





The Relation between Motivation, Job Satisfaction and Task Performance: Kovach's Ten Factor Model

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Article History

Received: 09.01.2019

Accepted: 11.04.2019

Keywords

Kovach motivational
Factors

Job satisfaction

Task performance

Abstract

Employees do not have much motivation to work in the hospitality industry. Understanding hotel employees' motivations has become a useful area of research in the industry. The first aim of the study is to define what the motivational factor that is most important to hotel employees. The second aim is to find out the relation between motivational factors, job satisfaction and task performance. The result based on the data from 161 respondents. Using Kovach's model, this study found that the most important ranked motivational factor is "good wages". "interesting work" and "feeling of being in on things" are related with job satisfaction. "Tactful discipline", "job security", "feeling of being in on things", "opportunities for advancement and development", "personal loyalty to employees" and "appreciation for accomplishments" are related with task performance.

Article Type

Research Article

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Suggested Citation: Güçlü Nergiz, H. & Ünsal Akbıyık, B. S. (2019). The Relation between Motivation, Job Satisfaction and Task Performance: Kovach's Ten Factor Model, *Journal of Tourism and Gastronomy Studies*, 7 (3), 1534-1548.

DOI: 10.21325/jotags.2019.434

INTRODUCTION

Along with the increasing globalization and competition, it is becoming increasingly important for organizations to retain the qualified workforce and maximize the performances of employees. Therefore, motivation has become the subject that has been studied for many years by preserving its importance from past to present in organizational behaviour literature. Motivation is any desire or purpose that causes an individual to act. Motivation means that the employee highly strives voluntarily for organizational purposes in cases where their expectations and needs are satisfied by the organization (Paşamehmetoğlu and Yeloğlu, 2016). This study also focuses on the employees who work in the hospitality industry in Turkey. The main purpose of the study is to determine which factors are motivating the employees working in hospitality industry.

The employees working in the hospitality industry face many problems in their business life such as low job security, low wage, excessive workload and long working hours in shifts (Wong, Siu and Tsang, 1999). Thus, the employees working in the hospitality industry do not have much motivation to stay and strive in their organizations. However, employees have a direct effect on the customer satisfaction and quality of service because tourism sector is labour intensive, and production and consumption occur at the same time.

It has also been shown through research that by providing employees with a job that they enjoy and can feel motivated in, good customer service will be a result (Dipietro and Condly, 2007).

Accordingly, it is important that managers and employers know how to motivate their employees in order to provide the organization to survive (Wiley, 1997). The study addresses 10 Motivation Factor Model that Kovach used in his studies from 1946 to 1995.

It has been indicated in the literature that the motivated employees have high level of job satisfaction and task performance (Bai, Brewer, Sammons and Swerdlow, 2006; Kara, Uysal and Magnini 2012). The relevant relations need to be examined in terms of hospitality industry and be considered in the development of management and workplace practices (Kim and Jogaratnam, 2010). Therefore, another purpose of the study is to demonstrate the relation between motivational factors, job satisfaction and task performance.

Much of the research that has been done regarding motivation has been based in the United States and industrial sector (DiPietro, Kline and Nierop, 2014). There is a research gap concerning motivation of Turkish hospitality employees. It is intended to fill this gap in this study. It is important to point out what satisfies employees in Turkish hospitality industry so that strategies can be developed to encourage employees to produce best quality of service.

This work contributes to the theory and practice in a number of ways. Firstly, the significance levels of Kovach's motivational factors are determined in terms of the employees working in the hospitality industry in Turkey and they both contribute to the literature and become a guide to managers and employers. Managers can improve quality of service by developing strategies that increase the motivation of the employee and increasing the level of job satisfaction and task performance. As a result, the increase in the customer satisfaction and organizational

profitability are another important contribution that can be achieved. Thus, it is aimed to determine the relation between motivational factors, job satisfaction and task performance.

This article may contribute to the literature in at least two ways. First, we investigate the employee motivation using a quantitative research design among tourism employees. Second, it determines the factors that motivate tourism employees and investigates whether there is a relationship between job satisfaction and task performance. This may explain why motivation factors are related to job satisfaction and task performance. Although previous research has provided ample evidence for the contention that motivation factors are related to satisfaction and performance, it is still largely unknown why this is the case. We will use the literature on Kovach Motivational Factors Modal (Kovach, 1995; 1987) in-order-to job satisfaction and task performance (Judge, et. al. 2001) as a basis for our hypotheses.

