

# The Effect of Job Security on the Perception of External Motivational Tools: A Study in Hotel Businesses

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## **ABSTRACT**

*Hotel guests' satisfaction with service and product depends largely on employees' doing their job willingly and readily because of the direct relationship between employee motivation and quality of products. Therefore some internal or external means of interference are needed throughout management processes in order to motivate employees. In this study external motivation levels of employees working in hotel businesses and as an independent variable, job security factor's effect on the perception of external motivational tools are investigated. Population of the study consists of hotel employees working in 4 and 5 star hotels in Turkey. A sample of 24 hotels was chosen from cities with dense tourism activities. The study was conducted in the months of July and August of 2009 and 414 employees participated in the survey. Regression Analysis Methods are used in analyzing the data. The results of the study have shown that there is a meaningful relationship between job security and external motivational tools and existence of job security is effective on the perception levels of all other external motivational tools. Based on the analysis results obtained it has been concluded that job security is most effective on factor variables related to 'Hierarchical Structure' among other external motivational tools.*

**Key words:** Job Security, External Motivational Tools, Hotel Organization

**Jel Codes:** M12, J63

## **Introduction**

In today's world, targets of organizations can be reached only if the employees brought together for a certain purpose do their job willingly and voluntarily. Unless a process which retains employees from doing their job or makes them unwilling for their job occurs, organizational targets can be reached without a deviation. On the other hand, it is not right to expect the employees to realize the same job performance like a programmed machine all the time. Since individuals are social beings, their needs and expectations change in course of time and when these expectations are not met, negative attitudes can also be reflected in their job performance. Therefore organizations need some internal and external means of interference in order to change the attitudes of the employees according to their targets. Determining the right means requires analyzing employees well and identifying the primary needs correctly. Because there is a direct relationship between the effect of selected tools of motivation and employee expectations, and only a correctly selected means of motivation can satisfy employees, and eventually satisfied employees willing to do their jobs will use their talents in their workplaces, which will pave the way for realizing organizational targets.

This study, which has been done on the employees of 4 and 5-star hotels in Turkey, aims at measuring the effect of job security on the perception levels of external motivational tools effective on the job motivation of employees. It is out of the question that employees' anxiety of losing their jobs will increase at the times of economic instability business world encounters. In this kind of a situation, it is thought that job security is one of the most effective factors on job motivation due to its eliminating employee's future anxiety. Job motivation and job security are issues both of which are related to working. This suggests that there is a meaningful relationship between employees' perception level of job security and effectiveness of other motivational tools on the employee. This study analyzes validity of this hypothesis by considering a certain number of external factors of motivation involved in the research.

## **Relationship between Job Security and Motivation**

Today unemployment is an important problem almost every country suffers from. Although the reasons may show variety, job security seems to be in decrease in

every part of the world. The most prominent reasons for decreasing job security can be cited as technology, internationalization of capital, demographic change and government policies (Smith, 1999, p. 196-198). From this aspect, today's business world is experiencing a difficult period in terms of both employees and employers. Job security, which is crucial for an employee in terms of keeping his or her job or finding a new job, is also important for the employers since it enables them to keep their employees or find new ones.

Therefore, employers should be sensitive about the motivation of their employees under any circumstances for the interest of their organizations (Çeltek, 2004, p. 8). Because employees are not machines running on physical power but social beings thinking, feeling and being affected by their environment. For this reason, trying to understand employees can make them feel valued and inspire them to work harder on the quality of their work.

Factors motivating employees can occur in various forms. In fact, job security is one of the most influential means of motivating employees particularly in times of economic downturn. Employees' belief that they will not lose their jobs or they will be employed in the same organization as long as they want is a significant reason for motivation. Therefore, job security is one of the most significant variables of employee satisfaction which expresses the general attitude of the employee towards his/her job (Bakan and Büyükbeşe, 2004, p. 35).

Job security plays an important role in both social and working life because it helps individuals do not worry about their future, contributes to maintaining labor peace, increasing organizations' productivity and protecting social balance and values. For this very reason, in order not to cause employee's prestige loss in society, employees should not be dismissed from the organizations without reasonable grounds, because job security has political and social dimensions. Therefore, if in a country employees are dismissed without showing a reason, it is difficult to talk about social order, peace and stability (Güzel, 2001, p. 19; Taşkent, 1992, p. 38).

Today, job security is perceived as an indispensable right of an employee which guarantees that the employee and his/her family will not be deprived of their income and maintains an honorable life<sup>1</sup>. Thus, employees consider the condition of job security just at the beginning of their careers so as to feel confident about the future. They oppose governments' privatization policies in order not to lose this warranty or prefer to work in public sector though they may earn less as compared to those working in the private sector due to public sector's offering job security.

Technological progress provides labor saving, which results in technological unemployment. On the other hand, it is difficult to state that technological unemployment is influential on hotel staff. Because product has a labor-intensive character and labor substitution by technology is limited. For this reason, the most important capital of hotel organizations is the human factor. In fact, this character of the sector suggests that lodging industry is one of those sectors which provide the most job security. Nevertheless, the limitations such as job security of the hotel employees being dependent on the occupancy rate of the hotels, seasonal character of the employment in this sector, high unemployment rates in the country or the flexibility of touristic demand unfortunately prevents individuals working in this sector from feeling confident about the future. Besides, employee turnover in the sector validates the rightness of the employees' worries about the future. On the other hand, when job security is perceived negatively, employees cannot be expected to transfer their knowledge and experience into their work. For this reason, even if hotel organizations adopt the thesis that job security leads employees to laziness, they should provide lifelong job security to their employees and adopt management policies which offer promotions in order to motivate them.

### **External Motivational Tools**

Motivation, being an administrative process, tries to find correct tools of motivation which can change employees' behaviors to bring them in line with the organization's targets. A number of internal and external factors are needed in order to motivate employees during the motivation processes. External factors are most of the time determined depending on organization's policies and external factors. According to Herzberg's Two Factor Theory, external motivation methods do not motivate employees but provide employees with conditions appropriate for being motivated (Brislin et al., 2005, p. 89). On the other hand, Murphy & Alexander (2000, p. 28) state that when motivated by external motivational tools, employees act with the aim of obtaining some privileged results. For example, if employees do their jobs in order to obtain a result like wage, job security or promotion, this means that they are influenced by external motivational tools.

Numerous theoretical and applied researches done with the purpose of measuring the effect of motivational tools on employees offer different solutions to problems related to this issue.

The first of researches on motivation was done in 1946 (Hersey and Blanchard, 1969, p. 35). This research, including employees of the industrial sector, was conducted by New York Institute of Labor Relations and published as a report in 'Foreman Facts'. Employees were asked to put 10 motivational tools in order which they considered as 'a job reward' and the results were as shown in Table 1 below.

