Factors of Human Motivation in Organizations: A First Scientific Modeling for a More Effective Application in the Hospitality Industry

Theodoros Stavrinoudis[1], Christos Kakarougkas[2*]

[1]*University of the Aegean*
Department of Business Administration
8 Michalon str., 82132
Chios
E- mail: tsta@aegean.gr
Mobile: 00306938799541

[2]*University of the Aegean*
Department of Business Administration
23 Leandrou str., 16561
Ano Glyfada
E- mail: chrkakarougkas@gmal.com
Mobile: 00306947600588

Abstract

The present manuscript has two key objectives, firstly it will model the concept of human motivation within an organization and secondly, based on this modeling, it will extract within a coded framework the key motivational factors, as well as the variables that describe/ define those factors. To achieve the above- mentioned objectives, an extensive review of the international scientific literature was conducted, while the method of content analysis was adopted. This method allowed the creation of a new integrated model of human motivation in organizations, which led to the formulation and the novel codification of two main factors: the regulating factor and the motivating factor. The regulating factor within an organization can regulate/ affect the motivating factor which in turn affects the behavior and the actions of the employees. The regulating factor within an organization depends on two agent factors: the human/ employee (Maehr & Mayer, 1997 and Wiley, 1997) and the community/ organization (Miner, 1994 and Wiley, 1997). Likewise, the motivating factor depends on two agent factors: needs (Islam & Ismail, 2008, Koole, 2009, Fisher, 2010 and Von Gilsa & Zapf, 2013) and the outcomes of actions/ behaviors (positive or negative) (Amaratunga & Baldry, 2002, Robbins & Judge, 2010 and Abadi et al, 2011). Based on the findings of this manuscript, the researchers will soon conduct a field research upon the motivation via reward systems in Greek luxury hotels and how these systems can contribute to the change of organizational culture in hotels.

Keywords: *motivation, human behavior, factors, organization, hotels, modeling.*

JEL Classification: M540 Personnel Economics: Labor Management

1. Introduction

The literature review will evolve in accordance with a logical sequence of two steps/ stages. Specifically, the first step/ stage will begin with the analysis of the concept of motivation within an organization (Robbins & Judge 2010; Abadi et al, 2011 and Behnaz, 2013), will continue with the presentation of the different motivation categories (Lawrence & Jordan, 2009; Ankli & Palliam, 2012; Yang & Sanders, 2013; Ho & Kuo, 2013; von Gilsa & Zapf, 2013 and Benito, 2015) and will conclude by highlighting the three dipoles of control of human behavior within an organization (Barker, 1993; Douglas & Judge 2001; Alvesson & Willmott, 2002

and Loril, 2009). In the second step/ stage the most important motivation theories that evolved from 1930 until today will be presented in a coded manner (Weiner, 1990; Berliner & Calfee, 1996; Locke & Latham, 2004 and Kusurkar, Croiset, Mann, Custers & Ten Cate, 2012). Each one of the above steps/ stages will be complementing the previous one and will develop an integrated model of human motivation in organization, which will lead to the formulation and the novel codification of the two main groups of factors: the regulating factor and the motivating factor.

2. Methodology

This manuscript has two successional goals. The first goal aims to establish a unified and prototype model of human motivation within organizations, based on the major human motivation theories. The second goal, based on the above modelling, aims to formulate, codify and present in a novel concise and practical way the variables that constitute the two main groups of agent factors which influence and motivate human behavior within an organization.

To achieve the first goal, an extensive content analysis in a variety of theoretical resources, including eighty-five recent and earlier scientific research– papers was conducted. The content analysis followed two successive stages, wherein each stage was based on the previous aiming to establish a unified and prototype model of human motivation within organizations (Figure 3.2). In the first stage the concept of human motivation is encoded, the individual categories of motives are presented and analyzed and finally the three dipoles of human behavior control within an organization are exposed. From the synthesis of the above, a first integrated model (Figure 3.1) emerged, which outlines four interrelated and interdependent agent factors that compose the human motivation within an organization: A) human/ employee, B) community/ organization, C) human needs and D) the positive or negative outcomes of human actions or behaviors.

In the second stage of the content analysis the major motivation theories are studied, analyzed and presented in a concise and coded manner. The researchers relied on a series of papers (Weiner, 1990; Berliner & Calfee, 1996; Locke & Latham, 2004 and Kusurkar, Croiset, Mann, Custers & Ten Cate, 2012) which they presented in chronological order the development of the most important theories on human motivation. Guided by these papers the researchers studied each motivation theory and recorded in a coded manner their key characteristics. Subsequently, those characteristics were incorporated in Figure 3.1 and led to the final formulation of the integrated human motivation model within organizations (Figure 3.2). This integration was based on the compatibility of the content of the central characteristic elements of each motivation theory in relation to the outline of the four interrelated and interdependent factors that compose the human motivation within an organization, presented in Figure 3.1. Then, based on the integrated model of human motivation within an organization - Figure 3.2, the "regulating" group of factors as well as the "motivating" group of factors were formed and presented in a coded manner.