LITERATURE REVIEW

Concerned with the increasing competition, businesses have more need for employees who are innovative, highly motivated and quickly adaptable to change and committed to their work in order to be able to succeed (Tütüncü and Akgündüz, 2014). It is a significant problem for the business management that hotel businesses find employees with these features and can hold them in their businesses. Thus, employee motivation has become an important research topic that has always been examined in the field of business and hotel management (Siu, Tsang and Wong, 1997). Employees have become prominent once more when taken into account that hotel businesses have also service-specific features such as being tangible, heterogeneous, and inseparable production and consumption. Thus, the effective use of human capital is only possible when it is demonstrated what the motivational factors are and these are provided by the organizational management. Human capital is a kind of capital that needs to be managed differently from other capital elements. This difference shows itself in each department of the hotel businesses.

Employees are typically motivated by two different intrinsic and extrinsic motivation factors that can influence individuals in various ways (DiPietro et al., 2014). The theories of motivation are also addressed and examined as intrinsic and extrinsic factors, depending on whether the element/elements that motivate(s) the individual is/are dependent on or independent from her/him.

Intrinsic theories or, in other words, scope theories are based on the fact that people behave in order to achieve a goal or satisfy their motives (Başaran, 1981). The scope theories include the Hierarchy of Needs Theory by Abraham Maslow, Two Factors Theory by Frederick Herzberg (Hygiene - Motivation), the Need for Achievement Theory by David McClelland and ERG theory by Clayton Alderfer.

Process theories explain the motivation for human behaviour as to how to start, be directed, maintained and stopped (Güçlü Nergiz, 2015). Mottaz (1985) argues that extrinsic motivational tools include two dimensions. The first dimension concerns social motivational tools and includes friendship, altruism, support of colleagues and managers. All of these are based on the nature of interpersonal relationships. The second refers to the organizational dimension. This dimension contains factors such as the adequacy of resources in the working environment, wages equality, opportunities to promote, additional benefits and job security. In other words, it relates to the possibilities

offered by the organization to improve the work performance of employees (Dündar, Özutku and Taşpınar, 2007; Örucü and Kanbur, 2008).

Kovach (1987), one of the researchers to analyse the motivation and needs of employees, measured the direct effect of behaviours on motivation in the workplace environments using the fundamentals developed by Maslow, Herzberg and McClelland, the precursors of motivational theory. Kovach identified 10 motivational factors that influence behaviours. Kovach achieved these results from the study that he carried out among the employees in various industrial institutions for 20 years. Kovach found two significant findings in his study. Firstly, he identified that the order of motivational perceptions changed over time among employees and managers generally had different motivational priorities from them (Breiter et al., 2002). These results are also consistent with assumptions in general management research on workplace motivation (Cherrington, 1989). This model was used in (Charles and Marshall, 1992; Simons and Enz, 1995; Meudell and Rodham, 1998; Siu et al., 1997) studies. Kovach's motivational factors are: Good wages, interesting work, tactful discipline, job security, feeling of being in on things, sympathetic help with problems, opportunities for advancement and development, good working conditions, personal loyalty to employees and appreciation for accomplishments (Kovach, 1987).

A survey of hotel employees by Breiter et al. (2002) in the United States also dealt with Kovach's 10 Motivational Factor Model. As a result of the research, the motivational factors were prioritized as follows: Good wages, job security, good working conditions, opportunities for advancement and development, interesting work, appreciation for accomplishments, personal loyalty to employees, tactful discipline, feeling of being in on things, sympathetic help with problems. DiPietro et al. (2014) carried out a survey among those working in hotel businesses in the Aruba region in the Caribbean Islands and addressed Kovach's Motivational Factor Model; the most important motivational factor was identified as the appreciation for a well-done job, good wages and good working conditions respectively. According to the same survey, men were less motivated than women with the appreciation for a well-done job. Although men were less motivated than women when it comes to interesting work, there was no significant difference in terms of their education levels. The results of this study were different from those of Charles and Marshall (1992), Simons and Enz (1995) and Breiter et al. (2002), who previously examined motivational factors. Good wages also were the most important factor in all three studies, whereas it was the second important one in DiPietro et al. (2014) survey. Even though sympathetic help with problems is the least significant motivational factor in Simons and Enz (1995), Breiter et al. (2002) and DiPietro et al. (2014) studies, tactful discipline is the least significant motivational factor in Charles and Marshall study (1992), Tactful discipline was rated the ninth motivational factor out of tenth motivational factor in DiPietro et al. (2014) and Charles and Marshall study (1992),

Chiang and Jang (2008) discussed the expectancy theory in their studies of employee motivation in hotel businesses. According to the study results, it was determined that the expectation positively affected the motivation of the hotel employees, while the extrinsic means did not influence the motivation of the employee but the intrinsic means did positively.

