2002: 107-112).

Psychologist Karen Wynn works with five-month-old babies to prove that learning is innate or not. In the experiment, the babies' eyes are closed after showing an object (a ball) and then the eyes are re-opened and the object is shown again. It is proved that when a ball is shown, later the eyes are closed and the ball is shown one more time opening the eyes, the babies have a short look at the ball and then stared in another direction. However, when the eyes are opened and two balls are shown, it is proved that babies look more carefully and begin to examine the situation. In the later stages of the experiment, the babies developed a coherent ability to determine the consequences. For example, when two balls are shown and one is removed they showed a special interest. After many repetitions, babies are able to distinguish between expected and unexpected numbers with a small margin of error (Wynn, 1990: 193). This implies that even babies before having a full brain capacity they are motivated to understand because of an inborn drive to learn.

Loewenstein also develops the Information-gap theory thanks to his own laboratory experiments on adults. To sum up, this theory argues that learning starts with what people already know about a given subject. When an individual encounters a gap between his personal information and his observations, he is motivated to cover the state. This feeling leads to more detailed exploration of the new observation and to make new observations compatible with the old information. In simple terms, if the individual observes his environment and understands his observations and existing knowledge is matching, the learning impulse is not stimulated. There must be a difference between what is known and the environmental observations so as to stimulate the learning urge to collect new knowledge. That's why, simple, routine and mechanical tasks for the employees in the enterprises affect their motivation negatively. Because when the employee thinks that his work does not offer the opportunity to learn something new and restricts his development, he can not be motivated to do the work (Hackman, 1976: 257).

Nevertheless, all the gaps, observations and differences in the individual's knowledge do not always result in learning. If the difference between the known and the observed is small, the inconsistency is not seen big enough to deal with and the old information continues. However, if the difference is too large, the person does not realize the gap. Because if it is not possible to cover the gap, the individual thinks that he can not collect the necessary information and he will not be motivated to learn. In this case, the difference will be ignored. If the difference is large and easily realized, the brain perceives it threatening and the person

acts with the drive to protect the already known information. When the controllable, intermediate level differences are encountered, curiosity occurs in the individual. In this case, the individual feels an intellectual stimulation. Satisfaction of this feeling and the relaxation of the individual are made possible by making the new observation consistent with the individual's knowledge (Lawrence and Nohria, 2002: 112).

#### **2.5.4. The Drive to Defend**

The drive to defend is a push that is emerged before the drive to acquire in the evolution of humanity. Probably, the task of the central nervous system of the first multicellular organisms is to generate signals that would mobilize the body against external threats of harm. These warning signals are led the living to develop some limited and routine defensive reflexes. This drive is developed for protection against threats at the beginning and later developed in the form of protection to the acquisitions that are valued. In this way, the drive to defend is begun to create new secondary emotions and skill sets in order to protect the gains. As hypothesized people develop new emotions and skill sets in order to protect the gains in these areas together with the development of people's motivations to bond and to learn (Lawrence and Nohria, 2002: 130-131).

The drive to defend is manifested in many different ways in modern life. Many of human actions are motivated by this drive. The drive to defend is not only motivating to the threats to individual's body, physical or experiential gains. It can also be motivating to the threats to cognitive representations of bond relationships and to collected information. When the negative emotions arisen from the stimulation of the drive to defend are not satisfied, it can be seen that fear turns into horror, anger turns into violence, loss turns into despair, anxiety becomes panic and loneliness becomes depression. People are expected to produce various defensive behaviors against the threats, of course. Some examples can be resistance to change, carefulness and anxiety. When threats are strengthened, people tend to deny, rationalize, withdraw, or counter-attack. Individuals exposed to long-term major threats and stress fall into a chronic defensive situation which has a negative impact on the health and performance of the individual such as passivity and despair. Similar defensive reactions can be identified at organizational level as well. Defenses against small threats are carried out by verbal battles or tricks in intergroup competition in the organizations. In the case of more powerful threats, the groups are in conflict with all their forces. At some levels, this situation may turn into hostilities and even war between organizations, or even between countries (Lawrence and Nohria, 2002: 131-132).

The most distinctive feature of the drive to defend from other three (the drive to acquire, the drive to bond, the drive to learn) is that it is reactive. Other drives are pro-active because they actively lead experiences or situations. The drive to defend does not lead people to look for threats, but rather to show people the avoidance behavior. If the signal generated by the drive to defend is perceived and reacted by consciousness, the behavior is reactive; if the signal is perceived by the amygdale and the response is unconscious the behavior given is reflexive (Lawrence and Nohria, 2002: 136).

As it is seen the drive to defend is a such to protect the other drives. To illustrate, the drive to defend is triggered when an individual perceives a threat to his personal accomplishments gained by the drive to acquire. In this stance, the behavior is produced in order to defend his tangible or intangible goods. The feeling derived during the threat may be fear, anger or sometimes phobia, for more severe ones. As long as the situation is overcome by the behavior created, the negative outcomes suchlike is sustained. And sometimes, people face such dangers which will not result in the favor of the group he participated, organization or the country. The response to these threats may be to counter-threat or fight back for the sake of the organization. An example to the interplay of the drive to defend and acquire may be wars between countries. On the war, every country desires to acquire defending the acquisitions or desires to defend acquiring more acquisitions (Lawrence and Nohria, 2002: 136-137).

When the relationship of the drive to defend and the bond is examined, it is seen that this relationship also takes place in two dimensions. Firstly, at the individual level, the drive to defend becomes active against threats to relations. Threats may be to the welfare or dignity of a loved one, family member, close friend or partner. Human behavior towards threats to relations is often likely to be offensive. People (as explained in the drive to bond) do not want to break their relations. A consequence situation frequently encountered by psychotherapists is the fear of attachment among young people. Young people want to connect with the drive to bond, but in the future they know that this bond will end with divorce or death. So this prevents them from making such a connection. The sadness created by the end of this connection forces them to act with the drive to defend themselves. At the organizational level, secondly, behaviors against threats to relations are parallel to those of individual level. For the individuals to cooperate in threats against the group and their organized relations, to be angry and to make some kind of counter-attack is common behaviors. Although they will result in abuses, groups exhibit more offensive attitudes than individuals do. People are braver in the group than they are alone (Lawrence and Nohria, 2002: 136-137).

When the image of the self or the world gained by the drive to learn is threatened, the drive to defend becomes active. Threats of this kind can be to individual's belief systems such as religion or insult as well as slander. The general view is that such threats appear directly in the form of face to face debates but in today's world it is more common to transmit such threats through the mass media or social media. Individuals' reaction to such threats may well be denial or else a classic that flight or fight. Denial, which is a well-known psychological defense mechanism defined by Freud, is a state that the brain create to convince that the threat is unreal. The mind then consciously erases this threat. Another reaction is to change the belief system that the individual has before. Or, the individual protects his or her belief system with a certain logical argument. In the last stage, if the attacks on the individual's belief system are felt deeply, the individual is likely to take an aggressive attitude. The less common interplay of the drive to defend and learn in modern life is the fear of believing. Individuals with false beliefs or fake information adopt an extremely skeptical approach to the world and other individuals (Lawrence and Nohria, 2002: 140-141). This study will be based on Lawrence's and Nohria's Motivation Theory which explains motivation with four dimensions as acquire, bond, learn, and defend.

### **2.5.5. The Organizational Levers of Motivation (Factors That Affects Lawrence's and Nohria's Motivation Theory)**

After describing the sociobiological motivation theory with a book in 2002, researchers, with the contribution of two more authority on the subject Boris Groysberg and Linda Eling Lee, published an article in Harvard Business Review in 2008 submitting four organizational factors that have influence on employee motivation in organizations. The article, Employee Motivation: A Powerful New Model, agrees all the content of the book only renaming the third drive, the drive to learn, as the drive to comprehend. In the article researchers say:

(...)It's hard to argue with the accepted wisdom, backed by empirical evidence, that a motivated workforce means better corporate performance. But what actions, precisely, can managers take to satisfy the four drives and, thereby, increase their employees' overall motivation?

We recently completed two major studies aimed at answering that question. In one, we surveyed 385 employees of two global businesses, a financial services giant and a leading IT services firm. In the other, we surveyed employees from 300 Fortune 500 companies. To define overall motivation, we focused on four commonly measured workplace indicators of it: engagement, satisfaction, commitment, and intention to quit. (...)

Both studies showed, strikingly, that an organization's ability to meet the four fundamental drives explains, on average, about 60% of employees' variance on motivational indicators (previous models have explained about 30%).(...)

Although fulfilling all four of employees' basic emotional drives is essential for any company, our research suggests that each drive is best met by a distinct organizational lever. (Nohria, Groysberg, & Lee, 2008: 1-5)

Summarily, the model adopts four motivational levers namely reward system, culture, job design, performance-management and resource-allocation processes, in other words factors, offering one to each drive, together with necessary actions to be taken in order to activate the drives.

	DRIVE	PRIMARY LEVER	ACTIONS
①	Acquire	Reward System	<ul style="list-style-type: none"> <li>■ Sharply differentiate good performers from average and poor performers</li> <li>■ Tie rewards clearly to performance</li> <li>■ Pay as well as your competitors</li> </ul>
②	Bond	Culture	<ul style="list-style-type: none"> <li>■ Foster mutual reliance and friendship among coworkers</li> <li>■ Value collaboration and teamwork</li> <li>■ Encourage sharing of best practices</li> </ul>
③	Comprehend	Job Design	<ul style="list-style-type: none"> <li>■ Design jobs that have distinct and important roles in the organization</li> <li>■ Design jobs that are meaningful and foster a sense of contribution to the organization</li> </ul>
④	Defend	Performance-Management and Resource-Allocation Processes	<ul style="list-style-type: none"> <li>■ Increase the transparency of all processes</li> <li>■ Emphasize their fairness</li> <li>■ Build trust by being just and transparent in granting rewards, assignments, and other forms of recognition</li> </ul>

Figure 8 Motivation Levers (Factors) of Sociobiological Motivation Theory

### 2.5.5.1. The Reward System

The reward is any type of award that is desired to be achieved by individuals as a result of a particular effort. In the organizational sense, the rewards are tangible or intangible goods given because of the fact that employees perform a task, do a service or the necessities fulfilling their responsibilities (Pitts, 1995: 13). So to say, employees try to achieve various gains in exchange of their behaviors and efforts in the organizational structure. The main reason for the employees' efforts to reach organizational goals is that they think that they will gain various acquisitions by reaching organizational goals. In other words, the prerequisite for ensuring that employees work in line with organizational goals is to create a good reward system that can satisfy the drive to acquire (Nohria, Groysberg and Lee, 2008: 3).

The basic tool that can be used by the managers to satisfy the employees' drive to acquire is the reward systems. Reward systems are the systems that consist of the material or immaterial goods of the enterprises in order to attract qualified employees to keep them in business and to ensure their motivation and it is one of the most effective motivation tools in ensuring employee motivation (Armstrong, 2003: 8; Khuluzauri and Syed, 2010: 18).

Reward systems serve as a link between employees' goals and organizational goals. Often the goals of the organizations are different from the employees' own goals. An appropriate reward system directs employees to reach organizational goals as a means of achieving their acquisitions. An effective reward system should be able to meet the employee's expectations, be equal to peers in the market or to other employees who perform the same performance within the company and have a quality to distinguish those performing outstanding performances (Nohria, Groysberg and Lee, 2008: 3).

The most basic lever of a reward system is fee. Gillberth (2002: 311) sees fee as a key element of employees' involvement in the organization, and according to him the main motivating element of the employee's continuity and performance in the enterprise is wage. The high wages allow the enterprise to attract more employees and allow the managers to select employees. Also, level of the wage indicates the value given by the company to its employees. If the wages received by the employees are above the market level, employees perceive this as a reward and are motivated to make more efforts. However, while the high wages are motivating, wage discrimination between individuals doing the same work within the same enterprise affects the motivation adversely. Actually, it is not desirable to have a performance-related fluctuation in wages. Furthermore, however, receiving the same wage as an employee with the others can prevent to make extra efforts and improve their performance. In this case then, employees should be rewarded with different prizes such as bonuses or gift cards receiving the same basic wage as their salary (Durham and Bartol, 2000: 150-155).