Table 1. Universally Accepted Main Motivational Tools

1	To be appreciated for a good job
2	To be perceived as an important (useful) person
3	Positive approach to personal problems
4	Job security
5	Fair wage
6	Interesting (attractive) job
7	Promotion possibility
8	Personal or organizational commitment
9	Good working conditions (work safety)
10	Discipline in the workplace

Source: (Wiley, 1997:14)

The research results show that 'being appreciated for a good job' takes the first place in the list, whereas 'discipline' is at the bottom of it. Long-term researches done by Kovach (1987) also contributed a lot to management science in terms of motivation. In all his researches Kovach asked participants to put in order the 10 motivational tools in Table 1, which first appeared in 1946 and were universally accepted, according to their priorities (Wiley, 1997, pp. 5-6). These motivational tools provided basis for later researches, too. But most of the time they were reshaped according to field of study and personal preferences. For the current study also the motivational tools seen in Table 1 were used while external motivational factors were being formed. External factors used in this research as study variables are briefly explained below.

**Wage:** It is a fixed amount of money paid by the business organization to the employee in return for work performed for a month. On the other hand Adams's Equity Theory defines wage as an output which should be in a fair balance with employee's inputs like labor, effort, education, experience and so on (Leung et al., 1996, p. 948). For the employees, the amount of production is an important fac-

tor effecting motivation. According to Taylor, it is enough to pay more in order to motivate employees to work more efficiently (İncir, 2002, p. 73). According to an employee survey conducted in USA, 95% of employees see monetary (cash) rewards as favorable and perceive them as an important tool of motivation (Nelson, 1999, p. 59). Kovach, known as one the leading figures of studies on the perception of motivational tools, (1995) aimed at measuring private sector employees' levels of perception of factors that motivate. He found out that employees working at managerial positions put pay rise at the top of the list of motivational factors, whereas other employees ordered it as the fifth priority. In a contemporary research, Pfeffer also concluded that par rise is the most important external motivational tool that motivates employees to work more efficiently (1995:7).

The first research aiming at understanding employee expectations and the effect of motivational tools was done on 12 hotel employees in USA and Canada in 1946. Later on, a lot of researchers, particularly the one Kovach did, researches investigating which motivational tools were considered as most effective by the employees. The results of all these researches show that the best tools to motivate hotel employees are:

1. Fair wage
2. Job security
3. Promotion and Advancement Opportunity (Simons & Enz, 1995, p. 24).

The results of the research on managers by Hanks also show that high wage expectation is at the top of the list (1999: 114). The common point of the studies on this subject is the conclusion that wage motivates. Researches done in Turkey support these results as well. For example results of the researches by Öktem (1991), Ay (1995), Ölçer (2005) and Birdir (2001) show that a fair wage is an important tool of motivation. The research conducted by A&G Research Company on nearly 3000 employees showed that employees listed high wage as the best motivational tool with a rate of 82.2% (Ölçer, 2005, p. 6). In Birdir's study on hotel employees throughout Turkey wage factor took the first place as well (Abay, 2004, p. 94). On the other hand employees' earning much does not mean that they will be motivated to work harder. Because, even if the policy of equal pay for equal work is applied within the organization, this time employees can compare their wages with other people doing the same job in other organizations and find a reason to lower their motivations. Therefore, in order to keep their employees, organizations should be loyal to the principle of equality by establishing a fair wage system (Lam et al., 2002, p. 1).

**Status or Promotion:** Status is the place of the individual in an organization or a group when compared to others within the hierarchy. Being an abstract concept, status is characterized with esteem and respect shown by other people (Huberman and Onculer, 2004:103). Whatever the position is being appreciated for a good job, or being accepted as a qualified employee and being respected for his/her knowledge, status is a cause of motivation for every employee. On the other hand, promotion is the advancement of an employee to a higher rank with more responsibilities. Having a fair promotion policy in the organization is an important factor increasing motivation. Because in a working place promotion means rewarding success. A promoted employee obtains both a higher status and a higher wage. A promotion obtained due to knowledge and skill can help individuals improve their other talents; On the other hand, if a promotion is not deserved, it can cause anxiety and stress about increasing responsibilities. In this study, variables believed to measure the factor of 'status and promotion' are grouped under this factor.

**Hierarchical Structure:** There is an important relationship between employee motivation and organizational structure. For example, employees' ability to reach top management without an agent and the awareness that top management is accessible to all employees strengthens the commitment to the organization. On the contrary, when a strict normative or hierarchical ladder makes top management inaccessible, this situation affects employees in an undesired way (Pfeffer, 1994, p. 145).

**Employee Relations:** Good employee relations are an important factor in overcoming negativity in the workplace. Superior-subordinate relationships and relationships between members of the organization and customers are effective on the job motivations of employees. Employees pleased with warm and sincere treatment from the superiors would carry out the orders more voluntarily. For this reason, managements should play a constructive role in creating a harmonious atmosphere. They can create such an atmosphere by arranging events like tea breaks, birthday or wedding anniversary parties and trips (Erdoğan, 1996, pp. 301-302; Sabuncuoğlu and Tüz, 1998, p. 149).

**Job Safety:** In terms of physical working conditions, working atmosphere and social rights, a safe environment should be supplied. Particularly in organizations related to production, the purpose of the safety regulations is to minimize work accidents. Physical, biological and chemical risks in the workplace, work speed, working hours, employee empowerment, communication networks, job definitions, information sharing and technological facilities are all important elements determining working conditions of a workplace (Pailhe, 2002, p. 96). Having a secure job and being

protected against income loss, physical dangers, crime and risky duties are parts of employee's safety need. And within the concept of job safety, job security which guarantees the continuity of employment is also an important safety expectation. The assurance that they will work at the same job for long years eliminates questions and worries about future, which is perceived as a part of job safety (Telman and Ünsal, 2004, p. 47). Fear of being dismissed from the organization is an element of oppression for the employee. The behavioral change caused by this fear is felt more obviously particularly in economies with limited employment opportunities. For example results of the research by Probst & Brubaker (2001) show that motivation of employees lowers when they perceive job security negatively, their attitudes change towards not obeying the rules and this leads to an increase in job accidents.

**Profit Participation:** It is a motivational tool which rewards the employee with a certain percentage of profit. Organizations deliver a part of their untaxed profits to employees on a basis of percentage proportional with base pay. Another mode of administration is business partnership provided by equity participation. The purpose of organizations' preference for motivating employees this way is to gather them around a common cause and create commitment to organizational targets. Since another purpose of this system, in which employees working harder earn more, is to increase the income of the employee, it is out of question (look above) that any practice providing employees with higher wages will affect the motivation of the employee positively. Profit participation is a very important argument to use particularly in case of tourism employees who have very long working hours and most of the time cannot use even their weekly leave days during high seasons. Because Şenol's study on hotel employees in Turkey (2010, p. 264) showed that employees believe although they work too much, it doesn't lead to an increase in their wages. In the same study income rise is seen as one of the most important motivational factors for hotel employees although in some subcategories (age, job experience, education level and field, department etc.) its grading may differ. Therefore, a practice like profit participation will both increase employee commitment and effect their motivation.

**Organizational Culture and Climate:** Organizational culture is a system of values, beliefs and habits which shapes behavioral norms designed to realize the same goals and activates mutual perception between members of the organization (Mandy & Noe, 1987, p. 132). From this aspect, organizational culture is shaped by the organizational experiences of the employees (Telman and Ünsal, 2004, pp. 49-51). Another important factor affecting job motivation is organizational climate which is closely related to organizational culture. Organizational climate is the atmosphere resulting



from employees' expectations about their employment in the organization and their perception of how much these expectations are met (Schwartz & Davis, 1981, p. 15). Organizational climate is also perceived as a tie between members of the organization because behaviors of the individual change in parallel with organization's demands. Since employees' coworkers, superiors (supervisors) and their own individual characteristics are effective in the perception of climate, the concept of organizational climate is also seen as the psychological atmosphere of the organization. Therefore, organizational climate is related to motivation (Efil, 1993, pp. 109-110). These two concepts were discussed under the same factor, regarding the possibility that they may be considered as the same, and variables measuring the factor were formed accordingly.