Lee-Ross (1995) pointed out the concept of intrinsic work motivation, which states that employees are more motivated by their greater efforts to do their jobs. The research conducted in the hotel businesses examined it more as motivational factors such as promotion fees, monetary rewards and opportunities for advancement (Byrne, 1999; Wong et al., 1999). Other motivational factors such as job responsibilities, appreciation of people, difficulty in work, sense of accomplishment and self-confidence also became important motivational factors for hotel employees.

Carter (1997) performed a study in hotel businesses in Jamaica, which was determined that employees were most motivated by "acceptance", "involvement" and "personal development" factors. In this study, managers stated that their employees were motivated by "wages", "job security" and "working conditions". This result also shows that managers do not know the motivational elements for their employees.

Sizoo (2008) found that intercultural sensitivity contributed to improving the performance and increasing the motivation in his work in Hawaii, London and Florida.

Simons and Enz (1995) found that employees determined "good wages", "job security" and "opportunities for advancement" as the most important motivational factors in their study of 12 different hotel employees in the United States and Canada. When the differences between the age groups were examined in the same study, the most motivational elements became "job security" and "good working conditions" while the young employees were most motivated by "opportunities for development opportunities" and "interesting work".

The fact that there is a difference in the motivational factors among the sexes in the research carried out indicates that managers in tourism businesses should establish different motivational standards for female and male employees. Çakır (2015) tested ABCD model, a new impulse-based motivation model which was performed in hotel businesses in Antalya and İstanbul and brought together various motivational theories. The model was found to show a fairly well performance in describing the motivation of the employee in hotel businesses. Hotel businesses had been found to be insufficient in wages and salaries, promotion opportunities, rewarding frequency, honouring employees and providing social assistance at the impulse-to-win dimension; the ability to receive external training, helping the manager to learn the employee and improve themselves, conveying performance evaluation criteria to the employee and providing accurate and timely information about the general status of the business to the employee at the impulse-to-learn dimension and the non-discrimination between the employee and ensuring equity at the impulse-to-protect dimension.

Akgündüz (2013) identified that intrinsic motivational tools and extrinsic motivational elements due to status positively affect the creativity of employees in his work in hotel businesses in Kuşadası. In a study carried out in a group of hotels operating in Alanya and Manavgat by Akoğlan Kozak and Güçlü Nergiz (2009), the *need for success* was determined as the dimension employees were represented with the highest value in terms of their levels of learned need. It was determined that the need for dominance/power followed the need for autonomy and loyalty. Besides, in the study, differences were found between the distribution of the employees based on their levels of learned need as well as marital status, monthly expenditure, monthly earnings, status to receive tourism education, experience, home ownership, managerial position and departments.

Alkış and Öztürk (2009) applied the 13 criteria determined in the Herzberg's Two-Factor Theory of Motivation to employees in the four- and five-star hotel businesses in Ankara, İstanbul, İzmir, Muğla and Nevşehir. According to the results of the research, the most important factor for the motivation of the employees in the hospitality businesses is social life and career opportunities. Furthermore, extrinsic motivational factors were found to be effective, while intrinsic motivational factors were more effective in employee motivation.

A study was carried out on the effects of the Two-Factor Theory identified by Herzberg on the motivations of the students of the Faculty of Tourism at Nevşehir Hacı Bektaş Veli University, one of the institutions to raise the labour force to tourism sector, and those of these factors on the decisions to continue / discontinue to work in the sector. As a result of the research conducted by Aslan Çoban and Çokal (2014), hygiene and motivational factors were found to be important by students in general.

Dündar et al. (2007) determined that intrinsic and extrinsic motivational tools were influential on motivation and intrinsic motivational tools were more effective than extrinsic tools as a result of the research in thermal hotel businesses in Afyonkarahisar centre. It was also demonstrated that intrinsic and extrinsic motivational tools did not differ according to gender, age, department worked and working time. Ertan and Kaya (2012) identified that the employees of the hotel businesses in Edremit district did not change their work motivations depending on the demographic and occupational characteristics. Öktem, Turgut and Tokmak (2013) performed their study in hotel businesses in Ankara, which personal success, that is a sub-dimension of autonomic personality traits, affected both intrinsic and extrinsic motivation positively and significantly. The approval anxiety, the sub-dimension of sociotropic personality traits, was determined to affect extrinsic motivation positively and significantly.

