

Tools of Motivation According to The Competing Values Framework in Organizational Culture Types: An Implementation in Accommodation Establishments*

Rekabetçi Değerler Modeli Örgüt Kültürü Tiplerine Göre Motivasyon Araçları: Konaklama İşletmelerinde Bir Uygulama

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Abstract

The aim of this study is to define the cultural profiles varying based on the perceptions of the personnel in accommodation establishments, which are regarded as the pioneers of the tourism sector and detect the motivational differences and similarities in terms of motivation between types of cultures in these organizations. Within the framework of the study, the answer to the question “How the tools of motivation are ranked in terms of their level of importance between the personnel for whom the competing values framework in organizational culture differentiates. In order to collect the data from the sample determined within the study, the survey technique, which is one of the qualitative data collection methods, was adopted. Accordingly, the survey was conducted with 516 personnel who work in four or five start hotel establishments operating in Ankara. Within the scope of the study, it was determined that significant ranking differences existed in the tools of motivation between the personnel of accommodation establishments, which vary in terms of the competing values framework in organizational culture types. Additionally, it was concluded that economic motivational factors motivated the clan culture employees less compared to other culture employees.

Keywords: Accommodation establishments, organizational culture, motivation

Özet

Bu araştırmanın amacı, turizm sektörünün lokomotif durumunda olan konaklama işletmelerinde çalışanların algıları doğrultusunda farklılaşan kültür profillerini tanımlamak ve bu örgütlerin sahip olduğu kültür türleri arasındaki motivasyonel açıdan oluşan farklılıkları ve benzerlikleri tespit etmektir. Yapılan çalışmanın amacına uygun olarak araştırmada, Rekabetçi Değerler Modeli örgüt kültürü tipleri açısından ayrılan çalışanlar arasında önem derecelerine göre motivasyon araçları sıralaması nasıldır? Sorusuna yanıt aranmıştır. Araştırma kapsamında belirlenen örneklerden verilerin toplanmasında nicel veri toplama yöntemlerinden olan anket tekniği kullanılmıştır. Bu bağlamda Ankara’da faaliyet gösteren dört ve beş yıldızlı otel işletmelerinde çalışan 516 kişiye anket uygulanmıştır. Araştırma kapsamında rekabetçi değerler modeli örgüt kültürü tiplerine göre ayrılan konaklama işletmeleri çalışanları arasında motivasyon araçlarına ilişkin göz ardı edilmeyecek önem derecesinde sıralama farklılıklarının olduğu sonucuna ulaşılmıştır. Bu sonucun

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yanı sıra ayrıca, ekonomik motivasyon faktörlerinin klan kültürü çalışanlarını diğer kültür çalışanlarına göre daha az motive ettiği sonucuna ulaşılmıştır.

Anahtar Kelimeler: Konaklama işletmeleri, örgüt kültürü, motivasyon

Introduction

Organizations are groups which consist of people that gather together to achieve a certain aim. The groups, which are united around an aim, need to utilize the human element, which is one of the most significant resources in hand, in order to achieve the determined aim (Yazıcıoğlu and Topaloğlu, 2009: 4). In the service industry, where competition is experienced in its most intense form, this situation is felt more intensively (Gürdoğan and Yavuz, 2012: 7). Especially in the tourism sector, which is regarded as the center of the service industry, and in accommodation establishments, which are regarded as the pioneers of the tourism sector and in a dynamic environment, the significance of human resources comes into prominence more due to the sectoral characteristics.