3. Categories of Motives

The authors, through the codification of international literature, determined six categories of motives, which are analyzed and presented in the table below.

Table 1. Categories of motives within an organization

First category of motives- Needs
1. The need to maintain and increase the personal, physical and psychological pleasure.
2. The need to avoid physical pain and unpleasant psychological states. **(Koole, 2009; Fisher, 2010 and Von Gilsa & Zapf, 2013)**

Second category of motives– Rewards

1. Extrinsic motivation: positive feedback from the community which is not related to the nature of work itself, including positive outcomes such as money or grades.
2. Intrinsic motivation: motives that come from within a person and the satisfaction/ pleasure a person gets from the execution of work itself. They include:

- Normative intrinsic motives- compliance in personal and social norms.
- Hedonic intrinsic motivation- self-determined activities which strengthen the ability and the enjoyable activity of a person. **(Amabile, 1997; Baron & Kreps, 1999; Lindenberg, 2001; Amar, 2004; Bassett-Jones & Lloyd, 2005; McCracken, 2005; Oliver & Kandadi, 2006; Zopiatis & Constanti, 2007; Lam & Lambermont-Ford, 2010; Farheen & Zahra, 2011 and Ankli & Palliam, 2012)**

Third category of motives- Explicit and Implicit motives

1. Explicit motivation, associated with extrinsic motives:
- Consciously attributed to the behavior and decisions of an individual.
- Affected by social demands and regulatory pressures.
- Related to the conscious, cognitive behavior influenced by the external environment.
2. Implicit motivation, associated with intrinsic motives:

- Subconsciously cause and lead to emotional preferences.
- Affected by the basic emotional reactions and implicit predispositions.
- Associated with indirect learning, physiological responses and nonverbal behavior related to the subconscious and the inner world of the individual. **(Ryan & Deci, 2000; Pang & Schultheiss, 2005 and Lawrence & Jordan, 2009)**

Fourth category of motives- Levels of origin

1. Individual level: interpretation and determination of self and behavior derives from the person himself.
2. Relational/ social level: interpretation and determination of self and behavior derives from the close binary relationships a person develops with his or her relatives/ coworkers in the family or workplace context and other social groups.
3. Collective/ social level: interpretation and determination of self and behavior derives from impersonal ties with groups of people or social groups. People's behavior is guided by social approval or rejection.
4. System level: interpretation and determination of self and behavior of individuals and groups within the organization and the behavior of individuals or groups outside the organization is guided by a set of organizational policies such as remuneration, systems and management. **(Gomes, 2011 and van Rijn, Yang & Sanders, 2013)**

Fifth category of motives- Forms of motives

1. Material motives: relating to the physical reward an individual or group of individuals may receive. Are serving:
   - Material needs such as food and clothing.
   - Intangibles needs such as visibility and success, since the objects often symbolize social recognition and success.
2. Social motives: have intangible forms and are functioning at an interpersonal level, allowing people to identify themselves in relation to the organizational environment (including their colleagues, clients or even their competitors). They are serving social needs such as integration in a team and social acceptance.
3. Activity/ psychological motives: are intangible in nature and are correlating with the intrinsic characteristics of a person and/ or a job. They are serving individual needs such

as: cognitive, skill, control, justice, strength, confidence, respect, pleasurable relationships, achievement and growth. **(Osteraker, 1999; Islam & Zaki Ismail, 2008; Amar, 2004; Behnaz, 2013 and Ho & Kuo, 2013)**

Sixth category of motives- Organizational motives at national and international level
1. The market motive: organizational need for market share gain.
2. The motive of efficiency: the need for effective organizational operation in relation to the cost.
3. The motive of resources: the need to seek cheap materials/ resources.
4. The strategic motive: the need for organizational economic development. **(Benito, 2015)**

4. The Concept of Motivation within an Organization

Through the study of different definitions and characteristics of human motivation expressed by: Pardee (1990), Miner (1994), Maehr & Mayer (1997), Wiley (1997), Ellliot & Covington (2001), Amaratunga & Baldry (2002), Islam & Zaki Ismail (2008), Robbins & Judge (2010), Abadi et al (2011) and Behnaz (2013) the researchers formed Figure 1 which encodes the concept of motivation within an organization.