In addition to material prizes, immaterial prizes also are shown to be motivating. Prizes that are more intangible in nature are motivating such as promotion, empowerment, responsibility, appreciation and celebration. However, intangible rewards should also be balanced with financial returns like wages, salaries etc. Following the promotion, for example, only if his title is changed and gains are not developed his motivation will be negatively affected. Depending on all these evaluations, Nohria, Groysberg and Lee (2008: 3) offers a reward system that is designed in a way that will make a meaningful difference between the high performers and low performers and will distribute the rewards objectively in terms of performance and will not offer less than the competitors in the market. If the reward



system does not provide the employee with the benefits he wants, although the employee performs well within the organization, he may consider changing the organization where he can obtain the desired gains. In addition to this, the employee may behave to satisfy his own gains rather than to work for the goals of the organization.

#### **2.5.5.2. Culture**

Culture is a phenomenon that is rooted in the social structure of common values, beliefs, norms, symbols and rituals adopted by all members of the organization. Organizations produce different organizational cultures depending on their specific environment, different inputs and processes. Thus, each organization produces its own basic values and beliefs and posts them to its employees through icons, ceremonies, heroes and stories. As a result, organizational culture emerges and sustains with the people (Ersöz and Çınarlı, 2012: 2)

Organizational culture, as in our social life, conducts important tasks in directing our behavior and regulating the relationship between employees. For example, if members of a society learn the values, beliefs and norms imposed by the culture of the society and shape their behaviors according to social life, then the employees shape their behavior within the organizational structure according to the culture of that organization. In this sense, organizational culture is considered as one of the main motivation elements that directs employee behavior (Alamur, 2005: 11).

The model developed by Goffee and Jones (2000: 45 - 46) argues that there are two dimensions of organizational culture: sociability and solidarity. According to this model, organization culture is shaped according to socialization and solidarity levels. Socialization refers to the level of an employee to be able to exhibit friendly behaviors with other employees, while the solidarity between employees within the organization refers to logical collaborations. These two dimensions address employee engagement feelings and play a decisive role in satisfying the needs derived by the drive to bond within the organization (Ersöz and Çınarlı, 2012: 3).

Socialization is a phenomenon that even a new employee can observe. The way employees communicate with their newly recruited people, their friendly or hostile behavior gives clues about the level of socialization within that organization. In working environments where socialization is high employees do some favors and giveaways without expecting a response (Goffee and Jones, 2000: 50). This allows employees to be high-spirited and dynamic. In addition, with socialization information sharing and team work is encouraged.

Employees want to make extra efforts in an organization because they don't want to leave the friends halfway if the culture shows a high degree of social character.

While socialization constitutes the emotional dimension of organizational culture, solidarity constitutes the logical dimension. Solidarity arises as a result of the employees' coming together and exhibiting common behavior to achieve common goals. Without solidarity, an effective production in today's organizational structures can not be expected. For this reason, solidarity should be supported at a certain level by the organizational culture.

Goffee and Jones (2000: 125-137) state that with the intersection of these two dimensions (sociability and solidarity) in enterprises four different organizational cultures are formed. These are fragmented, mercenary, networked and communal culture types. The fragmented form is a type of organizational culture in which both socialization and solidarity are low. Employees in such organizations are not friendly or there is no solidarity among employees. People are more autonomous and want to behave towards their individual objectives. The motivation of employees in this type of culture is low because they can not satisfy the needs derived from the drive to bond. The networked form refers to an organization culture that is highly socialized but with low solidarity. In such organizations, people recognize, love and trust each other. However, low solidarity blocks the impact of social relations on performance. The employee uses his time to socialize and his low performance is welcomed by other employees. Although such an organizational culture is ideal for satisfying the needs to bond, it is insufficient to show the desired performance towards organizational goals. In the mercenary organizational cultures, socialization is low and solidarity is high. In other words, employees act in cooperation to achieve corporate goals and try to complete their work without wasting time. In general, employees are identified with their jobs and think only of their work. Although this situation seems to be beneficial for the business in the short term, it has a destructive effect on the employees because of not feeling belonging in the long term. Employees may leave their jobs and seek to work in a business with more intensive socialization. Communal culture refers to the type of organization where both solidarity and socialization are at the highest level. According to Goffee and Jones, this culture is a combined form of networked and mercenary organizational cultures. Employees in enterprises with this type of culture share the value and mission of the organization. Due to the high socialization, the individual starts to live his work life and private life together. Their work becomes a part of their lives and they show a high organizational commitment.

### **2.5.5.3. Job Design**

One of the main factors that are effective in satisfying the learning motive derived by the drive to comprehend is education and development opportunities. In a study conducted by Dysvik and Kuvaas (2008: 149) it is found that there is a significant relationship between the perceived training opportunities, work motivations and performances of the employees. And, the existence of education and development opportunities is increased the employee's motivation, strengthened their loyalty, and encouraged their performance and extra effort behaviors. Kraiger et. al (2004: 337-351) also found that the employees who are able to receive training and self-develop feels motivated and improves their performance significantly.

Hackman and Oldham (1980) stated that employees, when they receive continuous feedback about their work, will be able to use their skills, feel doing a meaningful job, have a certain level of autonomy and a sense of accomplishment, and have a higher level of motivation and satisfaction.

As it is seen, job design and education are the main factors that affect the employee motivation. For this reason, job design and education processes are determined as the main motivation tools for satisfying the learning motive derived by the drive to comprehend in sociobiological motivation theory. In the model, it is suggested that jobs should have separate and meaningful roles in order to satisfy the motivation of learning. Employees' duties and responsibilities should be clearly defined. Active participation in decision-making processes should be provided. And, the job should be designed to learn new things and develop employees' skills and abilities (Nohria, Groysberg and Lee, 2008: 4).

### **2.5.5.4. Performance Management and Resource Allocation Processes**

Equity and justice are discussed throughout centuries by many thinkers such as Aristotle, Hobbes, Smith and Kropotkin. When it is criticized on an individual level, it is seen that the perception of organizational justice and equality is formed in two ways. These are fair distribution of benefits and rules on how to make distributions fairly (Colquitt et. al, 2001: 425 - 438).

When the literature is reviewed, it is seen that the first studies are based on fair distribution. Adams (1965: 267-299) is the first to argue that perceived equality is a more important reward in motivation than satisfaction of needs and expectations. Thibut and Walker (1975) later stated that these rewards should be focused on the evaluation processes rather than the distribution processes (cited by Khuluzauri and Syed, 2010: 22).

Furthermore, Albert Hirschman (1970) stated that individuals who perceive injustice and inequality exhibit behavior of leaving or complaining to the union, their managers or friends. Hirschman states that the level of loyalty to the organization is decisive in determining the behavior of the employee. For example, if the employee's loyalty to the organization is high, he displays complaining behavior and if it is low, he chooses to leave the job. This theory is later developed by Rusbult, Zembrodt and Gunn as the EVLN model, which was named after the first letters of behavioral reactions: exit, voice, loyalty, neglect (Farrell, 1983: 597-605).

Transparency of resource allocation processes, fair and equal performance management help to satisfy the motivation of individual's drive to defend affecting the motivation positively. In this respect, justice in performance management and resource allocation processes are chosen as the main motivation tool for the drive to defend in the model (Nohria, Groysberg and Lee, 2008: 4)

## **CHAPTER THREE**

### **ORGANIZATIONAL COMMITMENT**

Human is one of the factors of production within the organizations. Despite the development of technology today, there is still a need for people to exist and to benefit from existing technological innovations. One of the most important issues in order to ensure the continuity of business in accordance with the objectives of the organization is to ensure the continuity of the employees. A high turnover rate in the organization will not only cause financial losses, but will also lead to a decrease in motivation among employees and a decrease in the quality of the work done. Organizational commitment is seen as an important factor in eliminating the negativities caused by the employee turnover rate in organizations.

Organizational commitment, which represents a psychological situation that reflects the loyalty of the employees to the organization they work with, is a topic that is started to be examined in recent years in the field of organizational behavior, organizational psychology and others. As a result, there is an increase in the number of studies investigating employees' commitment to the organization. The human factor is the main reason for the importance of organizational commitment. Ensuring the continuity of other production factors for the production of goods and services is easier than the human factor. Every person has various needs in different degrees of importance. In addition, the fact that people act according to their feelings and thoughts in the workplace makes human management difficult. An employee will continue to work in an organization where their needs are met and they feel happy and will continue their organizational commitment to the organization. However, each employee's adoption to the aims and values of the organization and his commitment to the organization may be different. Perhaps, the most important reason why organizational commitment is important for organizations is that human administration is a difficult and complex business and that this issue affects the management of the whole organization. This feature becomes more and more important in the hotel business in the tourism sector, where automation facilities are limited and mostly work is based on manpower.

#### **3.1. Definition of Organizational Commitment**

In an organization the selection of employees in accordance with the standards, supporting their development and providing an effective and contemporary environment by preparing the physical conditions in a good way may not be sufficient for the employee to remain in the organization and to do its job better both in quality and quantity. At this stage,

the commitment of the employee to the work becomes an important issue (Balçı, 1985: 2). Qualified personnel must be employed by the organizations to ensure the continuity of the organization and to provide quality service to the clients and to keep the employee in the organization is only possible by their commitment.

Organizational commitment plays an important role in defining the employees with organizational goals and values. Ibicioğlu (2000: 14) stated that the level of agreement with the goals and values of the organization is the most important issue indicating the commitment of the employee to the organization. If an employee does not accept the organization's aims, it can become difficult to show commitment. Therefore, the purpose of the organization and the individual should overlap. In other words, an individual's acceptance and belief in the goals and values of the organization can be the precondition for his commitment to the organization.

The concept of organizational commitment, which is thought to have important implications for organizations, is the subject of many studies, but no clear definition can be made to cover all disciplines related to this concept (Morrow, 1983: 201). The most important reason of this is that the researchers from different disciplines such as sociology, psychology, social psychology and organizational behavior address the subject on the basis of their expertise. Therefore, when the literature on organizational commitment is examined, it is possible to come across many different definitions (Çöl, 2004: 36).

Various definitions made by different researchers about the concept of organizational commitment are as follows:

1. Organizational commitment is that the staff wants to adopt the objectives of the organization and to maintain within the organization (Randall and Cote, 1991: 198).
2. Organizational commitment is the attitude and tendencies that connects the person's identity to the organization. In other words, it is the state that employee embraces and assimilates the organizational goals and objectives and commit himself to these goals and objectives (Tutar, Yılmaz and Erdönmez, 2006: 104).
3. Organizational commitment is the union of a person with a particular organization (Karaca, 2001: 48).
4. Organizational commitment is individual's interest in work, loyalty to the organization and beliefs in organizational values and attitudes towards the organization (Yüksel, 1998: 159).
5. Meyer and Allen (1996: 255) stated that organizational commitment has a psychological dimension and defined it as a behavior which is shaped by the relationship of

the employees with the organization and that enables them to be a permanent member of the organization.

6. Organizational commitment according to Mottaz (1987: 542) is the result of a mutual relationship that connects employees to the organization through the rewards or payments in value.

7. Bayram (2005: 128) describes the concept of organizational commitment as the the employee's wish to stay.

8. According to Mowday et al. (1979: 226) the concept of organizational commitment contains the three elements: acceptance of ethical objectives and values, performing for the value of the business and being willing to stay.

An important part of the definitions of organizational commitment in the literature emphasizes the aims of the employees and the scope of the organization's objectives. According to Sabuncuoğlu and Tüz (1998: 84), the most effective way for organizations to reach certain goals is to approach people by recognizing their goals.

In the framework of current economic developments, enterprises face many problems in order to compete successfully. Reducing costs and increasing quality and efficiency is now a necessity for enterprises. In order to compete by doing this, the most important factor that enterprises need is to have qualified labor force and to keep it in the organization. In this context, the issue of organizational commitment becomes increasingly important for organizations.