Sökmen and Ekmekçioğlu (2013) conducted in hotel businesses in Adana, which was demonstrated that the perception of the employees working in the border units of the hotel businesses to the manager's ethical behaviour had a positive effect on the job satisfactions and motivations of the employees in the border units to their jobs affected their job satisfactions positively. Şenol (2010) identified in the survey of hotel businesses in Afyonkarahisar that job security was perceived as an important motivational tool and it could change the perception levels of motivational tools.

From the research performed in the tourism industry, it has been concluded that not only the material values motivate employees but also factors such as acceptance, appreciation, interesting work and personal development are also effective in increasing the motivation of the employees. The employees have the most important duty in ensuring the continuity of the organization and customer satisfaction in the tourism businesses as in all service businesses. An organizational environment consisting of employees who are motivated and engaged in business will also be reflected in the customers. Managers should especially play the most important role in ensuring the motivation of employees. In the tourism sector where people of different cultures coexist, it has been revealed through the research that the managers should recognize their employees and know their motivational factors and accordingly make arrangements. The tasks that the motivated employees will fulfill and the services they will provide to the customer will have positive impacts on the quality of service and continuity in the organization.

The Relation between Motivation Job Satisfaction and Task Performance

Job satisfaction is expressed as positive or negative attitude a person has developed against their job. Job satisfaction is the result of evaluating occupational conditions and job awards by the employee. When the employee is satisfied with their job, they maximize their performance and increase the organizational performance and profitability (Nelson and Quick, 2000). When job satisfaction is low, negative behaviours such as low performance, absence and an increase in labour turnover occur (Judge, Thoresen, Bono and Patton, 2001). Under these conditions, it is important for business to determine the factors affecting job satisfaction. Organizations have different psycho-social tools to motivate employees and increase job satisfaction (Lester and Kickul, 2001).

Both motivational factors and hygiene factors have been shown to have an effect on job satisfaction in the studies based on Herzberg's theory. It is stated that motivational factors cause job satisfaction to be at a high level. Mitchel's (2009) study of nurses found that both hygiene and motivational factors, including job itself, wages, working conditions, supervisor and colleagues, affected job satisfaction of nurses. Russell and Gelder (2008) performed another study on nurses and determined that success, recognition; job itself and opportunities for advancement lead to the job satisfaction as motivational factors. A study of the premises and consequences of job satisfaction in hotel businesses in Taiwan was also concluded that job satisfaction had significant contributions to the psychological consequences of organizational effectiveness (such as emotional and continuance commitment, less intent to leave from work) (Yang, 2010). The relevant organizational and occupational factors are motivational ones in a sense (Kovach, 1987). The level of these factors increases the motivation of the employee and as a result, job satisfaction when it matches with their expectations from the job and working environment. Lam, Zhang and Baum (2001) pointed out in their study on fast food restaurants in Hong Kong that factors such as job characteristics, training and development, wages and equity influence job satisfaction. Lowry Simon and Kimberley (2002) found in their study conducted in hotel businesses in Austria that formal training, flexible working hours, and authorization increase job satisfaction.

The performance of the employee is crucial in terms of the profitability of the organization and customer satisfaction in the hospitality industry, a labour-intensive sector. Task performance includes two types of behaviours. Type 1 behaviours represent behaviours that arise from the fulfillment of the duties of the production of any good or the presentation of any service. Type 2 behaviours include behaviours that are exhibited to perform activities related to planning, organization, coordination and audit functions that contribute to the technical competence of the organization (Borman and Motowidlo, 1997). It is noteworthy that motivation plays an important role as well as the knowledge, skill, experience and capacity of a person are determinant in task performance (Otluglu, 2015). The fact that the five motivational factors included in the job characteristics model are job characteristics increases the task performance of the employee (Otluglu, 2015).

Therefore, it is a necessity to determine the factors that will motivate the employees in order to increase their performance in the hospitality industry. It has been found that there is a mutual relation between task performance and job satisfaction. The studies that examined the relation between job satisfaction and task performance have

determined that task performance increase with the job satisfaction of the employee, and job satisfaction increases with task performance (Judge et al., 2001).

Accordingly, the following hypotheses are developed.

There is a relation between motivational factors and job satisfaction in hospitality businesses.

There is a relation between motivational factors and task performance in hospitality businesses.