**Figure 1.** Encoding the concept of motivation within an organization
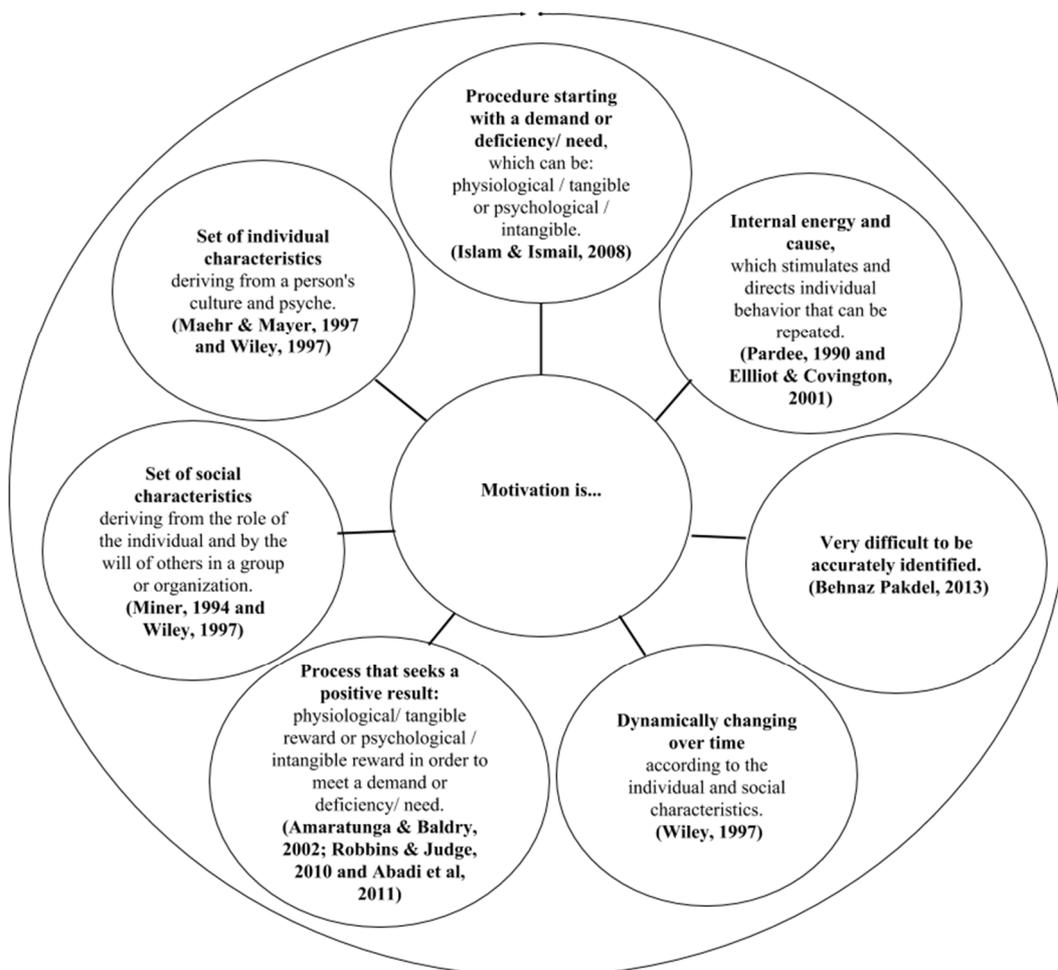
The thorough analysis of the above figure and based on the international literature, the authors of this manuscript encoded and summarized the concept of motivation within an organization as follows. Motivation is an internal, dynamic, volatile and very difficult to identify process which is determined over time by a set of social and individual characteristics. This process starts from a demand or an insufficiency that a person is seeking to recover, in physiological/ material level and/ or psychological/ intangible level, through a positive result namely: an incentive, a distinction, or a reward, a prize, a fee etc. Therefore, motives within an organization are simultaneously an internal energy as well as a cause of stimulation, direction, persistence and repetition of the behavior of a person.

Based on the above findings and Figure 1, the human needs and the compensations within an organization are two distinct concepts. More analytically, need is an internal process that drives individual behavior and is determined by individual and social characteristics whereas reward/ compensation is a positive outcome that comes as a result of a person's behavior/ actions. The degree that a certain outcome will be perceived as positive and will satisfy certain needs is determined by social and individual characteristics of the person. In conclusion, the above analysis provides four key elements whose interaction determines the concept of human motivation within an organization. These elements are: human needs, positive outcomes (rewards) that meet human needs, human/ employee and community/ organization.