The human factor has the power to affect the foundations of organizations. The prerequisite for organizations to be successful in rapid competitive environments is the need of keeping the employees' motivations at high levels constantly (Alayoğlu and Doğan, 2015: 5). Motivation can be defined as the self-desire and wishes of employees and their behavior and oriented at achieving a certain aim. Motivation, in other words, is a booster force, leading employees to behaviors (Koçel, 2014: 730). The successes of businesses depend on employees' eager behavior motivated in line with the establishment's aims and their integration with the organization in this sense. However, the important element for motivation is individuals' practices of meaningful and valuable actions in suitable environments. In this respect, it is impossible to consider their eager behavior and integration with the business independent from the organizational culture (Çırpan and Koyuncu, 1998: 223). Organizational culture is the entirety of beliefs, values and thoughts, which affect the processes of businesses and the results of practiced work, and ensure that employees find a common ground (Köse et al., 2001: 220). The entirety of the beliefs, values and thoughts set forth by the organizational culture, which is a significant factor in integration of employees with the organization, provides a moving force for employees to exhibit behaviors in line with the aims of the business and make efforts to achieve those aims, in other words, to be motivated. Thus, it can be stated that there is a strong relationship between organizational culture, which is a significant force to shape and guide employees' behaviors, and motivation.

In accommodation establishments, human resources are utilized to a larger extent both in preparation, presentation and fulfillment of the functions of services and in improving customer satisfaction and ensuring psychological satisfaction, compared to other businesses. This circumstance increases the importance of the roles and behaviors of employees working in accommodation establishments (Akıncı, 2011: 4). Thus, accommodation establishments need the organizational culture, which serves a force that guides the human behavior, which is the most important resource of these establishments, and eases the compatibility between employees (Şener, 2001: 210; Kocaman et al., 2012: 169). In this sense, it is believed that culture plays a binding role in the utilization of the intense labor force, which arises from sectoral differences, in accommodation

establishments. Evaluated from this standpoint, culture and motivation could be regarded as the most important matters that the accommodation establishment should emphasize.

1. Conceptual Framework

1.1. The Concept of Motivation

Motivation is a process regarding the behaviors oriented at an aim. In brief, motivation is a force that guides and activates an individual's behaviors towards a certain aim (Hagemann, 1997: 7; Eren, 2003: 554). In other words, motivation could be defined as employees' self-desires and wishes, and behaviors and efforts for achieving a certain aim (Koçel, 2014: 730). However, while the process of employees' motivation towards their own aims is a natural process, their motivation for organizational aims constitutes an artificial process (Kirel, 1996: 163). In this sense, one of the most significant problems for businesses is activating individuals in line with the organizational aims and ensuring that they behave in this direction. In the review of proposed theories of motivation and definitions of motivation in this context, it is observed that the needs of individuals are emphasized. The second element that stands out is guiding the individuals' behaviors for meeting these needs towards an organizational goal (Chruden and Sherman, 1984: 257). The vital element in motivation is to analyze each individual's behavior with the awareness that each of them is unique, to understand their needs, thus, to find the proper tool of motivation to motivate them (Can et al., 2015: 105). However, while motivation could vary depending on personal characteristics, it should not be forgotten that it could also vary depending on the environment of the employee and the structure and operation process of the business (Alkış and Öztürk, 2009: 214).

Conducting services and satisfying customers in accommodation establishments depend largely on the employees. In other words, a significant portion of works is performed by the human resources. In this respect, the emphasis on featuring the human element in improving the quality of presented service and thus, ensuring customer satisfaction increases the importance of the matter of motivation in accommodation establishments (Toker, 2006: 46).

1.2. The Concept of Organizational Culture

Culture could be defined as the way of life of a society, an organization or a group, which is developed in a different way compared to the others (Koç and Topaloğlu, 2012: 198). In other words, culture could be defined as the common understanding, which a group of people possesses and shares, and distinguishes a group of people from the others (Hofstede, 1998: 2; Koç, 2013: 373). As for organizational culture, it could be defined as a system which is formed by values, norms, beliefs and symbols that guide the employees working in businesses and direct them toward common goals as a whole (Çavuş ve Gürdoğan, 2008: 19).

Individuals, aims, tools to be used for aims, variables regarding these tools and many similar differences coexist in organizations (Kocaman et al., 2012: 168). Culture in an organization plays a connector role for those differences, namely, the employees working in the organization, the organization's aims and other differences (Eren, 2012: 136). In other

words, culture, despite the differences in an organization, ensures that a common path is built to achieve the aims, develop a common idea regarding the use of the tools to achieve the aims and guides the members of the organization towards the common aim and target.