Methodology

The field research of the study was completed by reaching the students of Kocaeli University School of Tourism Management and Hotel Management who had worked or were working in hospitality businesses between the ages of 18-25. The preferred sampling method of the research is the purposive sampling method from the non-probability sampling methods.

The data were collected through a question form (questionnaire) which was developed based on the literature. The question form was developed using the researches (Kovach, 1995; 1987) related to this topic. The question form consists of four parts. In the first part, each of the 10 variables that express motivational factors is ranked from 1 to 10 in terms of importance level (1: Most Important, 10: Less Important). The variables in this part are cited from Breiter et al. (2002) study. Motivational factors addressed: Good wages, interesting work, tactful discipline, job security, feeling of being in on things, sympathetic help with problems, opportunities for advancement and development, good working conditions, personal loyalty to employees and appreciation for accomplishments. In the second part, motivational factors were assessed according to the 5-point Likert scale. The assessments were conducted by giving 1 point to "very important" and 5 points to "very little important". In the third part, Yoon and Thyne (2002) used the five-statement job satisfaction scale to measure job satisfaction. The scale developed by Williams and Anderson (1991) was used to measure task performance. There are four statements on this scale. The answers given to the statements on the scale were arranged on the 5-point Likert scale. The assessments were conducted by giving 1 point to "I strongly disagree" and 5 points to "I strongly agree". In the last part of the study, demographic questions related to department, class, gender, age, graduated high school, internship/employment status and working department were included.

Results

Table 1 shows the demographic characteristics of respondent students. 161 people participated in the study. As seen in Table 1, 63.4% of the participants are students in the department of hospitality management and 36.6% of the participants are students in the departments of gastronomy and culinary arts. 36.6% of the participants are from the 3rd grade students. These students were followed by the 4th grade students with 27.3%. 54% of the participants are female and 70.8% are in the age range of 20-22 years. The grad students from tourism and vocational high schools mostly attended in the research with 65.8%. 36% of the participants are working in the kitchen while 23% in the service and 19.3% in the front office employees.

Table 1. Demographic Profile of The Participants

Variables	N	%
Segment (n=161)		
Hospitality Management	102	63.4
Gastronomy	59	36.6
Class (n=161)		
1	18	11.2
2	40	24.8
3	59	36.6
4	44	27.3
Gender (n=161)		
Female	87	54
Male	74	46
Age (n=161)		
17-19	23	14.4
20-22	114	70.8
23-25	21	13.0
26 and over	3	1.8
Educational Status (n=161)		
High School	55	34.2
Vocational School	53	32.9
Tourism High School	53	32.9
Internship Situation (n=161)		
Yes	124	77.0
No	37	23.0
Department (n=161)		
Front office	31	19.3
Housekeeping	9	5.6
Service	37	23.0
Kitchen	58	36.0
Sales-Marketing	3	1.9
Human Resources	4	2.5
Other	19	11.8

Table 2. Employee’s Ranking of Kovach’s Ten Motivational Factors

Motivational Factors	Employee’s Rank
Good Wages	1
Job Security	2
Opportunities for Advancement and Development	3
Good Working Conditions	4
Feeling of Being In on Things	5
Appreciation for Accomplishments	6
Tactful Discipline	7
Sympathetic Help with Problems	8
Personal Loyalty to Employees	9
Interesting Work	10

Participants were asked to prioritize 10 important factors that affect their job in this hotel from 1 to 10. As seen in Table 2, good wages is in the first rank among the motivational factors, followed by job security and then opportunities for advancement and development are in the third rank. The least important motivational factor is the interesting work.

Table 3. Intercorrelations between Variables

Variables	Job Satisfaction	Task Performance
Good Wages	.041	.076
Interesting Work	.123*	.110
Tactful Discipline	.113	.215**
Job Security	.082	.165*
Feeling of Being in on Things	.151*	.166*
Sympathetic Help with Problems	.013	.113
Opportunities for Advancement and Development	.089	.191**
Good Working Conditions	.039	.065
Personal Loyalty to Employees	.015	.228**
Appreciation for Accomplishments	.049	.166**
Job satisfaction	1.000	.276**
Task Performance	.276**	1.000

N=161,* p<.05, p<.01

When the relation between motivational factors and job satisfaction was examined, it was found to be low positive correlation between job satisfaction, interesting work ($r=.123$, $p=0.000$) and feeling of being in on things ($r=.151$, $p=0.000$) as seen in Table 3. When the relation between Kovach’s motivational factors and task performance was examined, it was found to be moderate positive correlation between discipline ($r=.215$, $p=0.000$), loyalty and task performance ($r=.228$, $p=0.000$). It was found to be low and positive relation between job security ($r=.165$, $p=0.000$), feeling of being in on things ($r=.166$, $p=0.000$), opportunities for advancement and development ($r=.191$, $p=0.000$), appreciation for accomplishments ($r=.166$, $p=0.000$) and task performance. It was also found to be moderate positive relation between job satisfaction and task performance.