Organizational commitment refers to the power of the bond that the workers feel to the organization they work. For this reason, it is seen as important as producing goods or services (Çöl, 2004: 38). Weak organizational commitment results in not coming to work or leaving the work effecting negatively the whole organization (Randall, 1990: 362).

Employee who works committed and uses all the skills and knowledge for the organization, is an issue that concerns the management. Managers want to have employees with high organizational commitment. The reason for this is the idea is that the difficulties encountered during the advancement of the company towards its objectives can only be overcome with the employees who believe in the aims of the organization. Employees with high or low organizational commitment are important guides for the success of the enterprise (Tekin, 2002: 73). For this reason, it is very important for each sector and every organization to have employees committed to the organization.

### 3.2. Organizational Commitment Approaches

There are two different approaches in the literature because of the different opinions among researchers in the study of organizational commitment. One of these approaches examines organizational commitment from an attitude and behavioral perspective. The other one deals with organizational commitment from one-dimensional and multidimensional angles. It is declared that the concept of organizational commitment has different definitions by researchers over time. As a result of investigators taking into account different elements in studying the concept of organizational commitment two general approaches have come to the fore as attitudinal and behavioral (Liou and Nyhan, 1994: 100). According to the attitude approach, organizational commitment is considered as an attitude that reflects the quality of the link between the employee and the organization (Oliver, 1990: 19). According to the attitudinal approach, commitment is an emotional response arising from the evaluation of the working environment which links the individual to the organization. (Cengiz, 2001: 19).

In the process of organizational commitment, the focus is on employees' views on their relations with the organization. In many cases, the values and objectives of the employees and the values and objectives of the organization are considered compatible. The researchers who study organizational commitment with the attitudes approach examine the development of commitment and the determination of previous situations (Meyer and Allen, 1991: 61).

The basis of the behavioral approach is based on Becker's side-bet theory. This theory is developed based on an idea expressed as investments or side bets. According to this theory, the employee makes a side-bet by investing time, energy, knowledge and ability in the organization. The individual acquires some gains in the organization in exchange for this bet. However, acquiring these gains depends on the consistency of the values that are invested in the organization. In other words, if the employee leaves the organization, the gains from the investments in the organization will be lost. Therefore, it is stated that the employee will develop loyalty to the organization in exchange for the investments (Liou and Nyhan 1994: 101).

According to the behavioral approach, organizational commitment is dealt with as a process where employees develop a sense of commitment not only to the organization but also to their own activities (Oliver 1990: 20). According to the behavioral approach, the researchers examined the organizational commitment and the effects of the behaviors with behavioral tendencies on attitude change. Moreover, researchers who adopted this approach also focused on determining the underlying conditions of the behavior of employees (Meyer and Allen, 1991: 61).



It is seen that the general difference between these two types of approaches is due to their visions on organizational commitment as attitude or behavior. Attitude is a tendency which assumed indirectly from the observable behaviors of an individual (Kağıtçıbaşı, 1992: 84). In other words, the individual's attitude towards an event can be decided according to the behavior of the individual.

In the classification of other approaches in the literature on organizational commitment, organizational commitment is examined according to a one-dimensional and multidimensional approach. According to the one-dimensional approach, the researchers who study organizational commitment think that organizational commitment is felt to the whole organization. In this approach, the organization is regarded as single and whole. It is ignored that the organization is composed of different elements and that a worker may feel different commitments to the elements of the organization. In addition, it is accepted that one-dimensional approach is effective in explaining employee loyalty regarding one of the factors namely desire and cost.

In the multidimensional organizational commitment approach, it is accepted that the organization consists of different elements and a worker can feel different organizational commitments to each of the elements in the organization. According to this approach, it is stated that all of the desire, cost or liability elements can be effective in determining the loyalty of an employee to the organization.

In the following section where organizational commitment approaches are examined, a certain classification is not made, like explained above, and the opinions of the researchers who make important studies in this field will be included. In addition, Meyer and Allen's organizational commitment approach will be discussed in more detail as the study is based on that.

### **3.2.1. Etzioni's Organizational Commitment Approach**

When the organizational behavior literature is examined, it is seen that the first studies on organizational commitment is carried out by Etzioni. Etzioni uses the concept of organizational involvement instead of the concept of organizational commitment and makes a classification according to the participation level of employees (Etzioni, 1961: 9). Although the theory is a macro model, it is claimed that the model has an appropriate method in conceptualizing the loyalty of employees within the organization (Penley and Gould, 1988: 45). Etzioni has identified three types of organizational commitment in the form of alienating commitment, calculative commitment and moral commitment.

**Alienating commitment:** Alienating commitment is defined as a strong negative tendency of the individual towards the organization (Etzioni, 1961: 9). Where individual behaviors is severely restricted (such as prisons or military camps), more alienating commitment is observed. This type of commitment arises from the lack of alternatives. Employees with such commitment can not leave their jobs due to different reasons, such as probable financial losses, lack of alternative employment options or not having the possibility of moving elsewhere (Penley and Gould, 1988: 48).

**Calculative participation:** Calculative participation is created when an individual's positive or negative tendency towards the organization is low (Etzioni, 1961: 10). Employees of the organization see their contributions to the work as an exchange for their benefits from the work and this relationship between employee and the organization brings calculative commitment (Mowday, Lyman, and Steers, 1982: 21).

**Moral commitment:** Moral commitment implies a positive tendency of the individual towards the organization (Etzioni, 1961: 10). Moral commitment occurs when an individual internalizes the organization's goals, values and norms. Therefore, the employee can participate in organizational activities when he feels that the organization is following useful social goals (Mowday, Lyman and Steers, 1982: 21).

### **3.2.2. Kanter's Organizational Commitment Approach**

Kanter (1968: 499) stated that organizational behavior of individuals, due to being affected by their needs, can be divided into different types. Kanter stated that there are three different types of organizational commitment in the form of continuance commitment, cohesion commitment and control commitment.

**Continuance commitment:** Continuance commitment means that the employee dedicates himself to the continuance of the organization. It is accepted that the employees will have personal sacrifices due to the high cost of leaving the job. The fact that the employee makes significant sacrifices to continue his work will strengthen the possibility of a strong need for the employee to maintain the functioning of the organizational system (Kanter, 1968: 499). The continuance commitment consists of two elements in the form of devotion and investment. Devotion refers to the fact that the employee gives up some things in return for membership of an organization. Once the employee decides to make a sacrifice, his commitment to organization will increase. Thus, the membership of the organization becomes more valuable and meaningful. Being a member of an organization has a cost and it is not easy to abandon the membership. And, investment is a kind of relationship between the

employee and the organization because the employee connects the existing and potential resources to the organization. As long as the worker invests in the organization, he can gain future benefits thanks to his current participation. Employee integrates with the organization through his investments. As long as the organization is successful, employees take their share of the success of the organization (Cengiz, 2001: 34). As a result, it improves employee commitment.

**Cohesion commitment:** Cohesion commitment occurs as a result of that the employee creates new social relations in the organization and leaves the previous social ties to increase the value of group unification in the organization. In this type of commitment, social relations are created in the organization by benefiting from ceremonies and symbols that constitute the culture of the organization to establish social ties. Generally, organizations create a number of different activities to improve the psychological connection of employees to the organization such as the introduction of employees to other employees during the first working days, uniforms or signs used in the organization, etc.

**Control commitment:** Control commitment is the connection of the employee to the organization's norms by shaping their behavior in the desired way. When the employees believe that they represent the norms and values of the organization and behave accordingly with them, control commitment occurs (Kanter, 1968: 499).

### **3.2.3. Staw and Salancik's Organizational Commitment Approach**

One of the most important theories in the literature on organizational commitment is presented by Staw and Salancik. Staw and Salancik pointed out that organizational commitment is considered differently by behavioral scientists and social psychologists.

Behavioral scientists consider organizational commitment as employees' willingness to maintain their membership in the organization and identification of themselves with the organization's aims and values. Staw expresses this approach with the concept of attitudinal commitment. Staw argues that the psychological process can be underestimated if the organizational commitment is defined according to the attitudinal approach (Staw, 1977: 4). According to Salancik, organizational commitment is a state of being in which the employee bonds to his behaviors, activities and beliefs. Commitment arises from the connection of the employee to his own behavior. Commitment mentioned here is the identification of the employee with a certain behavior. Three different features make the employee dependent on their behavior. These are the visibility, invariance and optionality (Cengiz, 2001: 40).

### **3.2.4. Mowday, Porter and Steers's Organizational Commitment Approach**

Mowday, Porter and Steers describe the concept of organizational commitment in their work including the definitions of other researchers in the literature. They stated that the concept of organizational commitment is tried to be defined from two different perspectives: attitudinal and behavioral. According to them, organizational commitment refers to the identification of the individual with the organization or the integration of the aims of the organization with the individual (Mowday, Lyman and Steers, 1982: 26).

Mowday, Porter and Steers discuss the notion of organizational commitment and say that they focus on individual's attitudes towards the organization. For this reason, they consider organizational commitment as synonymous with attitudinal commitment. The bond of the individual strengthens commitment behaviors in the individual. Similarly, commitment behaviors strengthen the bond. For this reason, in the classification of organizational commitment, there is no distinction between attitude and behavior. According to the researchers, organizational commitment is expressed as an individual's strong belief in the goals and values of the organization and accepting them, being willing to spend extra effort for the benefit of the organization and continuing working in the organization (Mowday, Lyman and Steers, 1982: 27). In the studies on organizational commitment, Mowday, Porter and Steers' approach to the subject is mostly accepted. Many researchers examine organizational commitment relying on attitudes.

### **3.2.5. O' Reilly and Chatman's Organizational Commitment Approach**

Organizational commitment is expressed by O'Reilly and Chatman as the psychological commitment of the employee to the organization. This commitment considers the sense of engagement, loyalty and faith in the values of the organization. In this context, the psychological commitment to the organization is discussed in three dimensions. Researchers express these dimensions as compliance, identification and internalization (O'Reilly and Chatman, 1986: 492 - 493).

Dimension of compliance: Employees in some cases support the organization they work slightly. They prefer to win some prizes and avoid penalties through concerted actions rather than believing in the organization. This slight commitment of employees to the organization is called compliance (Brockner, Tyler and Schneider, 1992: 244). Authority, rules and procedures usually result in compliance. The compliance that an individual provides to the organization is not based on trust but on control generally (Handy, 1993: 143 - 144).

The employee produces attitude and behavior parallel to the goals of the organization in order to obtain certain awards (O'Reilly and Chatman, 1986: 493).

Dimension of identification: Identification is the dimension of organizational commitment based on the willingness of employees to be close (O'Reilly, 1996: 374). The employee feels himself a member of a group and at this stage he does not set his own values according to the values of the organization (O'Reilly and Chatman, 1986: 493). Such employees are proud to show commitment to their organizations and they identify with the organization because the organization supports what the employees value.

Dimension of internalization: The employee considers the values of the organization consistent with his own attitudes, behaviors and values. The most desired commitment by the organizations is the internalization dimension. Because internalization is self-perpetuating, it is independent from the influence (Handy, 1993: 145).

In summary, the commitment to the organization is shaped according to three independent principles. There is commitment to certain extrinsic awards in compliance dimension. There is a commitment to identification dimension based on the desire for being close. The commitment to internalization is based on the consistency between organizational values and individual values.

### **3.2.6. Meyer and Allen's Organizational Commitment Approach**

Some of the organizational behavior scientists (Wiener, 1982; Mowday, Lyman, and Steers, 1982; Blau, 1985; Brown, 1996) generally consider organizational commitment with a one-dimensional approach by accepting that the organizational commitment is felt to the whole organization. In addition, another group of researchers (Angle and Perry, 1981; O'Reilly and Chatman, 1986; Penley and Gould, 1988; Meyer and Allen, 1991) state that the organization is composed of different elements and that one employee can develop different organizational commitment to each of these elements.