5. The Three Dipoles of Human Behavior Control within an Organization

The study of the theoretical approaches on human motivation revealed that the control of human behavior within an organization is concentrating between three dipoles (Loril, 2009). The first dipole was expressed by Edwards (1979) who claimed that the control of human behavior within an organization is affected at the one hand by "simple control", while on the other hand by "structural control" (White, 1992 and Douglas & Judge 2001). The second dipole was expressed by Barley & Kunda (1992), wherein the one end meets the "normative control" while in the other end meets the "rational control" of employee behavior (Barley, Meyer & Gash, 1988 and Barker, 1993). The third dipole was expressed by Tompkins and Cheney (1985), wherein the one end meets the "unobtrusive control" while in the other end meets the "obtrusive control" (Jones, 1983; Sewell, 1998 and Alvesson & Willmott, 2002). All the above can be met within a group or organization or community while the one is affected and depended by the other (Loril, 2009). Figure 2 below summarizes the three dipoles of human behavior control within an organization.
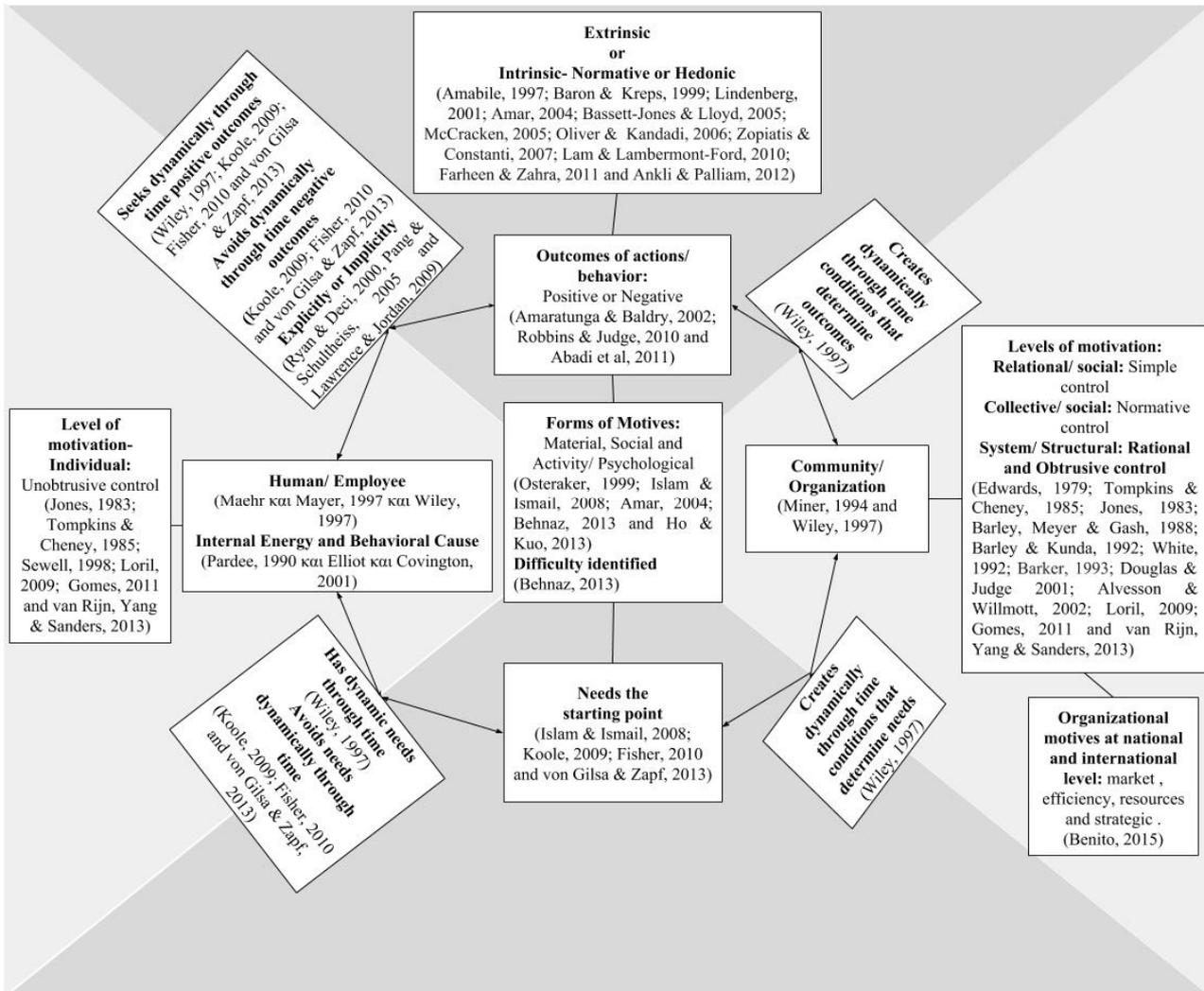
Figure 2. The three dipoles of human behavior control within an organization
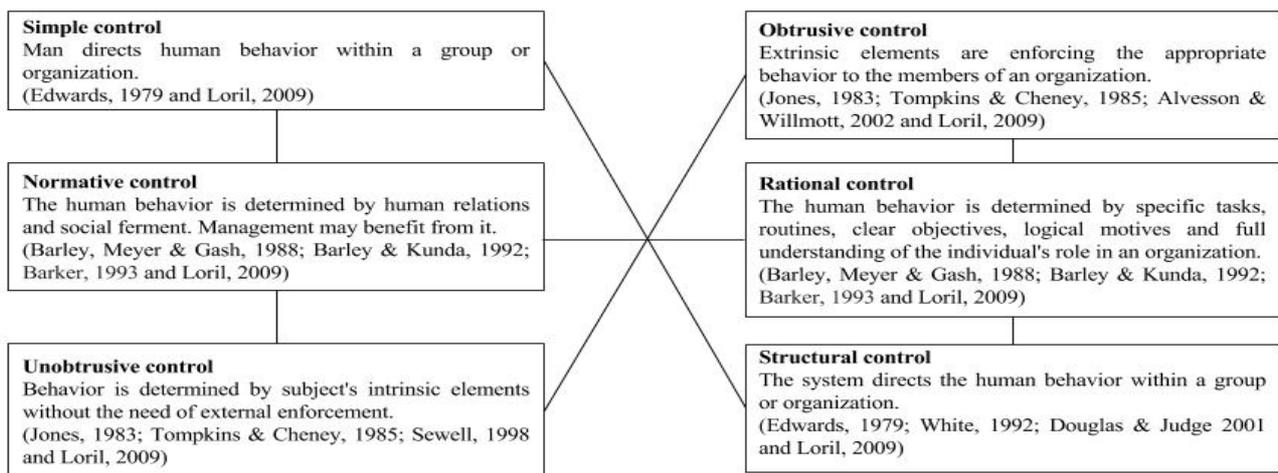
6. A First Unified Model of Human Motivation within an Organization