**Talent:** Talent can bring different points of view to problems. People like their thoughts' being accepted or their thoughts' being realized. If employees in an organization can express their thoughts and suggestions freely and see that they are taken seriously and even realized, this means there is a good communicational process in this environment (Ünlüönen and Atınc, 2007:14). For this reason, managements should encourage employees to use self initiative and show that they trust them (İncir, 1985, p. 74). For example, regarding the suggestions of employees to problems or these suggestions being discussed in the meetings would honor them. Besides, rewarding these kinds of behaviors with pay increase or promotion would increase employees' commitment to the organization and their motivations.

**Image-Attractive Job:** Employees with high pay expectations are more willing to work at full capacity (Filiz, 2002, p. 94). Their identification with the organization and behaving in a manner consistent with the organizational goals are directly proportional to their organization's reputation in the outside world. The researches have indicated that employees working for a well-known organization with a positive public image are proud of this and more inclined to take the ownership of their organizations (Smitis et al., 2001:1051). Therefore, by building credibility with suppliers, customers and shareholders in order to have a good image, organizations also increase the motivation of their employees. In this respect, it is more attractive for an employee to work for a hotel chain despite a lower salary.

Finally, since factors motivating employees differ from each other, motivational tools also show variety. On the other hand, although theories aiming at categorizing motivational tools appear under different titles, in fact they adhere to the ideas of making the job more attractive and meeting the needs of the employee. So the important thing is to determine which motivational tool to use for which employee.

When considering the effect of motivational tools, it is also necessary to keep in mind that in addition to organization's attitude, employee's him/herself is the most essential source of motivation. Because it is difficult to understand expectations of an employee who does not express his/her purposes clearly, it is hard determine the most effective motivational tool to motivate him/her.

### **Researches on Job Security and Motivation**

The concept of job security has emerged with the aim of assuring continuity of employment and preventing arbitrary terminations. Employees' confidence in future and their not being deprived of earning a livelihood are among the most essential rights of them (Koç, 2005, p. 20; Ulucan, 1982, p. 184). One of the main purposes of modern labor law is also to secure these rights of employees and prevent them from losing their job without a valid reason (Süzek, 2006, p. 430). In this respect, job security provides social benefits and it also functions as an important motivational tool enhancing employees' positive feelings towards their jobs.

All around the world, job security is protected by labor laws. On the other hand, due to some constraints like weaknesses in enforcement of laws, employer pressure on the governments or distinctive structure of some businesses, it is difficult to maintain job security in the real sense. Particularly, in tourism sector, implementation of job security laws is quite problematic because some hotels are seasonal and the ones open all year round tend to employ temporary staff. For this reason, in this branch of business psychological security provided by employers is more effective on overcoming employee's work anxiety than job security enforced by laws. Therefore, dimension of relationship between employee and management in hotels becomes more important in the positive or negative perception of job security. This aspect of the sector has always attracted the attention of the researchers and various studies have investigated the subject.

An environment of economic uncertainty leaves employees more defenseless because in such an atmosphere, organizations tend to protect themselves or resist protective regulations, which increases employees' work stress and affects their psychology deeply. (Önder and Wasti, 2002, p. 639). A study done in the USA showed that fear of being fired can affect employees' psychological and physical health seriously. Results of the national survey conducted by University of Michigan Institute for Social Research with more than 1000 male and female employees under the age of

60, who were interviewed twice, three years apart, revealed that 25% of employees worry about losing their jobs. <sup>2</sup>

Although it is commonly believed that the best reward is pay rise, as a motivational tool, it is a costly reward for organizations and there is no guarantee that it will have a long-lasting effect. For this reason, organizations can make use of job security as a motivational tool which is symbolically cost-efficient and has a huge effect on employee motivation. Thus, researches on this subject (ŞenoL, 2010; Poyraz and Kama, 2008; Özyaman, 2007, p. 13) suggest that job security provides employee with high motivation and it also affects other motivation levels. For example in Şenol's research (Şenol, 2010, pp. 246-264) job security was rated as one of the three most important motivational tools in all subcategories. Poyraz and Kama's study on hotel staff also showed that job security functions as an important motivational tool since it changes negative work behaviors and the thought of leaving the job (2008:2).

It is only natural for employees to fear job loss and to have a job or not and it means different things to different people (Özyaman, 2007, p. 13). For this reason it is difficult to estimate the impact of job loss on the employee. Researches investigating effects of job loss and having a job indicate that employee behaviors start going bad as soon as they start worrying about job loss (Domenighett, 2000; Özyaman, 2007). For example according to a research by Cambridge University, when job security is perceived as low employees' health complaints are five times as much as when it is perceived as high (Worklife Report, 1999). Therefore, considering possible effects of job loss fear, it is concluded that job security is crucial for organizations and there is an important relationship and an interaction between job security and motivational tools. Therefore in this study, as distinct from above mentioned researches on the relationship between job security and motivation, job security has been considered as an independent variable with the purpose of understanding whether it changes employees' perception levels of motivational tools, or in other words, whether it is effective on motivational tools' strength of effect or not. The results obtained are described below.

## **Field Study**

### *The Importance and Aim of the Study*

Due to demand elasticity hotels, a sub sector of tourism, are easily affected by outside factors (i.e. weather conditions, counter propaganda, political tension and polemics

and terror). Therefore maintaining continuity of hotels is dependent on the continuity of tourism demand.

One third of hotel income goes to employee wages (Usal and Kurgun, 2003, p. 13). Therefore as demand shrinks, it is a common practice for hotel managements to dismiss employees with the aim of reducing expenses. Researches done in Turkey (Birdir, 2001; Abay, 2004; Bakan and Büyükbeşe, 2004; Ölçer, 2005; Ertan, 2008; Şenol, 2010) show that employee turnover in hotel sector is higher than other sectors, which is a valid reason for the employees' feeling anxiety about future of their jobs. Therefore, hotels need to accomplish an effective motivational process in order to keep their employees, the most important capital of them, and change employee behaviors toward organizational goals.

There is also a relationship between high employee motivation and customer satisfaction. This relationship between the quality of product offered and guest satisfaction is more apparent particularly in departments where a direct contact with guests is necessary (i.e. service, front desk). Therefore any study on hotel employees, who are considerably effective on guests' staying at a hotel or visiting a country for the first time, has a particular importance.

There is no doubt that in times of economic crisis employees are more concerned about job loss. For this reason it is expected that findings of this study will contribute to literature by being effective on determining motivational tools necessary to manage this difficult situation in which employees suffer from low motivation.