Accommodation establishments are places where a significant amount of human resources is needed due to the sectoral differences and the formation of different organizational structures, and many differences are managed in the organization due to their formation from more than one line of work. Thus, it is an inevitable result that accommodation establishments require a stronger organizational culture. In this study, with reference to the importance of the strong organizational culture needed in accommodation establishments, it was aimed to investigate the differences in culture types, which is put forward by the “Competing Values Framework” of Cameron and Quinn, according to the variables of accommodation establishments. Additionally, it was aimed to reveal the changes in these organizational types regarding the preference of motivation tool of accommodation establishments’ employees.

1.3. Competing Values Framework

The competing values framework is a framework developed by Kim S. Cameron and Robert E. Quinn (2006), which is based on the interaction and the relationship between the organizational success and activity, and organizational culture. This model was previously discussed for many times and investigated in various ways. With reference to similar studies, this study investigated the organizational culture in two main dimensions, horizontally and vertically. The horizontal axis dimension represents the internal and external organizational focus while the vertical axis represents the flexible-controlled organizational structure, presenting dimension associated with four main and opposite values. By considering these opposite and varying dimensions in horizontal and vertical axes, the formed organizational culture model was attempted to be explained by four different types of culture (Cameron and Quinn 2006: 35). These organizational culture types are classified as the hierarchical culture, market culture, clan culture and adhocracy culture.

Hierarchical culture is based on internal continuity and mechanical processes, and it reflects a formal and strict work environment with formal operation processes. In the hierarchical culture, formal procedures direct what the employees do. *Market culture* is based on the external environment and mechanical processes, and it reflects a competitive and success-oriented work environment with high control. These types of organizations have a high level of result orientation. *Clan culture* is based on internal continuity and organic processes, and it reflects a work environment with teamwork where personality level is very high and the consensus is of great importance. These types of organizations are just as families where employees share many things. *Adhocracy culture* is based on the external environment and organic processes, and it reflects a rather dynamic work environment, which is innovative and enterprising. In these types of organizations, people are eager to take on responsibilities and to take risks (Cameron and Quinn, 2006: 38-45).

2. Method

The aim of this study is to investigate the differentiation in tools of motivations preferred by the employees of accommodation establishments, which are regarded as the

pioneers of the tourism sector within the scope of “Competing Values Framework” organizational culture types. For this purpose in the study, the answer to the question, “What are the levels of importance (rankings) of motivational tools of employees who differ in terms of the cultural variables?”, was sought. In this respect, it was thought that the collected data and academic points to be made would contribute both to the managers in the tourism sector and to the researchers studying this topic.

The population of the study covers the employees working in four-star and five-star hotels with tourism operation license in Ankara. In the collection of the data from the determined sample group in the study, the questionnaire technique, which is one of the quantitative data collection methods, was adopted. The questionnaire prepared within this framework was conducted with a total of 671 individuals selected by the random sampling method, who work in four-star and five-star accommodation establishments operating in Ankara. Because 155 of the collected questionnaires were not deemed suitable for evaluation, 516 questionnaire forms were evaluated.

The questionnaire prepared for the study consists of three different consecutive sections. The first section of this questionnaire form covers the matters regarding the demographical characteristics of the participants. The second section includes the motivation evaluation tool aimed at determining the motivation preferences of participants according to the degree of importance, which is a 7-point Likert type scale with 18 matters. The last section, the third section, includes competing values framework, organizational culture assessment instrument developed by Cameron and Quinn (2006), which is a 5-point Likert type scale with 24 matters. Within the framework of the study, the data obtained with the mentioned questionnaire were statistically analyzed by using SPSS 20 package software.

3. Findings

In line with the aims of the study, the adopted organizational culture of the employees working in accommodation establishments were determined, and the differences of the participants were investigated in terms of the cultural variables that differ according to the motivational tools in this context. Accordingly, a motivation tool ranking was attempted to be put forward according to the level of importance of each cultural variable. In the data analysis and interpretation, descriptive statistics methods, percentage, frequency, arithmetic means and standard deviation, were conducted. For comparisons between cultural groups regarding motivational tools, One-Way Variance Analysis (One Way ANOVA) test was conducted. In order to determine the groups that constitute the differences, multiple comparison tests, Tukey and Tamhane tests depending on the homogeneity status of variances, were preferred.