The implementation of Figure 3.1 was based on Figure 1, Table 1 and Figure 2.

Figure 3.1 Integrated model of motivation within an organization

Through the study of Figure 3.1, four interrelated and interdependent factors that formulate human motivation within an organization were highlighted. These factors are: the human/ employee, the community/ organization, the needs and the positive or negative outcomes of human actions or behaviors. Moreover, the theoretical review will focus on the most important motivation theories and will attempt, by using content analysis, to include the most important elements of these theoretical frameworks within the integrated motivation model.

7. Chronological Overview of the Major Theories of Motivation

According to Weiner (1990) and Berliner & Calfee (1996) the evolution of motivation theories extends in three different chronological periods. The authors of this manuscript adopted this codification but proceeded to further codify these theories. The first chronological period extends from 1930 to 1960. In this period, it was developed the "Need to achieve theory" by Murray (1938), the "Drive theory" by Hull (1943), the "Theory of hierarchy of needs" by Maslow (1943) and the "Two factors theory" by Herzberg et al (1959). The motivation theories of the first period will be briefly analyzed and presented in the table below.

Table 2.1 Motivation theories of the first period (1930– 1960)

Need to achieve theory (Murray, 1938)	The peoples' behavior is determined by the need: ● for achievement ● to overcome obstacles ● to exercise power ● to achieve difficult and good tasks as soon as possible
Drive theory (Hull, 1943)	Cyclical analysis of human behavior, with ultimate goal the survival: 1. All organisms suffer from deprivation 2. The deprivation creates needs 3. The needs trigger motives 4. The motives trigger behavior 5. The human behavior is driven by a central objective, the deprivation reduction 6. The achievement of the above objective is valued due to the human survival
Theory of hierarchy of needs (Maslow, 1943)	The needs are complex and occur simultaneously, although only one prevails at a given time. The needs are prioritized by the basic ones to the superior ones in a pyramid like shape: ● Physiological needs: food, clothing and housing ● Safety needs: personal, economic, against accidents and poor health ● Love and integration needs: love, intimacy and family ● Appreciation needs: respect and self-esteem ● Need for self-realization: every man must fulfil what he or she is made for
Two factors theory (Herzberg et al, 1959; Armstrong, 1996 and Koss, 2008)	The behavior in the context of labor depends on two factors: ● **Hygiene factors**, do not motivate but keep employees satisfied to a minimum level, include basic needs such as: minimal financial remuneration, safe and pleasant working environment, etc ● **Motivation factors**, motivate through the higher-level needs, associated with psychological needs such as achievement, recognition, responsibility, progress and nature of work itself