According to the multi-dimensional approach, organizational commitment is identification process of components with the goals. The components that built the organization are management, customers, trade unions, employees, government, laws, suppliers and the public. For this reason, organizational commitment emerges from the sum of the different loyalties to these components that built the organization. Allen and Meyer are the most well-known researchers in the organization commitment literature. They explained organizational commitment in a three-component model. According to this model, organizational commitment, which refers to a psychological state, is the relationship between

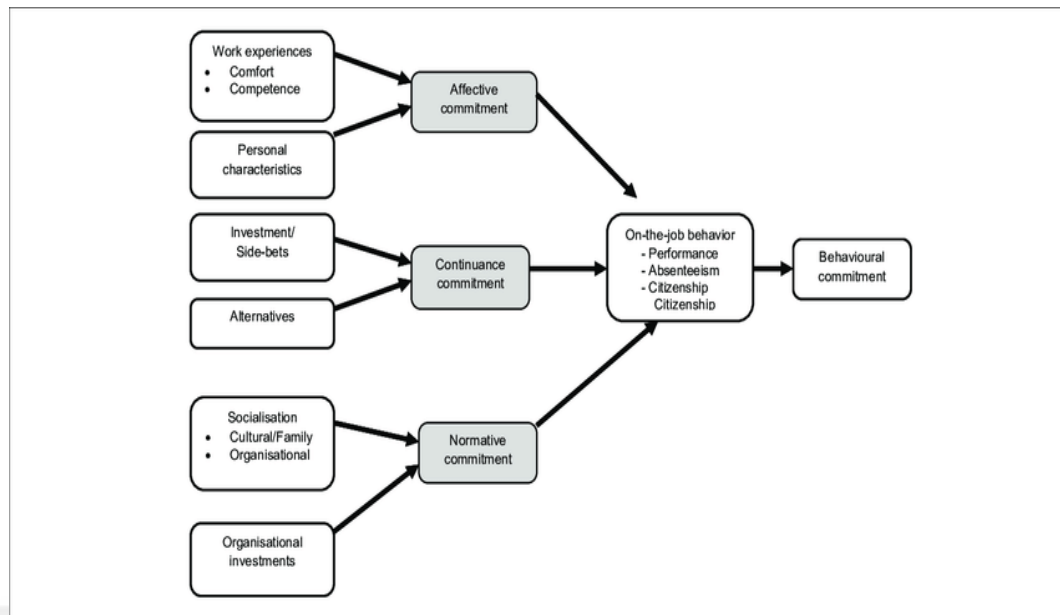
the employee and the organization. The organizational commitment of the employee is influenced by three distinct components of affective commitment, continuity commitment and normative commitment (Meyer and Allen, 1991: 69 - 74).

**Affective commitment:** Affective commitment is emotional attachment of the employee to the organization, employee's identification with the organization and his participation. Employees who feel strong emotional commitment continue to stay in the organization because they want themselves (Meyer and Allen, 1991: 69).

**Continuance commitment:** Continuance commitment is the dimension that the employee continues to work in the organization because of the fact that the employee is aware of the cost of abandoning the opportunities such as salary, pension rights and profit share in the current workplace and the lack of alternative employment opportunities. Employees who have a strong commitment to continue to work become loyal to the organization due to their financial needs, difficulties to adapt to the new job and etc. (Meyer and Allen, 1991: 71).

**Normative commitment:** Normative commitment is the state in which the employee feels pressure and necessity to continue to be a member of the organization because of the working culture and other social norms. If employees have strong normative commitment, they continue to work in their existing organizations because of feeling that what they do will be useful (Meyer and Allen, 1991: 72).

Meyer and Allen describe commitment as a psychological state in their approach, which includes a three-component model. This model consists of components that determine the characteristics of the employee's relationship with the organization and whether or not the employee's membership in the organization should continue. The three-component organizational commitment model of Meyer and Allen is given in Figure 1.



**Figure 9 Meyer and Allen's Organizational Commitment Approach**

As can be seen from the figure, there are different sub-dimensions of the affective commitment, continuance commitment and normative commitment components that determine the employee's commitment to the organization.

The sub-dimensions that determine the employees' affective commitment to the organization are that the employee identifies with the aims and values of the organization and shares these goals and values. Work experience and personal characteristics effect the dimension.

Another component of organizational commitment, which is continuance commitment, has two sub-dimensions as investments / side bets and the lack of alternatives. Becker's side bet theory forms the basis of the continuance commitment (Jaros, 1993: 952). Becker states that the employee develops loyalty to the organization as the side bets will be lost if the employee does not continue to work in the organization. Becker emphasizes that the employee continues to work in the organization due to the cost of leaving the organization. According to Meyer and Allen, Becker's side bets, as well as the absence of alternative job opportunities, are another sub-dimension of continuance commitment. However, there are different opinions on the dimensionality of continuance commitment. Some researchers claim that the lack of alternatives is not a factor that brings commitment, and that the continuance commitment of the model only consists of one sub-dimension which is investments. There are results which supports that the continuance commitment has one-dimension (Dunham, Grube, and Castenada, 1994; Ko, Price, and Mueller, 1997) as well as two-dimension (McGee and Ford, 1987; Meyer and Allen, 1991; McGee and Ford, 1987; Meyer, Allen and Gellatly, 1990).

It is also stated that the normative commitment, which is developed as a result of the employee's loyalty to his organization, has sub-dimensions. The sub-dimensions of normative commitment are family and cultural values and organizational investments.

In a later article, Meyer and Allen (1996) obtain results which support their early hypotheses that the model is multidimensional.

Meyer and Allen argue that affective commitment, continuance commitment and normative commitment should be used in the form of organizational commitment components rather than as types of organizational commitment (Meyer, Allen and Gellatly, 1990: 4).

There are similarities and differences among researchers who study organizational commitment relying on multidimensional approach. The opinions of the researchers who examined organizational commitment relying on the multi-dimensional approach are as follows:

<b>Researchers</b>	<b>Organizational Commitment Model</b>	<b>Explanation</b>
(Angle and Perry, 1981: 4)	Value Commitment to stay	Commitment to support the goal of the organization Commitment to retain their organizational membership
(O'Reilly and Chatman, 1986: 493)	Compliance Identification Internalization	Instrumental involvement for specific extrinsic rewards Attachment based on a desire for affiliation with the organization Involvement predicated on congruence between individual and organizational values
(Penley and Gould, 1988)	Moral Calculative Alienating	Acceptance of and identification with organizational goals A commitment to organization which is based on employees' receiving inducement to match the contributions Organizational attachment which results when an employee no longer perceives that there are rewards commensurate with investments; yet he remains due to environmental pressures



(Meyer and Allen, 1991: 67)	Affective  Continuance  Normative	The employee's emotional attachment to, identification with and involvement in the organization  An awareness of the costs associated with leaving the organization  A feeling of obligation to continue employment
(Mayer and David, 1992: 673)	Value  Continuance	A belief in and acceptance of organizational goals and values and a willingness to exert considerable effort on behalf of the organization  The desire to remain a member of the organization
(Jaros, 1993)	Affective  Continuance  Moral	The degree to which an individual is psychologically attached to an employing organization through feelings such as loyalty, warmth, belongingness, pleasure, fondness etc.  The degree to which an individual is experiences a sense of being locked in the place because of the high costs of leaving  The degree to which an individual is psychologically attached to an employing organization through internalization of its goals, values and missions

(Meyer and Herscovitch, 2001: 304)

As it can be seen, Angle and Perry's and Mayer and Allen's models are similar even though the former researchers explain the commitment with two dimensions as value and commitment to stay. In addition, it is seen that the continuance commitment of Meyer and Allen in the model and the continuance commitment of the other researchers is similar, too. It is also clear that normative commitment of Meyer and Allen and moral commitment of the other researchers are correlative.

It is seen that the naming of Jaros et al. and Meyer and Allen's to affective commitment coincide. In addition, the concept of moral commitment in the model of Jaros and the concept of normative commitment in Meyer and Allen's model coincides, too.

Moreover, the concept of moral commitment in Penley and Gould's model coincides with the normative commitment of Meyer and Allen' model. It can be said that the alienation commitment in the model of Penley and Gould is consistent with Meyer and Allen's continuance commitment.

The dimension of compliance in the model of O'Reilly and Chatman and the continuance commitment in the model of Meyer and Allen overlap. Also, the dimension of identification in the model of O'Reilly and Chatman and the affective commitment in the model of Meyer and Allen shows similar concepts.

Meyer and Allen define the normative commitment component as a different dimension that expresses an obligation for the continuation of the organization membership of the employee. However, the normative commitment dimension in the models developed by Angle and Perry, O'Reilly and Chatman, Penley and Gould and Jaros is not very clear.

Like it is defined differently, organizational commitment is classified in different ways. Regardless of the definition and classification of organizational commitment, it is basically the link that the employee develops to the organization. This study will be based on Meyer and Allen's model which explains commitment with three dimensions as affective, continuance and normative.

### **3.3. Factors That Affect Organizational Commitment in the Tourism Context**

In addition to the studies explaining the concept of organizational commitment in organizational psychology and organizational behavior literature, it is seen that there are also studies examining the variables related to organizational commitment. Since the organizational commitment is a subject in the field of behavior, many researchers deal with the variables related to organizational commitment in different ways. In the literature, the variable groups that investigated the relationship with organizational commitment were grouped in this section. They are personal factors, work factors and structural factors.

#### **3.3.1. Personal Factors**

The relationship between the organizational commitment and the many factors that express the willingness of the employee to work for the benefit of the organization is investigated a lot. The variables that differentiate individuals from each other constitute personal factors. In the studies conducted in this field, it is seen that the variables such as gender, age, education, marital status, number of children and race are examined as personal characteristics.

##### **3.3.1.1. Gender**

Employees' gender is one of the personal factors affecting organizational commitment. The number of studies examining the relationship between gender and organizational commitment has increased when women are actively involved in working life (Hartman and

Bambacas, 2000: 91 - 92). However, the nature of the relationship between gender and organizational commitment is not clearly explained in these studies. In one of the two meta-analysis studies on this topic, it is found that there is a strong relationship between the two variables (Mathieu and Zajac, 1990) and on the other that there is no relation (Aven, Parker and McEvoy, 1993). This difference between the results can be attributed to using of different theories by researchers. In the former study, it is claimed that women attach more importance to their responsibilities in the home than their responsibilities in working life and therefore the level of organizational commitment of women is different than that of men. According to this study, it is claimed that married women will have less organizational commitment than men to their organizations because of their duties in the family (Ngo and Tsang, 1998: 254).

In the other study, it is claimed that job qualifications and working conditions are equal for all employees and that women and men will have the same level of commitment to the organization under the same employment conditions (Loscocco, 1990: 158).

### **3.3.1.2. Age**

One of the personal factors affecting organizational commitment is the age of the employees. It is stated that there is a positive relationship between organizational commitment and employee age (Mathieu and Zajac, 1990: 177). However, some researchers emphasize that this relationship is not continuous and strong (Meyer and Allen, 1991: 68). In addition, in some studies, it is stated that there is a positive relationship between age and organizational commitment (Hunt, Chonko and Wood, 1985: 113). In other words, it is stated that as employees' ages increase, their organizational commitment increases. It is claimed that older employees may have a higher level of affective and continuance commitment.

The positive relationship between age and organizational commitment is explained by the fact that, as the age increases, investments in the organization increase and employees are not more advantageous to leave (Hunt, Chonko and Wood, 1985: 122). It is stated that older employees may feel more commitment to the organization because of their duties and positions in the organization. The increase in job satisfaction and promotion as the age progress is explained as one of the reasons for the relationship between age and organizational commitment (Buchko, Weinzimmer and Sergejev, 1998: 110). In a study conducted in Istanbul, a significant relationship is found between the affective commitment and normative commitment and the age variable (Baysal and Paksoy, 1999: 11).

### **3.3.1.3. Marital Status**

One of the personal factors affecting organizational commitment is the marital status of the employees. However, the relationship between these two variables is examined in a few theoretical studies. The marital status is often considered as a control variable in the studies of organizational commitment (Mathieu and Zajac, 1990: 177 - 178).