First, in order to test the reliability of the scales used within the scope of the study, each scale in the dataset was subjected to reliability analysis. In this regard, the Cronbach alpha coefficient of the motivation scale was determined to be 0.932 while the Cronbach alpha coefficient for the organizational culture scale was determined to be 0.901. Because a Cronbach alpha coefficient between “0.80-1.00” obtained in the field of social sciences is considered as a highly reliable, it is possible to evaluate the scales used in this study as quite reliable.

In Table 1, the frequency distribution and percentage values of the sample group participating in the study were presented according to the demographic data.

Table 1. Frequency distribution of the participants according to the demographical characteristics

Gender	(%)	Frequency
Female	%41.1	212
Male	%58.9	304
Education Level	(%)	Frequency
Elementary School	%24.4	126
High School	%34.9	180
University	%40.7	210
Job Position	(%)	Frequency
Manager	%18.2	94
Personnel	%81.8	422

According to Table 1, in the evaluation of the gender distribution, it was determined that 41.1% of the participants were females while 58.9% were males. According to the education levels of the participants, it was detected that 24.4% of them were graduates of elementary school while 34.9% of the participants were graduates of high school, followed by 40.7% of participants with university education. Additionally, in the distribution of the participants according to the job position, it was observed that 18.2% of the participants were in a managerial position while 81.8% of them were personnel without managerial responsibilities. According to Table 1, it was concluded that males participated more in terms of gender while individuals with university education were more in terms of the education level as well as more individuals who work as non-managerial personnel in terms of the job position.

Table 2. frequency distribution of the participants in terms of the organizational culture

Types of Cultures	(%)Percentage	Frequency
Clan Culture	%34.9	180
Adhocracy Culture	%18.0	93
Market Culture	%21.1	109
Hierarchy Culture	%26.0	134
Total	%100	516

In Table 2, the frequency distribution of the participants who differ in terms of the organizational culture was presented. According to Table 2, when the distribution of the participants according to the adopted cultures was evaluated, it was determined that 34.9% were of clan culture while 18% of them were of adhocracy culture followed by 21.1% with market culture and 26% with hierarchy culture.

Within the framework of the study, answers for the question, “What are the levels of importance (rankings) of motivational tools of employees who differ in terms of the cultural variables?”, was sought. In the evaluation of the mean scores (X) received for the tools affecting the motivation of the study group, which differ in terms of the cultural variables, it

was observed that ranking differences existed between the participants. In Table 4, the motivational tool ranking that differs according to cultural variables was presented.

Table 3. Motivational tool ranking according to the cultural variables

Motivational Tools	Clan Culture	Adhocracy Culture	Market Culture	Hierarchy Culture
Increases in my salary	4	3	1	1
Receiving monetary rewards for my successes	9	5	4	4
Providing employment security by the business I work for	11	4	6	14
Implementation of premiums by the business I work for	13	6	12	7
Profit sharing of the business I work for	12	2	9	11
Feeling of independence while working in the business	14	8	13	10
Personal relationships with my colleagues	8	13	10	13
Appreciation by my superiors and colleagues	3	11	8	5
Being respected in the workplace and the feeling of self-worth	1	7	3	2
Evaluation and implementation of my suggestions	6	9	11	6
Holding various events by the business	17	16	17	15
Have a say in a set of decisions in the workplace	10	15	14	12
Granting of authorizations suitable for my qualities	7	12	5	9
The concurrence of the business's aims and my aims	18	17	15	17
Providing professional education for my profession	15	14	16	18
Giving changes of promotion and advancing	2	1	2	3
The existence of an effective system of communication in the business	5	10	7	8
Improvement of physical working conditions in the business.	16	18	18	16