The next chronological period is extending from 1960 up to 1970 (Weiner, 1990 and Berliner & Calfee, 1996). In detail McClelland (1961) expressed a need theory in his work the "Achieving Society", Adams (1963) expressed the "Equity theory", Atkinson (1966) developed the "Expectancy-value theory", while Horner (1973) in 1968 began supporting the theory on the "Motive to avoid success theory" and Vroom (1967) expressed the "Expectancy theory". The motivation theories of the second period briefly analyzed and presented in the following table.

Table 2.2 Motivation theories of the second period (1960– 1970)

Achieving society- need theory (McClelland, 1961)	Human behavior is determined by the need for: ● Achievement- motivation for success ● Power- influence the behavior of others

	• Affiliation- bond and close contact with other people
Equity theory (Adams, 1963)	Pursuit of the feeling of justice based on: • "Input" elements: includes everything a person is offering to his/ her work • Positive or negative outcomes: are caused by the "input" elements Findings/ Conclusions: 1. The objective of an individual is to maximize positive outcomes from his/ her actions/ behaviors 2. Teamwork is based on systems of equitable distribution of rewards 3. When feeling of justice is lost- motivation is lost 4. Pursuing the recovery of the feeling of justice
Expectancy-value theory (Atkinson, 1966; Eccles & Wigfield, 2002; Wentzel, & Miele, 2009 and Wigfield & Cambria, 2010)	Human behavior is determined by: • The "expectancy" of an individual regarding his/ her success or failure on future tasks or work • The "value" that the outcome of a task or job has on a person • Value is manifested upon the: 1. Achievement of a job. 2. Nature of a work 3. Utility of a job 4. Personal labor cost, for example loss of time, stress, etc
Motive to avoid success theory (Horner, 1973; Tresemer, 1976; Piedmont, 1988 and Fleming & Horner, 1992)	Success occasionally comes up against the prescribed social roles and norms, making a person seeking to avoid success because of the fear of social deviation
Expectancy theory (Vroom, 1967 and Steel & König, 2006)	The motivation force depends on: • Expectancy, namely the notion that an attempt will lead to positive outcomes, based on previews experiences, the confidence and the estimated difficulty of the targeted achievement • Instrumentality, namely the belief that if a person meets the required performance, then he/ she will receive greater reward. The same pay for all the performances to a given operation reduces "instrumentality" • Valence, namely the value that a person attaches to a tangible or intangible reward that he/ she will receive because of a specific behavior or activity. The value is based on individual criteria such as: needs, goals, values and preferences

The third period covers the decades of 1970 up to 1990 (Weiner, 1990 and Berliner & Calfee, 1996). Specifically, Weiner (1974) developed the "Attribution theory", Gallagher & Einhorn (1976) supported the

"Job design" theory while Hackman & Oldham (1976 & 1980) introduced the job characteristics model, Bandura (1977) introduced the "Social cognitive theory" and Deci & Ryan (1985) supported the "Self-determination theory". The theories of motivation of the third period are briefly analyzed and presented in the table below.

Table 2.3 Motivation theories of the third period (1970- 1990)

Attribution theory (Weiner, 1974; 1980; 1986 and 1992, Lewis & Daltroy, 1990; Sanderson, 2010 and Kassin, Fein & Markus, 2010)	Each specific behavior is based on a specific cause. The cause is defined by three broad dimensions: 1. Locus of control- internal and/ or external control over the cause with respect to an individual 2. Stability- the degree of change or stability of the cause in time, in relation to an individual 3. Controllability- the extent that the cause can be controlled or not by an individual
Job design theory (Gallagher & Einhorn, 1976) Job characteristics model (Hackman & Oldham, 1976 & 1980)	Job design causes intrinsic motivation when three critical psychological states are generated: 1. Experienced meaningfulness of the work 2. Experienced responsibility for the outcomes of work 3. Knowledge of the actual outcomes of the work The critical psychological states depend on the following five job characteristics: 1. Skill variety 2. Job identity 3. Task significance 4. Employee autonomy 5. Employee feedback
Social cognitive theory (Bandura, 1977; 1988; 2001 & 2011, Slavich & Zimbardo, 2012)	Behavior is based on the observation and copying of the behavior of other people as well as in the memory of the positive or negative effects that this behavior caused. Behavior depends on three factors: • The personal/ cognitive factor, containing information such as: knowledge, expectations and attitudes • The behavioral factor, containing elements such as: skills, practical and personal effectiveness • The environmental factor, that contains elements such as: social norms, social access and influence over others
Self-determination theory (Deci & Ryan, 1985; 1991; 2000 & 2002 and Gagne & Deci, 2005)	Personality is determined by inherent growth tendencies and innate psychological needs, in relation to external settings. Autonomous/ intrinsic motives- spring through humans. • Competence- satisfying the need for effectiveness and personal skill • Relatedness- satisfying the need for contact and interaction • Autonomy- satisfying the need for internal harmony and tranquility Controlled/ extrinsic motives- stem from the social environment and/ or controlled by third parties. • External Regulation- the reward or punishment that follows because of an act