This study is different from other researches on motivation as it aims at investigating if there is a relationship between levels of employee confidence in the future and levels of motivation, and if there is such a relationship, determining its direction and measuring its significance level. It is expected that findings obtained will explain how important the perception of job security is in terms of employee motivation. Because it is believed that external motivational tools like pay rise, good relationships, image or promotion will not affect an employee's anxious about losing his/her job in the same way as it affects the one who is much more positive about job security.

Researches on hotel employees generally focus on job security's degree of priority among other motivational tools. On the other hand this research differentiates from similar researches in that it does not analyze the place of job security among motivational tools believed to meet expectations, but its relationship with external

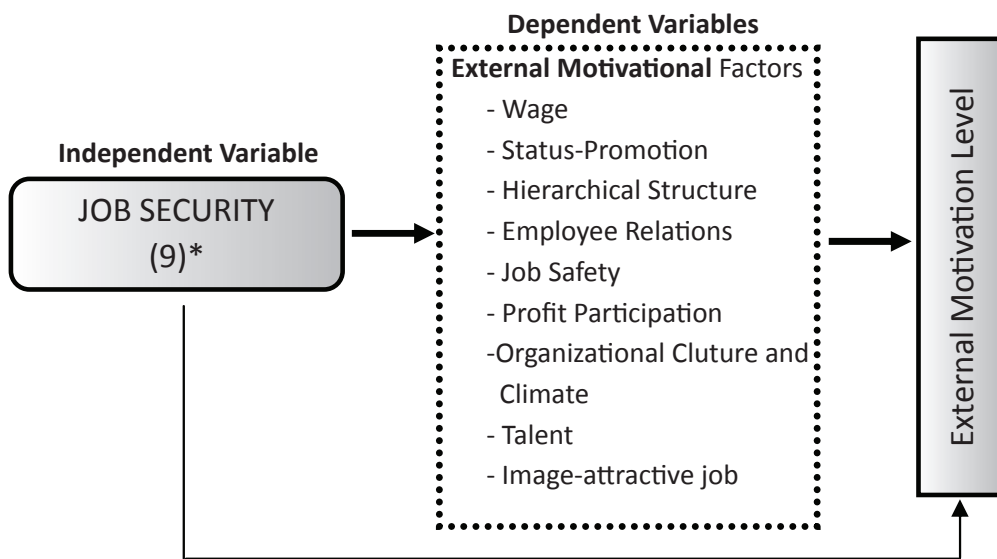
motivational tools included in the research as independent variables.

Turkish employees' future anxiety level is rising justifiably on the grounds that effects of 2008 global economic crisis are still felt in tourism, demand for tourism is elastic and employee turnover in hotels is high in Turkey. Analyzing dimension of the relationship between job security and motivational tools with the aim of reducing this anxiety seems to be distinct from other studies.

### Research Model

Considering the fact that developed models would increase visual of the abstract concepts used in the research, following model shown in Figure 1 was developed in the light of the research hypothesis.

Figure 1. Research Model



\*Variable number measuring job security in the questionnaire

According to the model, job security is independent variable, external motivational tools are dependent variables.

### *Research Hypotheses*

In accordance with the purpose of the study, main hypotheses to be validated are set as below;

H0: There is no meaningful relationship between job security and external motivational factors.

H1: There is a meaningful relationship between job security and external motivational factors.

H2: Existence of job security increases effectiveness of external motivational tools.

If H1 is accepted, the following results are expected to be obtained by further analysis;

- Employees' external motivation level,
- Direction of the relationship between job security and effect of external motivational tools,
- Motivational factors on which job security is the most influential.

### *Research Population and Sample Selection*

Population of this study consists of employees working for 4 and 5 star accommodation businesses (i.e. hotel, springs resort, holiday resort). Questionnaire includes paid managers and employees working in all departments of starred hotels, excluding owners of them. Names of the mentioned businesses, thought to represent the whole of the population sufficiently, remaining hidden, the situation related to delivered questionnaire forms is shown in Table 2.

Table 2. Businesses Questionnaires Delivered and Distribution of the Forms Collected

Business Type	City	Number of Businesses	Number of Respondents	Percentage of Distribution
5* Hotel	Adana, Ankara, Antalya Aydın, Bursa, İstanbul, İzmir, Muğla	9	150	%36
4*Hotel	Ankara, Balıkesir, Bolu, İstanbul, Rize, Sakarya	8	128	%31
5*Holiday Resort	Aydın, İzmir	2	47	%12
4* Holiday Resort	Antalya	1	25	%6
5* Springs Hotel	Bursa, İzmir	3	51	%12
4* Springs Hotel	Balıkesir	1	13	%3
TOTAL		24	414	100

Accommodation businesses are chosen from regions in Turkey where tourists' accommodate densely based on the data provided by the Ministry of Tourism so as to represent the whole of the population. Questionnaire forms were sent by e-mail to the managers of accommodation businesses following a face to face or telephone conversation with them. In order to assure the participation of employees from all departments, questionnaire delivery was made within superior managers' knowledge.

An important point to be considered during researches is determining the number of sample representing population. Number of sample of this study was found by calculations based on population. When determining number of sample, Sekaran's (1992, p. 253) table 'Acceptable Sample Sizes for Specific Populations' was used. According to this, total number of employees working for 4 and 5 star businesses in Turkey is 200.000\*<sup>1</sup> ([www.turizm.gov.tr](http://www.turizm.gov.tr)). When error rate is accepted 5%, sufficient number of questionnaires for this study must be 383 according to both of the tables. Since number of employees participating in this study is 414, sufficient number of sample was obtained.

\*According to official statistics there are 105.489 rooms in 4 star hotels and 147.167 rooms in 5 star hotels by 2008 year-end. Therefore total number of rooms being 252.656, necessary number of employees per room is 1/2 in 4 star hotels and 1/1 in 5 star hotels.

When constituting job security perception scale used in the study, 'Job Security Index', validity and reliability analyses of which done by Önder and Wasti (2002) in Turkey was used.

In determining motivation variables used for measurement of job security, motivation scales developed by Mottaz (1985) and Lindner (1998) were used. When adapting survey questions about motivational tools to hotel employees, Minnesota Satisfaction Questionnaire, Porter's Need Satisfaction Questionnaire and expressions related to motivation used by Keenan (1996) and Kovach (1984-1987) in their study. Variables used in relation with motivation were also used in previous similar studies done in Turkey [Birdir, (2001), Ünlüönen, (2007), Taşpınar, (2006), Toker, (2008), Batman vd., (2007), Ertan, (2009), Şenol, (2010)]. As in the similar study Cronbach's Alpha reliability test is also used in this study. According to Kalaycı (2009; p. 405) if reliability coefficient is between ( $\alpha$ )  $0,60 \leq \alpha < 0,80$ , scale is quite reliable. Reliability of "job security" scale is determined as 0,709 and reliability coefficient is 0,939 for this study.

## **Findings of the Study**

In the analyses investigating different aspects of job security's relation with variables measuring external motivation, how dependent variables (external motivational tools) believed to be affected by independent variable (job security) change employee motivation is being observed. Regression analyses were used in order to reveal the relationships between scales taking place in the questionnaire forms. According to Likert scale used in the questionnaire, distribution of answers about job security is in the range of 1.5 and 4.5. Therefore it can be accepted that data related to job security displays an approximately normal distribution.