According to the data obtained from this table, it was determined that the participants of the clan culture, who are from the groups that differ in terms of the cultural variables, were most affected from the following motivational tools, in the order of importance: "Being respected in the workplace and feeling of self-worth", "Giving changes of promotion and advancing" and "Appreciation by my superiors and colleagues". It was also observed that adhocracy culture employees were most affected from the motivational tools defined in the order of importance as "Giving changes of promotion and advancing in the workplace", "Profit sharing by the business" and "Increases in the salary". As for the market culture employees, the tools that affected their motivation the most, in the order of importance, were "Increases in the salary", "Giving changes of promotion and advancing" and "Being respected in the workplace and feeling of self-worth". For the hierarchy culture employees, the tools that affected their motivation the most, in the order of importance, were

“Increases in the salary”, “Being respected in the workplace and feeling of self-worth” and “Receiving monetary rewards”.

Within the scope of the study, One-Way Variance Analysis (ANOVA) was conducted in order to determine whether a difference existed between the importance given to the motivational tools and the participants, who differ in terms of the organizational culture.

Table 4: ANOVA test of the participants who differ in terms of the cultural variables

Motivational Tool	Culture	Mean(X)	SS	F	Sig.(p)	Difference
M1	Clan ^a	5,8833	1,149	2,959	0,032*	a-b
	Adhocracy	6,0108	1,322			
	Market	6,0734	1,127			
	Hierarchy ^b	6,2687	1,004			
M2	Clan ^a	5,6389	1,213	3,101	0,026*	a-b
	Adhocracy	5,9032	1,161			
	Market	5,9083	1,213			
	Hierarchy ^b	6,0149	0,980			
M4	Clan ^a	5,5222	1,309	3,661	0,012*	a-b
	Adhocracy	5,8925	1,263			
	Market	5,6697	1,312			
	Hierarchy ^b	5,9403	0,994			
M5	Clan ^a	5,5389	1,243	3,728	0,011*	a-b
	Adhocracy	6,0323	1,201			
	Market	5,8624	1,272			
	Hierarchy	5,8134	1,233			

According to the analysis, it was concluded that several significant differences existed regarding the motivational tools of the participants, who differ in terms of the cultural variables. In this sense, it was observed that commonly used motivation tools for employees, increase in salary, monetary rewards and premium implementation, motivated the hierarchy culture employees significantly more, compared to the clan culture employees. Additionally, profit sharing by the business, one of the motivational tools, motivated the adhocracy culture employees more at a significant level, compared to clan culture employees. According to this result, it was concluded that economic motivational factors motivated the clan culture employees less compared to other culture employees.

Conclusion

One of the notable problems faced in the motivation process is the suitability of the implemented motivational technique for the employees. Motivation is a personal experience. An event or a circumstance that motivates an employee may not motivate another employee. The important thing in terms of the motivation is an employee’s work in a suitable environment and his/her practicing of a meaningful and valuable job. Culture not only affects the employees’ understandings of time and place but also their understanding of

authority and working behaviors. Motivating tools may vary depending on the effects of culture and social environment. A motivational tool may lose or gain its motivational power in different cultural environments. Thus, the desires and wishes of an individual that does not contradict with his/her social environment should be fulfilled. In this regard, the effect of culture on behavior is complex and unignorably significant.

Within the framework of the study, the answer to the question, “What are the levels of importance (rankings) of motivational tools of employees who differ in terms of the cultural variables?”, was sought. It was determined that ranking differences existed in motivational tools according to the order of importance as well as significant differences in motivational tools of the participants, who differ in terms of the cultural variables. Especially, according to the analysis, it was concluded that significant differences existed regarding the economic motivational tools of among the participants, who differ in terms of the cultural variables.

The notable point here is the fact that businesses should be aware of their own unique types of cultures, and emphasize the motivational tool that would motivate their employees according to this type of culture rather than common motivational tools. It is believed that in this study conducted in this sense will contribute to the understanding of the behaviors of employees, to directing the behaviors towards organizational aims both in accommodation establishments and similar businesses and to this field of study.

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