	• Introjected Regulation- the pressure that a person feels because of guilt or obligation or need to prove something to others • Identified Regulation- the importance a person attaches to a behavior in relation to the social environment • Integrated Regulation- behavior is set/ fixed due to consistency with other objectives and values that a person has

The period of 1990 up today, according to Locke & Latham (2004) and Kusurkar, Croiset, Mann, Custers & Ten Cate (2012), is the fourth period of evolution of motivation theories and it is characterized by the "Goal theory" of Pintrich (2000). Additionally, Amar (2004) developed a motivation theory for the workers of knowledge, while Steel & König (2006) presented "Temporal motivation theory" while Von Gilsa & Zapf (2013) supported the theory of the "Motives for emotion regulation in service work". The motivation theories of the fourth period are briefly analyzed and presented in the table below.

Table 2.4 Motivation theories of the fourth period (1990 – today)

Goal theory (Ford, 1992 and Pintrich, 2000)	Behavior is based on goal setting. Three general perspectives on the analysis of human objectives: 1. Identifying specific final objectives in relation to a specific task or problem without being investigated "why" these goals are selected 2. Exploring "why" a person or group of people behave in a certain way, through the analysis of overlapping and interrelated general objectives 3. Goals achievement- investigate "why" a person is trying to achieve a particular achievement in specific social settings. Two different types of objectives orientation: **Goal mastery-** learning a specific task. • Prospect of approach- progress and deep understanding of a task or project • Prospect of avoidance- avoid of reprehensible social standards. **Goal performance-** Best performance of an individual in relation to others. • Prospect of approach- achieving better performance • Prospect of avoidance- avoidance of the worst performance.
A motivation theory for the workers of knowledge (Amar, 2004)	Motivation stems from humans and the organizational environment. Human factor: • Social dimension • Psychological dimension • Age (generations) dimension • Cultural (national culture) dimension Organizational factor: • Nature of work • Generated result (reward) • Organizational system
Temporal motivation theory (Steel & König, 2006)	Four major characteristics that are determined by the peculiarities of the individual and his/ her actions/ behavior: 1. Value: the degree of satisfaction or dissatisfaction that an action/ behavior will result.

	2. Expectancy: the perception that a certain outcome will occur as a result of certain action or behavior. 3. Time: the sensitivity of the individual concerning the time needed for an action's/ behavior's outcome to take place. 4. Losses compared to benefits: perception of the positive or negative impact of actions or behaviors.
Motives for emotion regulation in service work (von Gilsa & Zapf, 2013)	The members of a service organization are trying to achieve emotional regulation and balancing. Responding both to the internal operations of the organization, and their interactions with other members and/ or clients of the organization.

8. Findings- The Integrated Model of Motivation Theories within an Organization

To complete the mapping of the human motivation concept, Figure 3.1 will be combined- enriched with Tables 2.1, 2.2, 2.3 and 2.4 presenting the evolution of the major theories of motivation in the organizational context. This would result the integrated model of motivation theories within an organization (see below).