When the number of variables used in the research questionnaires is too high, in order to decrease the number of variables and explain them with fewer factors, researchers usually refer to factor analyses or determine the factors themselves. For this study the latter option was preferred. It was thought that handling nine external motivational tools explained in the theory part of the study as also factor groups would provide research integrity. So variables taking place in the questionnaire form with the aim of measuring external motivation and shown in Appendix



1. are grouped under related factor and mean values were constituted after reliability tests were performed. Data obtained in relation to the factors are shown in Table 3.

Table 3. Reliability Values of Scales Used and Perception Levels of the Factors

EXTERNAL MOTIVATIONAL FACTORS	Number of Variables Measuring Each Factor	ALPHA	$\bar{X}$ *	SS*
Wage	5	0.727	3.315	0.836
Status and Promotion	5	0.811	3.707	0.829
Hierarchical Structure	6	0.790	3.731	0.742
Relationships between Employees	7	0.699	3.827	0.651
Job Safety	5	0.791	3.969	0.780
Profit Participation	5	0.673	3.308	0.855
Organizational Culture and Climate	8	0.771	3.777	0.692
Talent	4	0.668	3.468	0.825
Image-Attractive Job	7	0.797	3.881	0.714
General Average	-	-	<b>3,665</b>	0.769
<b>External Motivation Scale</b>	40	<b>0.935</b>	-	-
<b>Job Security Scale</b>	9	<b>0.709</b>	-	-

4,21 – 5,00 Very High ; 3,41 – 4,20 High; 2,61 – 3,40 Medium; 1,81 – 2,60 Low; 1,00 – 1,80 Very Low (Yemane, 2001; Ertan, 2009)

\* $\bar{X}$  =Mean; SS=Standard Deviation

Alpha values in Table 3. are in the range of 0.66 and 0.96, validity value of the questionnaire form is at a sufficient level and no factor was excluded from evaluation in the analyses. Some of the variables used to measure factors were used in more than one factor groups. From Table 3. we can also see that employees’ external motivation is not very high with an average level of 3.665. When motivation levels of employees are considered for each factor, the answers given to questions of measuring job safety reveal that employee opinions about hotel employees’ life safety, physical conditions of work environment, sufficient equipment to do their jobs, proper architectural design enabling service flow, safety of places to stay provided by the hotel, occupational hazard, social rights and future of their employment are at more positive levels.

In the study, “Image and attractive job” factor was ranked as number two, that is perceived closest to number one factor, which also shows that hotel employees love their jobs and believe that they are doing an important job. From the answers given

to variable measuring the same factor, it also appears that employees benefit from educational opportunities offered by the workplace; they expect to earn more in the future, they are pleased with their hotels' image in the outside world and would be happy when guests leave the hotel satisfied with the service.

Hotel managers' having good relationships with their subordinates causes a positive atmosphere among employees. Thus answers to variables measuring the factor of "Relationships between employees" show that there is a good communication between hotel departments; and employees are pleased with friendly relationships with managers and co-workers, also with cooperation and positive dialogue between them. It is particularly observed that employees give importance to celebrating their birthdays at workplace and managers' allowing them to exchange shifts among themselves.

These findings of the study support findings of Orpen's (1997) study results of which showed that "quality communication between employees and good relationships particularly with managers have a positive impact on employee motivation" (Chiu 2004, p. 34).

Answers to questions measuring the factor of "Organizational Culture and Climate" also indicate that there is a good relationship between superiors-subordinates and among coworkers; employees can share some of their problems and managers and coworkers help them with the solution of these problems. On the other hand, as it is explained before, these results represent only the average. An average level of 3.77 obtained for "Organizational Culture and Climate" does not mean that motivation levels of all the participants are at the same level.

With the questions related to the factor of "Hierarchical Structure", ranked as number five in terms of perception of external motivation, it was aimed to investigate whether hotel management is helpful or accessible to employees. It can be concluded from the answers that there is a good communication between management and employees.

One of the reasons for being a part of an organization and enduring current situation is the expectation of gaining status in the organization or being promoted. Answers given to questions related to this factor reveal the fact that employees rank these statements in the sixth order: Employers evaluate their performance rightfully; they will be able to promote due to their success; and the ones who deserve will reach the top management. Therefore, this factor is not perceived at a good level. In other words, hotel employees believe that they don't have a high chance of being promoted. On the other hand this belief may show differences according to control variables like department, gender, age or status.

It appears that the factor of "Talent" is perceived at a low level in terms of perception levels. Results related to the factor of talent and suggestion, which is explained

as ability of bringing different point of views to problems, can be interpreted as employee performances are not evaluated sufficiently and their suggestions are not taken for granted. Whereas referring to employees' thoughts and their witnessing these suggestions' being evaluated are important in terms of motivation.

Considering the fact that a factor's positive impact increases in parallel with an increase in employees' external motivational perception level, based on the analysis results of the research, it can be stated that hotel employees are pleased neither with their wages nor management policies which they expect to provide extra income for them, and They are not positive about the future of their employment,either. When the obtained data evaluated, it appears that the most important motivational factors the necessity of which employees feel the most are "profit participation" and "wage". Therefore this result, also reached through the data in Appendix. 1, support the employee expectation expressed as "we can work hard, but this should be reflected in our wages". Particularly when the factor of "profit participation" is considered as parallel with income raise, it can be stated that the most important external motivational tool to motivate employees to perform better is "wage increase".

One of the purposes of the research is to investigate whether there is a relationship between job security and employees' external motivation. In order to validate this hypothesis, the relationship between job security and external motivational tools was analyzed through tests based on Pearson Correlation Analysis. The results obtained are shown in Table 4. below.

Table 4. Relationship between Job Security and External Motivational Tools (self assessment)

	Correlation Coefficient*
Wage	0.581*
Status and Promotion	0.614*
Hierarchical Structure	0.635*
Employee Relations	0.523*
Job Safety	0.501*
Profit Participation	0.562*
Organizational Culture and Climate	0.539*
Talent	0.556*
Image-attractive job	0.563*

Correlation Coefficients: **None**=0.00-0.09;**Low**=0.1-0.3;**Medium**=0.3-0.5;**High**=0.5-1.0

\* Correlation is significant at 1% level. Probability values showing correlation coefficients' level of significance ("Prob") are smaller than 1%. Therefore all correlation coefficients are significant statistically.

Since interpretations and explanations related to the perception of factors are made above, here we will only deal with statistical dimensions of this relationship.

When data in Table 4. is considered, reliability range being 99%, correlation coefficient is positive ( $r=0.581$ ) between hotel employees' perception of "job security" and "wage", and being closer to 1, it is in a range of high level value. This value is also significant at 1% level. Null hypothesis is defined as two reliable being independent of each other, whereas alternative hypothesis shows that these two reliable are not independent. As seen in Table 4. variable of perception of "job security" and variable of "wage" are not independent of each other. Because their coefficient values (0.581) are significant at 1% level. Therefore there is a relationship at a statistically meaningful level between these two variables. For this reason null hypothesis will be refused.

Data in the table also shows that there is a meaningful, positive and high level ( $r=0.614$ ) relationship between statistical job security and "Status and Promotion". This value is significant at 1% level. Findings indicate that variables of perception of "job security" and "status and promotion" are not independent of each other. Therefore there is a relationship at a statistically significant level between these two variables, and null hypothesis will be refused here, as well.