It is claimed that married employees may have higher level of commitment than unmarried employees due to their family responsibilities. Employees with family responsibilities are expected to be more committed to the organization in order to meet their financial needs. The normative and continuance commitment of the married employees is considered to be high (Iverson and Buttigieg, 1999: 312 - 313). Despite the positive relationship between marital status and continuance commitment and normative commitment, there is no clear theoretical claim about the relationship between marital status and affective commitment (Abdulla and Shaw, 1999: 79).

According to a research, 69% of the employees in the tourism sector in Turkey is married and 20% of those is said to have two children (Resort Journal, 2004: 25). The fact that employees in this sector are married and have children will affect the organizational commitment of employees in this sector as in other sectors, too.

### **3.3.1.4. Education**

One of the factors affecting the organizational commitment is the education level of the employees. It is stated that there is an inverse relationship between the education levels of the employees and their organizational commitment and it is stated that employees who have high level of education decrease their commitment to the organization due to the high number of job options (Mathieu and Zajac, 1990: 177). When employees have a high level of education, it is stated that this causes employees to increase their expectations from the organization and if the organizations cannot meet these expectations, it is stated that the organizational commitment may decrease (Hunt, Chonko and Wood, 1985: 122). However, if the economic conditions and job opportunities of the country where the organization operates are limited, the organizational commitment of educated employees may be high (Buchko, Weinzimmer and Sergeev, 1998 :110 - 113).

It is thought by employers that people with low levels of education are also employed in the tourism sector. For this reason, the relationship between employees' organizational commitment and education levels may differ according to the characteristics of the sector in which employees are employed.

### **3.3.1.5. Working Time in the Organization**

Working time in the organization is one of the personal factors affecting the organizational commitment of the employees. Meyer and Allen claim that working in the same organization increases the level of organizational commitment of the employee (Meyer and Allen, 1984: 377). As the length of stay in an organization increases, employees' investments such as retirement and promotion in the organization are also increasing. This shows that there will be a positive relationship between continuance commitment and working time (Iverson and Buttigieg, 1999: 311). Mathieu and Zajac state that with the increase in the working time, the employee internalizes the organization's norms and the psychological closeness of the employee to the organization increases. The employee is more likely to choose not to leave the organization due to the fact that it is not possible for a worker to transfer his rights to another organization after many years. For this reason, it is claimed that as the working time of the organization increases, the affective and continuance commitment of the employees will increase (Abdulla and Shaw, 1999: 80).

### **3.3.2. Work Factors**

It is also revealed that the factors related to the employee's duties in the organization affect the organizational commitment. Factors that may affect the organizational commitment of employees include monotony, stress, working conditions, ownership status, activity period and relations with the client. The relations between these factors and organizational commitment will be discussed below.

#### **3.3.2.1. Monotony**

One of the factors affecting organizational commitment is that the work is monotonous. The tiredness and frustration, working at the same pace and continuous repetition is called monotony (Eren, 2009: 199). Psychologically, monotony can be defined as emotional distress, which often leads to pessimistic thinking (Sabuncuoğlu, 1984: 57). The fact that the work done by the employee does not allow the employee to reveal his creativity and the same routine work is done every day causes difficulties in the workforce. This prevents the employee from satisfying the work done. These negativities can cause to decrease the employee's organizational commitment.

Many jobs in the tourism sector are demanded by young people because of their opportunity to meet new people and entertainment. However, it can be said that some of the works in the tourism sector have boring characteristics. The fact that the works carried out in

tourism establishments are monotonous and boring cause employees to leave their jobs. It is determined by the studies that the employee turnover increases if they find their work boring (Kuşluyan and Kuşluyan, 2004: 32). For the employees who work in the laundry or housekeeping departments that are not related to one-to-one customers, the fact that the work is the same every day can cause the employees to perceive it boring and monotonous. Especially for employees who are open to communication with people and enjoy dealing with different tasks in the meantime, the monotony in the work has a negative psychological impact. As a result, the fact that the work is monotonous may negatively affect the employee's loyalty to the organization as well as the commitment.

### **3.3.2.2. Stress**

Another factor affecting organizational commitment is stress. Stress is the reaction that occurs when a person's usual behavior patterns are insufficient (Kirel, 1991: 5). Some characteristics related to employees' duties can cause stress. The factors related to the organization can cause stress as well as the individual factors. It is possible to classify them as organizational structure and organizational climate, physical environment conditions, the nature of the work and career development (Kirel, 1991: 44). Moreover, the organizational factors that cause stress in the person include poor working conditions, time constraint, excessive workload, role conflict, accumulation of information and technical problems. In a study, it was determined that stress causes to work absenteeism, sickness and work accidents. It is also stated that stress reduces the efficiency of organization management, employee productivity and job satisfaction (Mullins, 1995: 123 - 124).

In a study conducted by the Turkish Standards Institute (TSE) in Gebze, no significant relationship is found between work stress and organizational commitment (Erdil & Keskin, 2003: 20). A similar result is obtained from a study conducted on the employees of two banks operating in Istanbul. There was no significant difference between the commitment levels of the employees and job stress. However, it is determined that the commitment rate of employees in the organization where there is uncertainty is lower (Kömürcüoğlu, 2003: 31).

### **3.3.2.3. Working Conditions**

The other factors affecting the organizational commitment of the employees are the working conditions. The working conditions in the tourism sector are working hours, lighting, heating and ventilation arrangements of working places, days of holidays, eating places of workers, dressing and resting rooms, work uniforms and working equipment.

In the tourism sector, there are usually three shifts: morning, evening and night. Some departments (such as disco and bar) in the hotel establishments are open to service only at certain times of the day and these sections operate in a single shift. However, due to the sector-specific characteristics of hotel businesses, the end of the working hours does not mean that employees leave their jobs. Especially in peak seasons, the fact that extra work of the employee is not included in wages has a negative effect on the job satisfaction and motivation. If employees can not meet their expectations from the organization, their commitment decreases (Keiser, 1989: 236).

Lighting, heating and ventilation in areas such as kitchens, laundry and administration rooms, which are the working areas of employees in hotel enterprises, should be suitable to the characteristics of the environment. Poor or incorrect lighting, lack of cooling or ventilation will adversely affect employees from doing their job. In addition, the absence of regular weekly vacation days, especially in peak seasons, will decrease the performance of the employees.

Employees working in hotel businesses wear certain uniforms during working hours. Uniforms provided by hotel enterprises should be selected from fabrics that are suitable for the work done. There should be dressing rooms, showers and rest areas reserved for employees. Regular cleaning of these areas, which are reserved for the use of employees, is important both for the health of the employees and the health of the customers. In addition, tools, which are one of the key elements of working conditions, should be available to allow the employees to do without disrupting employees' jobs (Akođlan, 1997: 107).

#### **3.3.2.4. Ownership of the Enterprise**

Employees' organizational commitment can also be affected by the ownership state of the hotel where they work. Hotels are divided into two as private (family-run or independent) hotel and chain hotel (Mullins, 1995: 5).

Independent hotels are owned by a single person who is not affiliated to any institution. Independent hotels continue to operate with limited capital. They have the authority to make decisions on financing, management, marketing and other issues alone.

Chain hotel businesses are owned by a company. The management in the chain hotels are carried out by the company. These enterprises provide professional management standards in all their hotels (Lawson, 1995: 31). Chain hotels operate in countries where the company is not located. Chain hotel businesses have various advantages in financial, managerial and many other issues. Especially the cash flow from the parent company and finding capital from

external sources constitute a guarantee for the employees working in such enterprises. In Turkey, foreign hotel chains continue to operate.

In a study conducted in two five-star hotel enterprises, a foreign chain and a domestic chain, the employees working in the foreign chain are stated that their enterprises are the best business to work. This result is explained by the fact that the foreign chain's employees have job security in their enterprises and are working in the same chain for many years (Karatepe and Sökmen, 2001: 172).

### **3.3.2.5. Relationship with the Clients**

In recent years, the relationship between employees and clients in management literature is studied in a number of studies. In these studies, it is determined that relationship between clients and employees is a factor which affects the employees' loyalty to the organization and their job satisfaction levels.

The subject of organizational commitment for many years is considered one-dimensional generally. With the multidimensional investigation of organizational commitment, one of the factors that determine the employees' loyalty to the organization is emerged as the attitude and behavior of the clients. Especially in the enterprises where the employee interaction is intense, the relations of the employees with the customers can be considered as a factor affecting the organizational commitment (Allen and Grisaffe, 2001: 210).

Mowday, Porter and Dubin (1974) investigate the impact of clients on the organizational commitment of the employees in different branches of the same bank. With this research, it is stated that the interaction between employees and clients affects employees' loyalty. Ostroff (1992) makes the other study on this subject. In his study, the relationship between teachers' loyalty and satisfaction of students with their teachers is examined.

Another study is carried by Hackett, Bycio and Hausdorf (1994) on bus drivers. Researchers determine the affective, continuance and normative commitment of the drivers. They also examine the number of annual complaints of each driver and the number of performance-based compliments. In the study, there is not a relationship between affective commitment, continuance commitment, normative commitment and complaints. In addition, there is no relation between affective, normative commitment and compliments. Only, it is stated that there is a negative relationship between the continuance commitment of the drivers and the number of compliments.



### **3.3.3. Structural Factors**

Another group affecting organizational commitment is the factors related to organizational structure. Organizational structure can be defined as a clear determination of the relations between an organization and the employees (Koçel, 2010: 211). The organization is a complex system of different elements. In order for this complex system to function properly, the relations between the elements that make up the organization should be harmonized. Creation of a system in order to regulate the relations between the elements performing various functions in the organization constitutes the organizational structure.

#### **3.3.3.1. Transfer of the Authority**

One of the structural factors affecting organizational commitment is the transfer of authority. The authority transfer refers to the process of the downward distribution of the authority among employees in the organization (Gibson, 2003: 387). There are no general measures applicable to the level of authority transfer in each organization. The authority transfer may vary depending on the conditions and trust. The qualifications of managers and employees and the characteristics of the work subject to transfer should be taken into account. The most basic condition for the success of the transfer of authority is the transfer of the necessary information to decision points (Ülgen, 1990: 58).

In order for the success of the organization and the manager to save time, the decision-making authority should be transferred to lower levels when necessary. Thus, with the transfer of authority, the manager can also train the employees. With the transfer of authority, employees will have the opportunity to reveal their creativity as they will be freer in making decisions and performing their duties. It is obtained as a result of an interview with employees in hotels that the authority is a determinant of the autonomy and creativity of employees (Wong and Pang, 2003: 555).

#### **3.3.3.2. Organization Size**

Organizational size is another structural factor affecting the organizational commitment of the employees. The criteria determine the size of the organization is divided into two as quantitative criteria and qualitative criteria. The quantitative criteria are: Number of employees, total amount of salaries and wages within a certain period of time, the amount of raw materials and energy used within a certain period, the sum of the sales, the width of the building or land. The qualitative criteria are: The size of the market where the organization operates, the share of capital and labor elements in production, the ability of the organization

to provide loans and the bargaining power of the organization in purchasing and sales activities (Alpugan, 1995: 57 - 58).

The number of employees in the organization is considered to be one of the most important indicators reflecting the size of the organization. This view is considered logical because it creates interaction between people and the organizational structure. However, the sector in which the organization operates is also very important in determining the size of an organization. For example, in determining the size of hotel enterprises operating in the tourism sector, the bed capacity of the hotel is used as a measurement (Navarro, Lopez and Dominguez, 2002: 133 - 134). For this reason, the bed capacity is taken into consideration as a measure in determining the size of hotel enterprises. It is claimed that the organizational commitment of the employees in these organizations will be higher than the organizational commitment of the employees in small organizations (Stevens, Beyer and Trice, 1978: 385).

### **3.3.3.3. Centralization**

Centralization refers to the place of decision-making in the hierarchy of the organization. The fact that the decision-making authority is in the higher levels in the structure indicates that organization is centralized. In organizations where decision-making authority is shifted to lower levels, it is said that centralization is weak (Gibson, 2003: 388). In organizations that implement centralization, management can make decisions faster. As a result, the organization will have the ability to adapt to changing environmental conditions faster.