Discussion and Conclusion

This study is intended to identify important motivational factors and determine the relation between the relevant factors, job satisfaction and task performance in hospitality industry. Employees working in the hospitality industry do not have much motivation to work and stay in the sector due to reasons such as long working hours, low wages, and working in shifts. However, the motivated employee makes an effort to provide the organization to reach its goals and to increase customer satisfaction and organizational profitability. Good wages are on the first rank among the factors that affect how employees work in the hospitality industry in this study which is based on Kovach’s 10 motivational factor model, while job security and opportunities for advancement and development follow good wages.

Table 4 shows the comparison of this study’s findings to the other four studies that used Kovach’s (1987) 10 specific motivational factors.

Table 4. Employee ranking of Kovach’s ten motivational factors

Motivational Factor	Current Study	Charles and Marshall (1992)	Simons and Enz (1995)	Breiter et al. (2002)	Dipietro et al. (2014)
Good Wages	1	1	1	1	2
Job Security	2	7	2	2	4
Opportunities for Advancement and Development	3	5	3	4	5
Good Working Conditions	4	2	4	3	3
Feeling of Being in on Things	5	6	8	9	7
Appreciation for Accomplishments	6	3	6	6	1
Tactful Discipline	7	10	9	8	9
Sympathetic Help with Problems	8	9	10	10	10
Personal Loyalty to Employees	9	8	7	7	8
Interesting Work	10	4	5	5	6

“Good wages ”were ranked first in Charles and Marshall (1992), Simons and Enz (1995) and Breiter et al.’s (2002) studies and were ranked second in Dipietro et al.’s (2014) study. “Job security ”ranked second in the current study in Simons and Enz (1995), Breiter et al.’s (2002) studies. “Opportunities for advancement and development ” ranked third in the current study in Simons and Enz’s (1995) studies. These results show that motivational factors are similar in the hotel industry with the researches carried out in different cultures. Good wages are considered to be placed near the top, human resource managers within the hospitality can provide performance-based wage, a range of non-monetary reward, incentive remuneration program. Reliable, satisfying performance evaluation system, job security training and development activities can be integrated so that employees are motivated to work.

When the relation between motivational factors and job satisfaction was examined, it was found to be low positive correlation between job satisfaction, interesting work and feeling of being in on things. When the relation between Kovach’s motivational factors and task performance was examined, it was found to be moderate positive correlation between discipline, loyalty and task performance. It was found to be low and positive relation between job security, feeling of being in on things, opportunities for advancement and development, appreciation for accomplishments and task performance. It was also found to be moderate positive relation between job satisfaction and task performance. As the satisfaction levels of the employees in the hotel businesses increases, it is concluded that their performances can also increase. This result can be expressed as motivated, satisfied employees will increase customer satisfaction with their performance in hotel businesses and will simplify to reach organizational goals. Moreover, it can be said that job satisfaction and performance will also increase with the improvements to be made for the factors that motivate the employees.

The findings obtained in the study should be handled in the the presence of certain restrictions. The study focuses on the perception of the employees’ task performance. Another preferred method to measure task performance in the literature is supervisor evaluation of employees task performance. The supervisor evaluation can also contribute to the development of the studies in determining task performance in the future studies. The adoption of the cross-sectional study method but not the longitudinal study method represents another restriction in the study. So, any

cause and effect relation cannot be established. The participation of the people whom the researcher can reach constitutes another restriction. Only the students who were studying or had worked in Kocaeli University School of Tourism and Hotel Management participated in the study. Different results can be obtained with the studies to be done on the samples of different age group. Thus, it is not appropriate to generalize. In particular, this research hypothesis needs to be supported by the studies to be conducted on different samples in other sectors.

The study is thought to contribute both to the literature and the practice. Accordingly, the literature contribution of the study has determined which factors are important in increasing motivation for employees in hospitality businesses. This finding may contribute to the practice in terms of retention of the qualified labour force, improving the performance and reducing the turnover rate.

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