Again when relation of job security with each of the external factors included in the research is evaluated separately, it appears that;

- There is a significant positive and high ( $r=0.365$ ) correlation between job security and "Hierarchical Structure",
- There is a significant positive and high ( $r=0.523$ ) correlation between job security and "Employee Relations",
- There is a significant positive and high ( $r=0.501$ ) correlation between job security and "Job Safety",
- There is a significant positive and high ( $r=0.562$ ) correlation between job security and "Profit Participation",
- There is a significant positive and high ( $r=0.539$ ) correlation between job security and "Organizational Culture and Climate",
- There is a significant positive and high ( $r=0.556$ ) correlation between job security and "Talent",

- There is a significant positive and high ( $r=0.563$ ) correlation between job security and “Image-attractive job”.

Therefore due to the existence of a statistically significant correlation for all factors, null hypothesis ( $H_0$ ) was refused. Based on the data obtained, ( $H_1$ ) Hypothesis of the research which claims that “*There is a meaningful relationship between job security and external motivational factors*” was accepted.

Considering levels of correlation between job security and external motivational factors given in Table 4., it is seen that the most important relationship is with “Hierarchical Structure” due its value’s (0.365) being closest to 1. In fact there is an important relationship between employee motivation and organizational structure. Top management’s being accessible to all employees and their showing a democratic attitude to solution of problems not only affect motivation of employees but also play an important role in shaping employee opinions about future of their employment. The think which makes a hotel employment long-term is managers’ own initiatives (with the exception of employees owing their indispensability to their knowledge and equipment) rather than job security laws in the country. Particularly in hotels where employee turnover is high, future of the current employment is most of the time at the mercy of managers. For this reason, employers’ attitudes towards employees are extremely influential on employees’ positive or negative perception of job security.

In this study, dependent variables are measured on 5-point Likert scale. For this reason, average values of variables range from a minimum of 1 to a maximum of 5. Although independent variable in the regression equation seem to be in the range of values 1-5, an average of more than one variables in the questionnaire form measuring the same variable is used when constituting them. In other words dependent variables in the range of values 1-5 actually have tens of further different values. In accordance with the purpose of the study, regression analysis is used in order to measure the effect of job security, independent variable of the research, on external motivational tools through Pearson Correlation Analysis. Tests obtained for each of the models established are shown in Table 5.

Table 5. Job security and External Motivational Tools:  
Results of Regression Analysis

External Motivational Tools	Model 1	Model 2	Model 3	Model 4	Model 5
	Wage	Status-Promotion	Hierarchical Structure	Employee Relations	Job Safety
Job Security	0.838	0.843	0.801	0.573	0.677
t	12.324***	12.969***	13.810***	10.232***	8.792***
Fixed	0.460	0.835	1.019	1.827	1.686
t	1.811*	3.494***	4.674***	8.869***	5.958***
R-Squared	0.362	0.395	0.414	0.281	0.242
F	25.476	29.246	30.568	17.135	12.207
P	0.0001	0.0001	0.0001	0.0001	0.0001
External Motivational Tools	Model 6	Model 7	Model 8	Model 9	
	Profit Participation	Organizational Culture and Climate	Talent	Image-attractive job	
Job Security	0.832	0.593	0.767	0.661	
t	11.718***	11.189***	12.175***	12.018***	
Fixed	0.499	1.816	0.918	1.665	
t	1.897*	9.035***	3.825***	7.967***	
R-Squared	0.348	0.317	0.336	0.316	
F	24.009	22.875	25.386	23.181	
P	0.0001	0.0001	0.0001	0.0001	

\* significance level of 10%, \*\* significance level of 5%; \*\*\*significance level of 1%

As interpretations and explanations related to perception of factors are made above, following statements consider only statistical dimensions of these models.

$$\text{Model 1: Wage} = \text{Fixed} + \beta * \text{Job Security} \longrightarrow \text{Wage} = 0.460 + 0.838 * \text{job Security}$$

R-squared=0.362 explains 36.2% of change in “wage” factor, one of the internal motivational tools for job security. As  $P < 0.05$  Model 1 is significant. Therefore there is a significant positive correlation between job security and perception of “wage” factor. Impact of pay rise on employee satisfaction increases in parallel with an increase in employee’s sense of security about the future of his/her employment.

Considering all the models in Table 1, it can be affirmed that explanation for Model 1 is also valid for the other models.

*Model 2:* Status and Promotion=Fixed+  $\beta$ \*Job Security  $\longrightarrow$  Status and Promotion=0.835+0.843 \*Job Security

R-squared=0.395 explains 39.5% of change in “status and promotion” factor, one of the internal motivational tools for job security.

*Model 3:* Hierarchical Structure=Fixed+  $\beta$ \*Job Security  $\longrightarrow$  Hierarchical Structure= 1.019+ 0.801\*job security

R-squared=0.414 explains 41.4% of change in “hierarchical structure” factor, one of the internal motivational tools for job security.

*Model 4:* Employee Relations=Fixed+ $\beta$ \*Job security  $\longrightarrow$  Employee Relations= 1.827+ 0.573\*job security

R-squared=0.281 explains 28.1% of change in “employee relations” factor, one of the internal motivational tools for job security.

*Model 5:* Job security=Fixed+ $\beta$ \*Job security  $\longrightarrow$  Job safety=1.686+ 0.677\*job security

R-squared=0.242 explains 24.2% of change in “job safety” factor, one of the internal motivational tools for job security.

*Model 6:* Profit Participation =Fixed+  $\beta$ \*Job security  $\longrightarrow$  Profit Participation = 0.499+0.832\*job security

R-squared=0.348 explains 34.8% of change in “profit participation” factor, one of the internal motivational tools for job security.

*Model 7:* Org. Cult. and Climate=Fixed+ $\beta$ \*Job security  $\longrightarrow$  Org. Cult. and Climate =1.816+0.593\*job security

R-squared=0.317 explains 31.7% of change in “Organizational Culture and Climate” factor, one of the internal motivational tools for job security.

*Model 8:* Talent =Fixed+  $\beta$ \*Job security  $\longrightarrow$  Talent = 0.918+ 0.767 \* job security

R-squared=0.336 explains 36.2% of change in “talent” factor, one of the internal motivational tools for job security.

*Model 9:* Image-attractive job =Fixed+  $\beta$ \*Job security  $\longrightarrow$  Image-attractive job=1.665+0.661\* Job security

R-squared=0.316 explains 31.6% of change in “image-attractive job” factor, one of the internal motivational tools for job security. Therefore since  $P < 0.05$ , all of the models are significant and existence of job security has a positive impact on the perception level of each of these factors.

Model 9: If H0 and H1 hypotheses are expressed as;

H0 Job security is not effective on the perception of 'image-attractive job'.

H1 Job security is effective on the perception of 'image-attractive job'.