It is thought that the centralization of the organization will have different effects on the organizational commitment of employees and managers. In organizations where decision-making authority is in the higher levels, managers will have autonomy and privileges in decision making and their organizational commitment will be positively affected. In the same organization, employees who do not have a say in the decision-making process will have a lower commitment. (Stevens, Beyer and Trice, 1978: 385). However, the results of applied research that support a direct relationship between organizational commitment and centralization are inadequate.

Morris and Steers (1980), Stevens, Beyer and Trice (1978) find that there is a mutual relationship between centralization and organizational commitment. Morris and Steers (1980: 385) stated that the commitment of employees may be high because there is a participatory decision making structure in non-centralized organizations. However, the results of Mathieu and Zajac's meta-analysis did not support this view (Mathieu and Zajac, 1990: 180).

In a study conducted on 4 and 5 star hotel managers in Australia, it is found that organizational commitment increases when managers have greater responsibility and autonomy in daily decision-making (Subramaniam, McManus and Mia, 2002: 315).

#### **3.3.3.4. Communication**

One of the structural factors affecting organizational commitment is communication within the organization. Communication is the activity of transferring information and thoughts between the managers and the employees (Koçel, 2010: 417). Through organizational communication, the objectives of the organization and the objectives of employees can be harmonized. Communication will enable the uncertainties within the organization to be eliminated and employees will trust and believe in management. The main function of organizational communication is to create an environment of mutual trust between management and employees and to minimize problems. In this way, employees will be able to work more effectively by accepting themselves as a member of the organization and the dismissals will be minimized (Özer and Çam, 2002: 18). In-house communication is useful for informing employees about the decisions taken in the organization, as well as for making employees' goals fit with the organization (Sabuncuoğlu, 1984: 11).

It is also found that open communication between management and employees in hotels provides a better understanding of the organization's vision and mission. In addition, employees can transfer customers' needs and expectations to the management with an open communication network. Thus, businesses can increase customer satisfaction by making arrangements according to customer expectations (Wong and Pang, 2003: 557).

Managers should also be able to communicate to the employees about the organization and work in a timely and accurate manner. Because, the problems arising from communication within the organization in hotels can affect the quality of the work. In this context, organizational communication in hotels is a factor that affects employees' organizational commitment.

#### **3.4. Relationship of Employee Motivation and Organizational Commitment**

It is predicted that the employees with high organizational commitment will be more diligent, perform their jobs successfully and establish positive relations with their colleagues. It is expected that those who have low commitment will be reluctant, unprofitable and hence inefficient.

It is suggested that there is a close relationship between the motivations of the employees and their commitment to the determined goals (Chiu, 2004: 32). Employees with high commitment to the objectives of the organization are expected to make more efforts to achieve these objectives and ultimately achieve success. On the contrary, it is thought that the employees who have low commitment to the organization's objectives will not make effort and will have less success.

In a study conducted in Russia in 2000, although young workers have weaker, in any case, a positive relationship is found between organizational commitment and employee motivation (Linz, 2004: 282). The finding of this study shows the existence of a relationship between organizational commitment and employee motivation. The higher the organizational commitment of the employees is, the higher their motivation is. However, the author thinks that the strongest relationship between organizational commitment and motivation is when employees feel themselves part of the organization, when they think that they are doing something good and when they are satisfied with their work (Linz, 2004: 267).

In a study conducted in the hotel sector in North Cyprus, it is observed that intrinsic motivation is positively related to affective commitment of the employees (Karatepe and Uludag, 2007: 657 - 661). Therefore, the employee whose intrinsic motivation is high and who is emotionally connected with the organization does his job because he enjoys doing it without any external reward. The relationship between affective commitment and intrinsic motivation can be expressed with the state of *loving*. Employees who have high affective commitment will remain in the organization because they want (Brown, 2003: 3). So employees in the organizations willingly do their jobs without waiting for a reward.

In a doctorate dissertation, namely , conducted in 2008 by Hayrettin ERTAN in Turkey, it is founded that there is a positive, significant and moderate relationship between organizational commitment and job motivation ( $r = 0.59$ ). In the regression analysis, it is found that organizational commitment significantly affects the motivation of the employee ( $p = 0.000$ ). Accordingly, the motivation of the employees varies depending on their commitment to their organizations. Those who have high organizational commitment have high motivation and work more desirably (Ertan, 2008: 72).

Like it is seen in the literature, there are a number of research which assumes that employee motivation and organizational commitment is related to each other. And, the present dissertation will try to reveal this link with another perspective using a new theory on motivation.

## CHAPTER FOUR

### METHOD

#### 4.1. Data Gathering Tool

Between December 2018 and March 2019 582 questionnaire is collected from 5 star hotels in Antalya. However, 307 questionnaires are not reliable to use for the analysis. Because some respondents are too much stable on some answers, for example a respondent thinks totally same about all the statements in the questionnaire; it is thought to exclude such cases. Hence, 275 questionnaires are used to reach the findings.

The survey method is used in the study to reach the data. A questionnaire with two sections is developed to find the importance of motivation and organizational commitment levels of the employees.

In the first section 50 questions are asked to reveal the importance of the motivation from employees' perspective. 50 questions here are taken from a doctorate dissertation, named as Otel İşletmelerinde Çalışan Motivasyonunun Sağlanmasında ABCD Modelinin Kullanılması (Using ABCD Model for Ensuring Employee Motivation in Hotels), conducted in Anadolu University by Onur Çakır. Çakır (2015) in his dissertation, proposed a scale to measure the employee motivation depending on Nohria's and Lawrence's Sociobiological Motivational Theory and their article Employee Motivation: A powerful New Model which are used in the present dissertation as well. The theory proposes that motivation consists of 4 dimensions: drive to acquire, drive to bond, drive to learn and drive to defend. Next, the article declares a model with 4 tools to activate these 4 motivational dimensions: reward system, culture, job design and performance management and resource allocation processes. For each of the dimensions, a certain number of questions are addressed by the researcher. Reward system: 1 to 12, culture: 13 to 25, job design: 26 to 40, performance management and resource allocation processes: 41 to 50.

In the second section, for organizational commitment, 18 questions are asked to respondents. The scale for that section is taken from Meyer's, Allen's and Smith's article, Commitment to Organizations and Occupations: Extension and Test of a Three Component Conceptualization, which sees organizational commitment of three components: affective, continuance and normative. 6 questions are addressed to each component. Affective: 1 to 6, continuance: 7 to 12 and normative: 13 to 18.

Normality is ascertained based on skewness and kurtosis. Specifically, absolute skewness and kurtosis values less than 2 denote unsubstantial departure from normality (Kim, 2013: 1-2). Kurtosis and skewness values are less than 2 in the study. In order to determine the factor structure of the scale, factor analysis is applied. The results of KMO and Bartlett tests are evaluated for the validity of the data for factor analysis.

As a result of exploratory factor analysis with Varimax rotation on the data set for motivation, it is found that KMO value is 0,923 and Bartlett value is 0,000. The KMO value is greater than 0,60 and the Bartlett value is less than 0,05 indicates that the data is valid for factor analysis (Büyüköztürk, 2010: 122). Since the motivation theory proposes a four-factor structure, the factor number is limited to four and varimax rotation is applied on the variables.

As a result of the analysis, some statements, 11, 28, 30, 32, 33, 38, 41, are excluded from the scale because they do not have sufficient factor load and item total correlation scores. These are:

- 11. Informing the employee that the employee makes a meaningful contribution to the business
- 28. Clear tasks and responsibilities of the employees
- 30. Allowing the employees to use their skills and abilities in their jobs
- 32. Having opportunities for employees to learn new things
- 33. Having opportunity to improve employees' skills
- 38. Help of managers to employees about learning and developing
- 41. Equity in promotion and rewarding processes (see: Table 1)

Statements 22, 23, 24(\*\*) have unexpected factor loads. Their factor loads make it inevitable to replace them to the third dimension, job design.

- 22. Managers' sharing time with their employees outside of the work
- 23. Employees' sharing time with the employees outside of work
- 24. Having areas where employees can socialize with each other (cafeteria, dining hall, etc.) (see: Table 1)

After all, as the result of the analysis, it is found that the model explains 74.38% of the total variance and the internal consistency coefficients of the factors are quite high.

Depending on the results of the reliability analysis, it can be said that the responses of the employees to the 12 statements which constitute the reward system dimension of the motivation model is highly reliable: ,961. The second dimension, the culture, has the high reliability, as well: ,950. The third dimension the job design, which consists of 15 statements,

has the high reliability: ,955. And, the fourth dimension, performance management and resource allocation, is ,957.

Mean, standard deviation scores and Eigen values are also presented in the table (see: Table 1).

**Table 1 The Results of the Exploratory Factor Analysis (Motivation)**

<b>Statements</b>	<b>Mean</b>	<b>St. Dev.</b>	<b>Alpha</b>	<b>Eigen Values</b>	<b>Varian ce Explained</b>	<b>Factor Loadings</b>
<b>Reward System</b>	4,66	0,43	0,961	59,67	20,01	
1. Satisfaction of the employee's wages in exchange for his labor						0,79
2. Paying the same level of wages to employees who do the same work in other businesses						0,70
3. Having the opportunity to reach tangible rewards (salary increase, bonus, gift voucher etc.) when						0,75
4. Providing various social benefits (accommodation, transportation, food, nursery etc.) by the enterprise						0,77
5. Respecting the work of the employees						0,75
6. Having the opportunity to be promoted when performing well						0,60
7. Frequent and timely award of the employees						0,62
8. Making employees feel that they are important for business						0,65
9. Exhibiting honorable attitudes and behaviors towards employees by the executives						0,64
10. Making the employee feel the importance of the work for the enterprise						0,61
12. Possibility of taking initiative and using authority for the tasks performed by the employee						0,59
<b>Culture</b>	4,58	0,52	,950	6,00	19,54	
13. Good relations between managers and employees						0,74
14. Establishing friendly relations between employees						0,61
15. Celebration of employees' special days (birthdays, weddings, etc.)						0,48
16. Establishing good relations with employees in different departments						0,58
17. Making the employees feel as a part of the team						0,67
18. Giving value to employee cooperation and teamwork						0,74
19. Respectful treat to the employee by the employer and managers						0,65
20. Support and assist by the managers in solving work-related problems						0,70
21. Support and assist by the colleagues in solving work-related problems						0,69
<b>Job Design</b>	4,59	0,52	0,955	5,25	18,91	

22. Managers' sharing time with their employees outside of the work**						0,84
23. Employees' sharing time with the employees outside of work**						0,78
24. Having areas where employees can socialize with each other (cafeteria, dining hall, etc.)**						0,64
25. Giving trainings to employees when recruiting or switching to new applications						0,50
26. Explanation of the criteria used in the performance evaluations of the employees						0,61
27. Providing accurate and timely information to employees on the general situation of the enterprise						0,58
29. Harmony of skills and abilities of the employees with the work						0,50
31. Organizing activities such as meetings, seminars, conferences given by experts						0,66
34. Consultation with employees when a business decision is to be taken						0,68
35. Giving tasks to employees that extend their skill limits						0,65
36. Allowing the employees to use their creativity						0,51
37. Providing feedback to employees on their work						0,59
39. Being able to take extracurricular trainings that employees see as important for their personal development						0,61
<b>Performance Management and Resource Allocation</b>	4,75	0,39	0,957	3,44	15,91	
<b>Processes</b>						
40. No discrimination among employees						0,74
42. Fairness of resource and award distribution processes						0,59
43. Ensuring that employees receive the awards and dignity they deserve						0,70
44. Having days-off when necessary						0,61
45. The physical conditions of the working environment (ventilation, lighting, heating, etc.)						0,78
46. Providing the necessary tools and equipment for the job						0,77
47. Having doctor and infirmary facilities at work						0,60
48. Fair working times						0,80
49. Providing appropriate nutrition for employees						0,73
50. Transparency of performance evaluation system						0,68

Secondly, exploratory factor analysis with varimax rotation is applied on the scale for the organizational commitment statements (statements 1 to 18). KMO value and Bartlett test value of the scale are 0,949 and 0,000 respectively. Thus, it can be observed that the variables are valid for factor analysis.