Then t-test is done in order to validate alternative hypothesis. Findings indicate that variable of "job security" effects study's dependent variable, "image-attractive job", significantly and positively. Stating it more clearly, in case job security is perceived positively, perception level of "image-attractive job" also changes in a positive way. Furthermore fixed value in the model represents the value of our dependent variable, "image-attractive job", when the values of "job security" variable and control variables are zero, and this value is also significant and positive. As already stated, R-squared value represents explanatory power of the model and this value was found to be 31.6% for this model. Therefore it can be interpreted as this finding explains 31.6% of change in job security and one of the external motivational tools, "image-attractive job"\*.<sup>2</sup> As mentioned before, if a model is significant in the general sense or not is tested by F-test. F-statistical value for this model was found to be 23.181 and probability of acceptance of null hypothesis as "0". Therefore since null hypothesis is refused, our model is significant in the general sense.

Data in Table 5. indicate that there is a significant ( $P < 0.05$ ) and positive correlation between job security and all of the external motivational tools selected for this study, and existence of job security has an impact on the perception of all the other motivational factors. On other words, if an employee perceives that he/she is provided with job security, he/she perceives other motivational tools more positively. The result obtained supports findings of the research done by Bakan and Büyükbeşe (2004) with the purpose of measuring the dimension of relationship between job security and motivation. They had asserted that "ones who perceive job security positively perceive other motivational variables in the same way, too". Findings of this study also support Taşpınar's (2006) conclusion that "in case employees perceive that they are under the risk of being dismissed, they perceive other motivational tools negatively, too; on the other hand the ones who believe that their employment in the organization will be long-term perceive motivational tools more positively. The findings of this study and also findings of two other studies mentioned above show that "job security factor alone is an important motivational tool for increasing employee motivation, and

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\*R-squared value is generally found to be high in time series applications and if this value is higher than 0.7, it is suggested that the model has a high explanatory power. Whereas cross sectional data (questionnaire data) is used for this study, and R-squared values can be low in cross sectional data even if the model is proper (Tari, 2005;81)



besides that it increases the effect of each other motivational tool offered in order to motivate employees. Therefore in accordance with the results obtained through analyses done, the hypothesis H2 asserting that “Existence of job security increases the effect of external motivational tools” was accepted.

In Herzberg’s model concept of job security is defined as one of the Hygiene Factors and lack of job security is claimed to be one of the reasons for a motivation (Eren, 2000, p. 488). In fact it is not expectable for an employee worrying about the results of losing his/her job to be satisfied with any motivational tool other than job security.

Taking the data in Table 5. into consideration, one of the important points to be discussed appears to be statistical results related to on which motivational tool job security is the most effective. Data obtained reveals that job security is the most effective on variables of “Hierarchical Structure” (R-squared=0.414) and “Status-Promotion” (R-squared=0.395) and the least effective on “Job safety”. The reason for this result can be explained with termination of employment’s being only at the initiative of managers. Since employees are hired on personal hiring decisions, they believe that the future of their employment will be determined by the opinions of the managers about themselves, not by the laws. When is it considered that laws protect only registered employees, hotel employees are quite right in their opinion. Therefore employees perceive managers’ having good relationships with them as a kind of job security and this tie between hierarchical structure and job security reveals the existence of a highly significant relationship. “status and promotion”, second most effected factor by job security, appears to be an expectation of only the ones believing that they would have a long-term employment in the organization. It is unexpected for an employee to be in need of gaining status or promotion unless he/she has job security. Therefore only if employees are provided with long-term job security, a need of gaining status or promotion will be intensified. Even it can be assumed that having a long-term job security would be most effective on “status and promotion” factor. Whereas since long-term job security is dependent on good relationships with top management, “hierarchical structure’ factor moves ahead of “status and promotion”. It is impossible for an employee who does not have a positive relationship with management to gain job security. Otherwise it would be natural for an employee with long-term job security (i.e. public servants) to have perception levels of job security most effective on positive perception of “status and promotion” factor.

Also according to the results of the research done by Parity, a job placement company, effect of motivational tools on employee motivation is higher when job security

is perceived positively (Keser, 2006, p. 95). The findings of this study also support results of Parity's research. In fact relationship between job security and motivation will always stand as an important research subject due to their revealing possible effects of this relationship on employees.

## **Conclusion**

Continuity of employment is essential for the existence of job security. In this regard it is impossible to say that an employee who constantly worries about the future of his/her employment would be motivated to work by any motivational tools. For this reason, it can be affirmed that job security alone can function as an important motivational tool in work atmospheres with high anxiety levels of job loss.

Findings of the study show that effect of motivational tools on employees is related to their perception of job security in terms of future of their employment. This result also supports previous researches suggesting that people working in the public service have a more positive approach towards job security and thus in this sector job security factor stays in the background when compared to other motivational factors.

For instance in Ağırbaş and Büyükkayıkçı's study (2005) it has been found that chief physician assistants in Turkey rank job security 16th among 19 variables. Results of Sapançalı's study (1993) on employees in the banking sector have revealed that job security is ranked only 7th among 14 motivational tools. Job security has always been ranked among three most important motivational factors. On the other hand job security's place in the priority ranking may show differences according to control variables. For instance in Kovach's (1995) study normal employees perceived job security as a more prior motivational factor than managers did. Priority of job security can also change in times of economic recession. Adak and Hançer's (2002) study on motivational factors and organizational needs of 5 star hotel employees can be cited as an example of this situation. Their findings showed that job security took the first place among perceived motivational tools, due to the reason that the study was done in a period of economic regression caused by 1999 Marmara Earthquake.

According to the findings obtained, priority of motivational tools are exposed to change due to different reasons and the hypothesis claiming that motivation power of motivational tools is related to employee's perception level of job security has been validated by the results of this study.

Negative perception of job security in an organization is a cause of a motivation and an employee expectation. Therefore taking precautions enabling positive perception of job security means this expectation is met. Since job security alone can also increase the effect of other motivational tools, by providing it employers will also lower the cost of external motivational tools to the organization. All other motivational tools can be effective only if existence of job security is provided. It is not expectable for an employee with a fear of job loss to be motivated by pay rise or other rewarding methods.

According to the findings of this study, relationships with management play a prominent role rather than characteristics of the job. For this reason managers should prefer to focus on external motivational tools in order to lead their employees to success. This study indicates that external motivation level of employees in Turkey (3.66) is lower than their internal motivation level (4.04)\*. Therefore, managers in the sector should put more emphasis on external motivation applications.

Findings explained by models constituted have shown that *job security changes perception dimension of all the other external motivational tools*. As P (Probability) value, which shows the probability of rejecting the model, is (0) for all external motivational factors, models of the study are found to be significant.

The study has also revealed that job security is most effective on variables related to “hierarchical structure” ( $R^2=414$ ). One of the findings of the study indicates that there is an important correlation between employee motivation and organizational structure, which suggests that managers’ treating all employees equally, bringing fair approaches to the solution of problems and showing interest to their problems would play a crucial role in motivating employees. Managements’ attitudes towards employees and the dimension of employee-management relationships are also very influential on employee opinions regarding future of their employment in the organization. If an employee perceives management’s attitude towards him/her positively, he/she may have grounds to believe that he/she will not be dismissed. As the findings of this study also confirm, in order to achieve an effective motivational process, it is more important to eliminate hotel employees’ anxiety about job security than determining which motivational tools to be used.