Even though, Meyer's and Allen's organizational commitment approach proposes a 3 component model, because the present study is conducted on a different year and setting, i.e.



tourism, dimensionality of the approach is altered somewhat. After the analysis, it is seen that variables are grouped in two dimensions. The second dimension (continuance commitment) and third dimension (normative commitment) combines except for the statement 13(\*\*). Because the statement 13 is more meaningful in other dimension, it is switched. Hence these dimensions will be named as Affective Commitment and Continuance - Normative Commitment. While the dimension affective consists of the statements 1, 2, 3, 4, 5, 6, 7 and 13, the dimension continuance - normative includes the rest: 8, 9, 10, 11, 12, 15, 16, 17 and 18. Because the statement 14. Even if it were to my advantage, I do not feel it would be right to leave my organization now has low factor load, which is smaller than 0,40, it is excluded from the scale. Lastly, it is found that the model explains 83,74% of the total variance and the internal consistency coefficients of the factors are quite high.

Reliability of the scale is evaluated with Cronbach's Alpha. The reliability of the affective commitment is 0,971 and reliability of continuance - normative commitment is 0,971. The mean, standard deviation scores and Eigen values are also presented in the table (see: Table 2).

**Table 2 The Results of the Exploratory Factor Analysis (Organizational Commitment)**

Statements	Mean	St.Dv.	Alph a	Eigen Value	Varia nce Explai ned	Facto r Load ed
<b>Affective Commitment</b>	3,07	1,34	0,971	7,79	41,98	
1. I would be very happy to spend the rest of my career with this organization.						0,79
2. I really feel as if this organization's problems are my own.						0,72
3. I <b>do not</b> feel a strong sense of "belonging" to my organization.						0,90
4. I <b>do not</b> feel "emotionally attached" to this organization.						0,90
5. I <b>do not</b> feel like "part of the family" at my organization.						0,87
6. This organization has a great deal of personal meaning for me.						0,69
7. Right now, staying with my organization is a matter of necessity as much as desire.						0,70
13. I <b>do not</b> feel any obligation to remain with my current employer. **						0,68
<b>Continuance and Normative Commitment</b>	3,00	1,34	0,971	5,95	41,76	
8. It would be very hard for me to leave my organization right now, even if I wanted to.						0,73
9. Too much of my life would be disrupted if I decided I wanted to leave my organization now.						0,75
10. I feel that I have too few options to consider leaving this organization.						0,76

11. If I had not already put so much of myself into this organization, I might consider working elsewhere.	0,71
12. One of the few negative consequences of leaving this organization would be the scarcity of available alternatives.	0,76
15. I would feel guilty if I left my organization now.	0,82
16. This organization deserves my loyalty.	0,76
17. I would not leave my organization right now because I have a sense of obligation to the people in it.	0,81
18. I owe a great deal to my organization.	0,77

## 4.2. Hypotheses

The aim of this research is to measure the importance level of motivation for employees who work in Antalya in hotels with a motivation theory and scale that has been used only once in Turkish literature and determine the relation of the motivation with organizational commitment. Nohria's and Lawrence's Sociobiological Motivational Theory (2002) is only used in Sweden by Khuluzauri and Syed for a master dissertation. And, depending on the theory and the article of Nohria, Groysberg and Lee (2008), Çakır develops a scale to measure the motivation level of the employees with a doctorate dissertation. The scale of Çakır is used only once for now in Turkey with the current study.

For this purpose, the hypotheses of the research are as follows:

- H1. There is a significant relationship between importance of motivation and organizational commitment levels.
  - a. H1a. There is a significant relationship between importance of motivation and affective commitment levels.
  - b. H1b. There is a significant relationship between importance of motivation and continuance - normative commitment levels.
- H2. There is a significant relationship between importance of motivation (reward system) and organizational commitment levels
  - a. H2a. There is a significant relationship between importance of motivation (reward system) and affective commitment levels.
  - b. H2b. There is a significant relationship between importance of motivation (reward system) and continuance - normative commitment levels.
- H3. There is a significant relationship between importance of motivation (culture) and organizational commitment levels
  - a. H3a. There is a significant relationship between importance of motivation (culture) and affective commitment levels.

- b. H3b. There is a significant relationship between importance of motivation (culture) and continuance - normative commitment levels.
  - H4. There is a significant relationship between importance of motivation (job design) and organizational commitment levels
    - a. H4a. There is a significant relationship between importance of motivation (job design) and affective commitment levels.
    - b. H4b. There is a significant relationship between importance of motivation (job design) and continuance - normative commitment levels.
  - H5. There is a significant relationship between importance of motivation (Performance Management and Resource Allocation Processes) and organizational commitment levels.
    - a. H5a. There is a significant relationship between importance of motivation (Performance Management and Resource Allocation Processes) and affective commitment levels.
    - b. H5b. There is a significant relationship between importance of motivation (Performance Management and Resource Allocation Processes) and continuance - normative commitment levels.
  - H6. There is a statistically significant difference between demographics of participants for employee motivation and organizational commitment.

## CHAPTER FIVE

### RESEARCH FINDINGS

#### 5.1. Demographics

In this section, the results of the frequency analysis conducted to determine the characteristics of the employees participating in the study are shown. Table 3 presents the frequency and percentage distributions of the employees.

- 74,9 % of the participants is younger than 35 years.
- Distribution of male, female, single and married participants is nearly equal.
- 88,7 % of the total respondents do not have a university degree. 24,0 % of the employees are graduated from primary classes and 64,7 % of the employees are graduated from a high school. 11,3 % of the employees has a university degree.
- Most of the employees (90,9 %) in the study have a working period which is 3 years or less in their hotels.
- Even though participants are newly employed by their hotels, their experience in the sector varies. Half of the participants have 7-years-experience or less and the other has more than 7-years-experience. Only 5 employees have an experience more than 16 years in the tourism sector.
- There are 8 departments in the study. These are F&B (Food & Beverage), Housekeeping, Maintenance, Security, Front Office, Human Resources, Purchasing and Marketing. 66,9 % of the employees in the study works in F&B department.

**Table 3 Demographics**

Age	Age		Education	Education	
	n	%		n	%
18-25 years	84	30,5	Primary	66	24,0
26-35 years	122	44,4	High School	178	64,7
36-45 years	68	24,7	Vocational school	11	04,0
46-55 years	1	00,4	University Degree	19	06,9
56 and more	0	0	Master	1	00,4
Total	275	100	Phd	0	0
			Total	275	100
Gender	Gender		Working period in the hotel	Working period in the hotel	
	n	%		n	%
Male	142	51,6			

Female	133	48,4	0-3 years	250	90,9
Total	275	100	4-7 years	23	08,4
<b>Marital Status</b>			8-11 years	1	0,40
	<b>n</b>	<b>%</b>	12-15 years	1	0,40
Single	139	50,5	16 and more	0	0
Married	136	49,5	Total	275	100
Total	275	100	<b>Experience in the sector</b>		
<b>Department</b>				<b>n</b>	<b>%</b>
	<b>n</b>	<b>%</b>	0-3 years	65	23,6
F&B	184	66,9	4-7 years	77	28,0
Housekeeping	57	20,7	8-11 years	99	36,0
Maintenance	6	02,2	12-15 years	29	10,5
Security	14	05,1	16 and more	5	01,8
Frontdesk	3	01,1	Total	275	100
Human resources	8	02,9			
Purchasing	1	0,4			
Marketing	2	0,7			
Total	275	100			

## 5.2. Comparison of Demographic Variables

In order to test the hypothesis H6 “There is a statistically significant difference between demographics of participants for employee motivation and organizational commitment”, t test and ANOVA results are showed in this section.

For a better comparison and conclusion;

The data for education is regrouped as employees who are graduated from primary classes, employees who are graduated from high school and employees who have a university degree.

The data for working period in the current hotel is regrouped as employees who have 3-years-experience or less and employees who have more than 3-years-experience.

The data for departments is regrouped. Because F&B is the most populous department in a hotel generally, it will be compared to all the other departments together.

### 5.2.1. Age

**Table 4 Motivation and Organizational Commitment Differences for Age**

	<b>Age</b>	<b>n</b>	<b><math>\bar{x}</math></b>	<b>St.Dev.</b>	<b>p</b>
	18-25	84	4,61	0,04	
	26-35	122	4,66	0,04	

Employee	36-45	69	4,67	0,05	0,57
Motivation	46-55	0	0	0	
	56 and more	0	0	0	
	<b>Total</b>	275	4,64	0,02	
	18-25	84	2,92	0,14	
	26-35	122	2,96	0,11	
Organizational	36-45	68	3,31	0,16	0,12
Commitment	46-55	0	0	0	
	56 and more	0	0	0	
	<b>Total</b>	275	3,06	0,07	

Table 4 shows the importance of motivation and organizational commitment levels of the employees depending on the age factor. The results of Anova test prove that there is not a statistically significant difference between the ages of the employees.

### 5.2.2. Gender

**Table 5 Motivation and Organizational Commitment Differences for Gender**

	<b>Gender</b>	<b>n</b>	<b><math>\bar{x}</math></b>	<b>St.Dev.</b>	<b>p</b>
	Male	142	4,65	0,36	
Employee	Female	133	4,64	0,36	0,88
Motivation	<b>Total</b>	275	4,64	0	
	Male	142	3,07	0,10	
Organizational	Female	133	3,00	0,11	0,63
Commitment	<b>Total</b>	275	3,03	0	

Table 5 shows the importance of motivation and organizational commitment levels of the employees depending on the gender factor. The results of t test prove that there is not a statistically significant difference between the genders of the employees.

### 5.2.3. Marital Status

**Table 6 Motivation and Organizational Commitment Differences for Marital Status**

	<b>Marital Status</b>	<b>n</b>	<b><math>\bar{x}</math></b>	<b>St.Dev.</b>	<b>p</b>
	Married	139	4,71	0,39	

Employee Motivation	Single	136	4,58	0,44	0,01
	<b>Total</b>	275	4,64	0	
	Married	139	3,17	1,35	
Organizational Commitment	Single	136	2,90	1,23	0,85
	<b>Total</b>	275	3,03	0	

Table 6 shows the importance of motivation and organizational commitment levels of the employees depending on the marital status factor. The results of t test prove that there is statistically significant difference between the marital statuses of the employees for the employee motivation. Like it is seen, married employees attribute more importance to motivation. It can be said that because married employees have more responsibilities and they need more income, they desire to be motivated and attribute more importance to motivation. However, there is not a difference between single and married employees for organizational commitment levels.

#### 5.2.4. Education

Table 7 Motivation and Organizational Commitment Differences for Education

	Education	n	$\bar{x}$	St.Dev.	p
Employee Motivation	Employees graduated from primary classes	66	4,71	0,50	0,00
	Employees graduated from high school	178	4,70	0,29	
	Employees with university degree	31	4,22	0,75	
	<b>Total</b>	275	4,65	0,02	
Organizational Commitment	Employees graduated from primary classes	66	3,35	0,17	0,82
	Employees	178	2,94	0,10	

graduated from high school				
Employees with the degree	31	2,93	0,10	
<b>Total</b>	275	3,04	0,07	

Table 7 shows the importance of motivation and organizational commitment levels of the employees depending on the education factor. As it is mentioned earlier, the data is grouped as employees who are graduated from primary classes, employees who are graduated from high school and employees with the university degree. The mean difference of the groups is significant at the 0.05 level. The results of Scheffe test prove that there is statistically significant difference between employees with the university degree and other two groups of employees for the motivation. Employees with the university degree attribute less importance to the motivation. It can be said that because employees with the university degree have a better understanding of what they are doing thanks to the relevant knowledge and they are self-motivated, they attribute more importance to the other facts in the workplace rather than motivation. Because employees who are graduated from primary classes and high school need more orientation, assistance or guiding in the work, they need more motivation and they attribute more importance to the motivation. However, there is not a statistically difference between employees for organizational commitment levels.