Analysis results regarding perception levels of external motivational tools have shown that two least perceived factors are “profit participation” (3.31) and “wage” (3.32). Answers given to variables grouped under this factor indicate that hotel employees are

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\* In Şenol’s (2010:225) study on the employees of the same sector, internal motivation levels were determined as 4.04, where external motivation level is 3.66.

not pleased with the fact that although they work hard, their performance does not provide an extra income rise. For this reason it can be concluded that income rise is one of the leading motivational tools to increase hotel employees' motivation. In fact "the person who works harder earns more" is one of the basic principles of classical organization theories, and increasing income in an organization is accepted as a reason for motivation increase. For instance in the study of Goldsmith & Darity testing the validity of the hypothesis "Organizations can increase labor productivity by paying employees wage premiums proportional to their performances", it was observed that job motivation of employees, who started to get higher wages due to productivity, increased (Chiu, 2004, p. 38). And the analysis results obtained in this study show those hotel employees in Turkey consent working hard as long as it is reflected in their wages. Therefore, managers are supposed to try motivational applications providing income increase, as employees perceive not being rewarded for good performance as a lack of very important external motivation. In fact during the high season employees' social life almost comes to an end due to workload. For this reason managements should support high performance in the season with extra premiums or meet employee expectations by giving holiday opportunities to them with their families during low season. It is possible to increase employees' commitment to the organization and their mood and motivation by supportive applications like these kinds of gifts. Employers can hardly achieve labor productivity by having employees work under the thread of job loss. On the contrary this thread would lead to negative effects on employee health and to employee misbehavior like tardiness, evasion, damaging equipment for revenge or misuse of them, the invisible costs of which would be much higher than mentioned rewards.

### *Limitations of the Study*

The research was intended to include participation of 500 employees working in 4 and 5 star hotels randomly chosen from regions in Turkey with dense accommodation. Whereas number of questionnaires fell below the target because questionnaire forms did not return from some of the hotels in estimated time. Obtained 414 questionnaire forms constitute 82% of the total number of forms, which can be considered as a high percentage. It was difficult to persuade hotel managements to deliver the forms on the grounds that employees were asked to fill in them in the months of July and August, regarded as high season, and forms would take their time and make them busy.

Due to the reason that standard questionnaire forms were used in obtaining research data, limitations common to all questionnaire studies such as scope, sample, measurement and ambiguity are also among the possibilities for this study.

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## Appendix 1

### Definitive Statistics About External Motivational Variables Used in the Questionnaire

STATEMENTS RELATED TO EXTERNAL MOTIVATION	X	SS	1	2	3	4	5
			%	%	%	%	%
1. Facilities like meetings, seminars and conferences are provided by professionals.	3.741	1.180	7.48	8.73	14.71	40.40	28.68
2. Management encourages us to do our best.	4.057	0.932	2.48	4.71	11.66	46.90	34.24
3. The hotel I am working in has proper physical conditions (e.g. light, heat)	4.167	0.889	2.46	2.71	9.61	46.06	39.16
4. I believe that work performance is evaluated fairly.	3.868	1.007	2.73	7.44	19.35	41.19	29.28
5. I believe that the hotel will provide better financial opportunities.	3.641	1.073	4.48	9.95	25.12	37.81	22.64
6. There is an efficient communication between departments.	4.000	1.015	4.19	4.43	13.05	43.84	34.48
7. Our complaints and suggestions are taken for granted by the management.	3.794	1.098	4.70	8.66	18.07	39.85	28.47
8. We have sufficient tools and equipment affecting performance positively.	3.891	1.047	5.19	5.19	14.07	46.42	29.14
9. I have education and self-training opportunities in workplace.	3.866	1.102	4.96	7.94	14.64	40.45	32.01
10. Working hours are obeyed on in this workplace.	4.000	1.118	5.74	5.99	9.98	39.15	39.15
11. I believe that my wage is a sufficient compensation for my performance.	3.367	1.241	10.86	13.09	23.95	32.59	19.51
12. My managers are helpful in settling disputes with my coworkers and customers.	3.955	0.986	2.48	7.69	12.90	45.66	31.27
13. Holidays and leave days are effective on my motivation.	<b>4.320</b>	0.930	3.2	2.46	5.67	36.45	52.22
14. I have good relationships with my co-workers.	4.227	0.877	2.74	2.47	5.75	47.40	41.64
15. I have promotional opportunities at work.	3.754	1.074	3.92	9.07	22.06	37.50	27.45
16. I have good relationships with my managers.	4.120	0.873	2.24	2.80	10.92	48.74	35.29
17. Managers here rightfully earned their status.	3.768	1.141	5.12	10.00	18.54	35.61	30.73
18. Tips are distributed fairly in this workplace.	3.567	1.186	8.35	10.57	19.41	39.31	22.36
19. Here exists discrimination among employees.	<b>2.548</b>	1.375	31.71	21.22	18.29	18.05	10.73
20. I can involuntarily be assigned to a different position.	2.851	1.315	20.54	21.53	21.78	24.50	11.63
21. I believe that this hotel has rightfully earned its star.	4.127	0.946	2.21	4.18	13.27	39.31	41.03
22. I can share my personal and family problems with managers.	3.265	1.297	12.75	17.25	19.50	31.75	18.75
23. Customer leaves the hotel satisfied.	4.150	0.889	2.72	2.47	9.38	47.90	37.53
24. Management reacts positively to my leave request.	3.901	0.942	2.20	6.04	18.41	46.15	27.20
25. Employees are informed about financial condition of the business.	3.437	1.215	6.6	20.05	17.85	33.99	21.52
26. I spend time with my managers outside work.	3.162	1.343	15.71	18.70	16.71	31.42	17.46
27. I spend time with my co-workers outside work.	4.005	1.048	3.99	6.98	9.73	43.14	36.16
28. My co-workers help me with the solution of my problems.	3.553	1.224	9.38	11.60	16.05	40.25	22.72
29. Managers help me with the solution of my personal problems.	3.263	1.289	12.66	17.62	18.11	34.00	17.62
30. I am asked for advice on a subject related to my work.	3.599	1.158	5.97	14.18	16.67	40.30	22.89
31. I am rewarded for success.	3.366	1.250	9.17	18.61	18.89	33.06	20.28
32. I am granted leave when I need.	3.967	0.983	3.21	5.19	15.06	44.69	31.85
33. My birthday is celebrated in the workplace.	3.563	1.336	10.47	15.21	11.97	32.17	30.17
34. Working hours are strictly controlled in the workplace.	3.916	1.116	5.93	7.16	9.63	43.95	33.33

35. Employees are provided with free food and tea or coffee by the hotel.	4.229	1.027	3.45	5.42	6.65	33.99	50.25
36. I am extra paid for good performance.	2.644	1.374	29.32	20.05	17.79	22.56	10.28
37. I can change my shifts with other co-workers.	3.657	1.228	9.32	9.57	13.60	41.06	26.45
38. Meals provided for personnel are pleasing.	3.867	1.016	3.79	6.62	16.40	45.43	27.76
39. Hotel's architectural design is appropriate to service flow.	4.000	0.986	2.49	5.47	15.42	43.03	33.33
40. The place I stay has proper hygiene and health conditions.	3.960	0.994	3.95	3.62	16.78	43.75	31.91
<b>External Motivation Level</b>	<b>3.665</b>						