### 5.2.5. Working Period in the Current Hotel

**Table 8 Motivation and Organizational Commitment Differences for Working Period in the Hotel**

	Working period	n	$\bar{x}$	St.Dev.	p
Employee Motivation	Employees $\leq$ 3 years	250	4,66	0,02	
	Employees $>$ 3 years	25	4,52	0,08	0,12
	<b>Total</b>	275	4,59	0	
Organizational Commitment	Employees $\leq$ 3 years	250	2,99	0,08	
	Employees $>$ 3 years	25	3,53	0,15	0,00
	<b>Total</b>	275	3,26	0	

Table 8 shows the importance of motivation and organizational commitment levels of the employees depending on the working period in the current hotel. As it is mentioned



earlier, the data is grouped as employees who has 3-years-experience or less and employees who has more than 3-years-experience. The results of t test prove that there is not a statistically significant difference between employees for the motivation. However, employees who worked more than 3 years in the hotel has a higher level of organizational commitment because building more relations with the work and people day by day increase the commitment level of the individual. Even though the organizational commitment level of the other employees is high, the more the one works the more the organizational commitment increases.

### 5.2.6. Experience in the Sector

**Table 9 Motivation and Organizational Commitment Differences for Experience in the Sector**

	<b>Experience in the sector</b>	<b>n</b>	<b><math>\bar{x}</math></b>	<b>St.Dev.</b>	<b>p</b>
Employee Motivation	0-3 years	65	4,64	0,05	0,14
	4-7 years	77	4,63	0,05	
	8-11 years	99	4,70	0,04	
	12-15 years	29	4,58	0,08	
	16 and more	5	4,24	0,25	
	<b>Total</b>	275	4,65	0,02	
Organizational Commitment	0-3 years	65	2,85	0,16	0,35
	4-7 years	77	2,91	0,14	
	8-11 years	99	3,22	0,13	
	12-15 years	29	3,17	0,22	
	16 and more	5	2,97	0,30	
	<b>Total</b>	275	3,04	0,07	

Table 9 shows the importance of motivation and organizational commitment levels of the employees are showed depending on the experience in the sector. The results of Anova test prove that there is not a statistically significant difference between employees for their motivation and organizational commitment.

### 5.2.7. Department

**Table 10 Motivation and Organizational Commitment Differences for Department**

<b>Department</b>	<b>n</b>	<b><math>\bar{x}</math></b>	<b>St.Dev.</b>	<b>p</b>
F&B	184	4,64	0,41	

Employee	Other departments	91	4,66	0,45	0,64
Motivation	<b>Total</b>	275	4,65	0	
	F&B	184	3,01	1,27	
Organizational	Other Departments	91	3,10	1,37	0,57
Commitment	<b>Total</b>	275	3,05	0	

Table 10 shows the importance of motivation and organizational commitment levels of the employees depending on the department. As it is mentioned earlier, the data is grouped as F&B and others. The results of t test prove that there is not a statistically significant difference between employees for their motivation and organizational commitment.

### 5.3. Testing of Hypotheses

In this section, the results of the correlation test are presented in order to determine the relationship between the employee motivation and organizational commitment.

**Table 11 Results of Correlation Analysis**

		<b>Organizational Commitment</b>	<b>Affective Commitment</b>	<b>Continuance- Normative Commitment</b>
<b>Employee Motivation</b>	Pearson Corr. P	-0,02 0,74	-0,05 0,40	0,01 0,84
<b>Employee Motivation (Reward Sytem)</b>	Pearson Corr. P	-0,03 0,53	-0,05 0,39	-0,02 0,73
<b>Employee Motivation (culture)</b>	Pearson Corr. p	0,02 0,70	-0,01 0,85	0,05 0,36
<b>Employee Motivation (job design)</b>	Pearson Corr. p	-0,02 0,63	-0,07 0,24	0,01 0,80
<b>Employee</b>	Pearson Corr.	-0,03	-0,05	-0,02

<b>Motivation (performance management and resource allocation)</b>	p	0,53	0,38	0,74
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As shown in the Table 11

- There is not a relationship between employee motivation and organizational commitment. Thus, “H1. There is a relationship between employee motivation and organizational commitment levels” is rejected.
  - There is not a relationship between employee motivation and affective commitment. Thus, “H1a. There is a relationship between employee motivation and affective commitment levels” is rejected.
  - There is not a relationship between employee motivation and continuance - normative commitment. Thus, “H1b. There is a relationship between employee motivation and continuance - normative commitment levels” is rejected.
- There is not a relationship between employee motivation (reward system) and organizational commitment. Thus, “H2. There is a relationship between employee motivation (reward system) and organizational commitment levels” is rejected.
  - There is not a relationship between employee motivation (reward system) and affective commitment. Thus, “H2a. There is a relationship between employee motivation (reward system) and affective commitment levels” is rejected.
  - There is not a relationship between employee motivation (reward system) and continuance - normative commitment. Thus, “H2b. There is a relationship between employee motivation (reward system) and continuance - normative commitment levels” is rejected.
- There is not a relationship between employee motivation (culture) and organizational commitment. Thus, “H3. There is a relationship between employee motivation (culture) and organizational commitment levels” is rejected.
  - There is not a relationship between employee motivation (culture) and affective commitment. Thus, “H3a. There is a relationship between employee motivation (culture) and affective commitment levels” is rejected.
  - There is not a relationship between employee motivation (culture) and continuance - normative commitment. Thus, “H3b. There is a relationship between employee motivation (culture) and continuance - normative commitment levels” is rejected.

- There is not a relationship between employee motivation (job design) and organizational commitment. Thus, “H4. There is a relationship between employee motivation (job design) and organizational commitment levels” is rejected.

- There is not a relationship between employee motivation (job design) and affective commitment. Thus, “H4a. There is a relationship between employee motivation (job design) and affective commitment levels” is rejected.

- There is not a relationship between employee motivation (job design) and continuance - normative commitment. Thus, “H4b. There is a relationship between employee motivation (job design) and continuance - normative commitment levels” is rejected.

- There is not a relationship between employee motivation (performance management and resource allocation process) and organizational commitment. Thus, “H5. There is a relationship between employee motivation (performance management and resource allocation process) and organizational commitment levels” is rejected.

- There is not a relationship between employee motivation (performance management and resource allocation process) and affective commitment. Thus, “H5a. There is a relationship between employee motivation (performance management and resource allocation process) and affective commitment levels” is rejected.

- There is not a relationship between employee motivation (performance management and resource allocation process) and continuance - normative commitment. Thus, “H5b. There is a relationship between employee motivation (performance management and resource allocation process) and continuance - normative commitment levels” is rejected.

## 6.CONCLUSION AND RECOMMENDATIONS

One of the goals of the study is to test the validity of the motivation scale which is newly proposed in Turkey. For that purpose, KMO, Bartlett and factor analyses are performed. After the analyses, the whole scale ends with 43 statements. From the first dimension statements only one statement is excluded. Second dimension statements are found appropriate and none of the statements are excluded. From the third dimension, the job design, 5 statements are excluded making it totally 10 statements. The fourth dimension becomes a 9-statement scale because one statement is excluded from the scale. It is to say, 7 statements in the scale are excluded because their factor loads are lower than 0,40.

Statements 22, 23 and 24 belong to the second dimension of motivation model actually. However, their unexpected factor loads make it inevitable to replace them to the third dimension.

It is recommended to researchers who are planning to use the scale in the tourism setting that the scale can be employed with 43 statements version in order to increase the validity of the results. Furthermore, with this shorter version collecting the data may become easier and faster.

So as to reveal and grade the importance of the motivation dimensions in the model, employees are asked to level the statements in the questionnaire. The motivation dimensions that the employees assume the most important are the performance management and the resource allocation processes and the reward system.

With the light of the information, it can be said that employees want to be treated equally and fairly in the workplace. From their point of view, the most important motivational lever is fairness. They think that being equal to the others will increase their motivational levels. This can only be assured with a useful performance management and the resource allocation process as Nohria and Lawrence (2002) proposes. As a result, managers should build a proper administration system in the work and employers should encourage the persons in charge for that.

Moreover, in return to their input to the work, employees secondly want to be appreciated by their managers. Because acquiring is the ultimate drive for the human being, gaining tangible or intangible goods are quite motivational for the employees as it is explained earlier. The more employee gains the more motivation of the employee increases. After building a fair performance managing system in the work, managers should support the

organization with proper rewards. Rewards can be tangible or intangible in nature. The reward could be a bonus pay for an employee, however for another a promotion could be the expected award in return.

The culture in the work and the job design are attributed great importance, too. However, their means are 4,58 and 4,59 respectively. It can be said that employees' perception about the culture and the job design is equal and lower in comparison with the other two motivational tools.

It can be recommended that employers should arrange a fair system in the hotel before all. Like it is supported by the literature, the most motivating instrument for the employee to work is not having more salary now. Despite having low salary, earning equal to the others is motivating for the worker anyway. Creating a fair earning system and supporting it with tangible and intangible rewards should be the first goal of the employer who desires to be successful.

Like it is explained in the scope section in the study, using a scale in a different year and setting may alter the dimensionality of the scale or the validity of the results. The organizational commitment model, which is proposed in 1993, sees commitment with 3 dimensions. However, in the present study the second and the third dimensions of the model combine. Because the 13<sup>th</sup> statement more significant in the first dimension, it is switched. And, because the 14<sup>th</sup> statement does not have the expected factor load, it is excluded from the scale. (see Table 2) Thus, it is recommended that the researchers who are planning to examine organizational commitment in the hotels in Turkey from now may consider using the scale with the current status.

It is asked to employees to decide their levels of agreement to the organizational commitment statements for the sake of their organizations using a 5 point likert scale. After the analysis, it is observed that the first dimension's average and the second dimension's average are very close. It can be said that employees are equally satisfied by their organization's commitment applications. However, it can be recommended to managers that they should increase employee's commitment levels because 3.00 is a quite average value for the employees who work in the winter. (The study is conducted on winter). It is expected that committed workers are employed in the organization in winter because the number of the employee is minimum in winter owing to the seasonality of tourism sector in Turkey. If the most committed employee's commitment level is average in winter, with the increase of seasonal workers who are expected to have lower commitment, overall organizational commitment level can decrease significantly in the peak season. Undoubtedly, this brings

more and more problems in the season in which the organization welcomes more and more tourists.

T and Anova tests are performed to determine whether employee motivation differ depending on demographic variables. The results prove that:

There is not a statistically significant difference between employees depending on age, gender, working duration in the hotel, experience in the sector and department factors. The difference is determined on marital status and education factors. Married employees attribute more importance to the motivation in the current study because of their responsibilities like desiring more income or a higher position. The fact that single employees in Turkey are living with their families and has minimum family responsibilities, generally, makes their motivation to acquire lower. It can be said that because married employees need more, they desire to be motivated. Thus, they attribute more importance to motivation.

Next, the importance of motivation is higher in the present study for the employees without the degree. Because employees without the degree needs more orientation and support owing to the lack of knowledge, they need more motivation and attribute more importance to the motivation.

T and Anova tests are performed to determine whether organizational commitment levels differ depending on demographic variables. The results prove that:

There is not a statically significant difference between employees for their organizational commitment levels except for working period in the present hotel. The only difference is that employees who work in the current hotel for 3 years and more have a higher commitment level. Like it is explained in the organizational commitment approaches, the more employee works the better commitment is. However, managers should seek ways to improve employee's organizational commitment levels.

In order to test the hypotheses and decide if there is a relation between employee motivation and organizational commitment, correlation analysis is used. After the analysis no relation is found between employee motivation and their organizational commitment. (see: Table 11)

## 7.REFERENCES

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## 8.APPENDIX

### 8.1. Curriculum Vitae

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2009 – 2014 Ege University/Tourist Guiding, Degree

2005 – 2009 Antalya Tourism and Hospitality/Food and Beverage, High School

Languages: English – Advanced

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Certificates and Licenses: Professional Tourist Guiding License – 2014

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Certificate on Communication and Body Language – 2010

Certificate on Professional Sales and Marketing – 2010