Figure 3.2 Integrated model of motivation theories within an organization
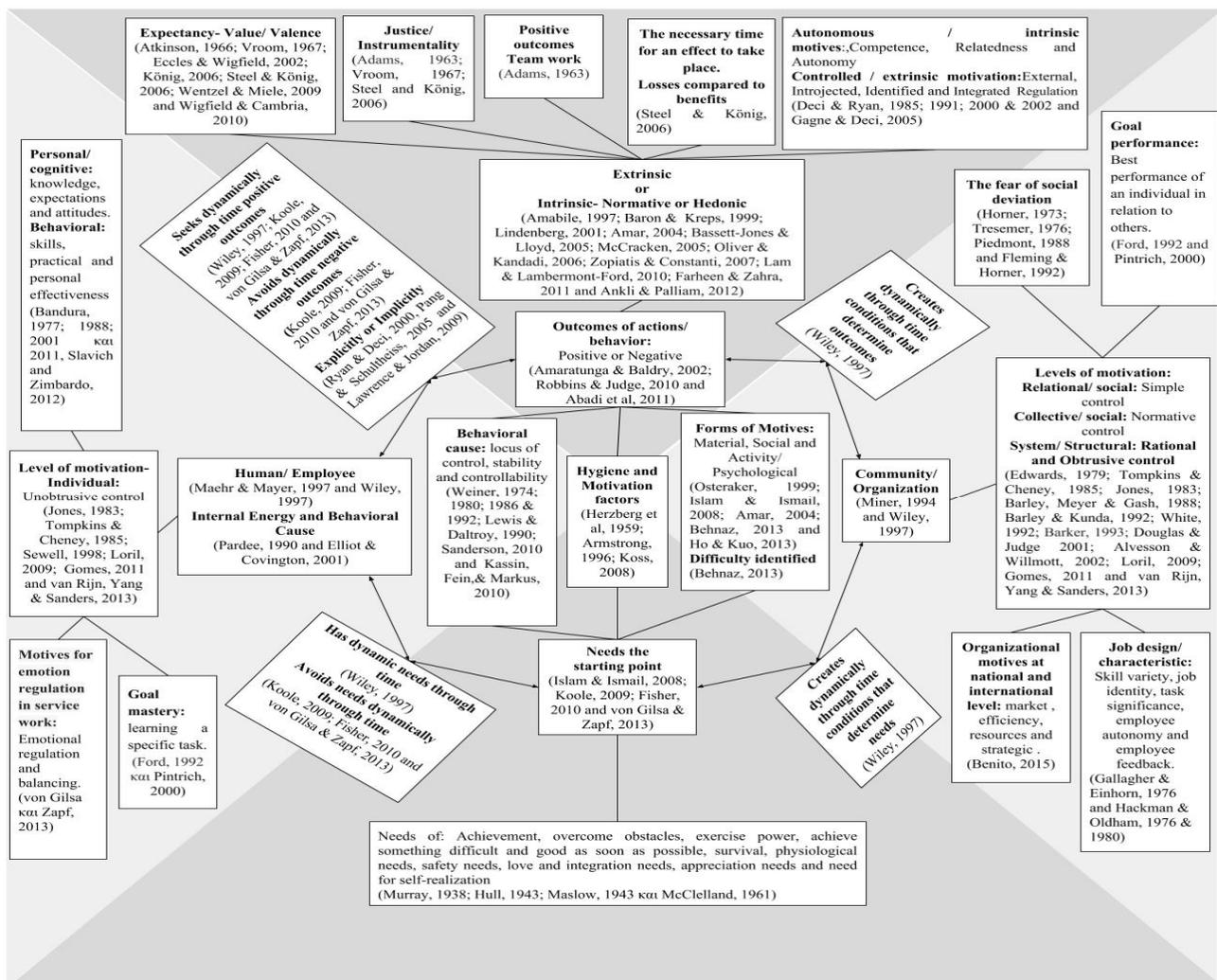
The analysis of the integrated model of motivation theories within an organization will start from the factors: human/ employee and community/ organization. Regarding the factor human/ employee, the international scientific research supports that individual interpretation and determination of self and behavior springs from the individual himself, and given the "unobtrusive control" the external imposition is unnecessary. Based on the above finding the factor human/ employee in the organizational context correlates with several elements such as: the mastering of specific objectives, the pursuit of individual emotional regulation and balancing and various individual characteristics regarding behavior and knowledge. Those individual characteristics formulate a set of needs that each human/ employee is trying to satisfy through actions and behaviors that lead to positive outcomes.

The factor community/ organization will be analyzed which includes and affects the human/ employee at: relational, collective and system level. In detail, it was found that the factor human/ employee is affected by: the fear of social deviation, the pursuit of better performance than the other members of the organization, the aspirations/ motives of the organization at national and international level as well as by the characteristics of the work he/ she performs. Because of the above characteristics, the factor community/ organization can create, dynamically in time, conditions that on the one hand are generating and/ or affecting the needs of the humans/ employees while on the other hand are determining the positive or negative outcomes of the actions and the behaviors of humans/ employees in relation to their needs. The researchers concluded that from the composition of the two factors (human/ employee and community/ organization) arises a central factor which can be named "regulating", because human motives are determined both by the characteristics of the human/ employee, and the characteristics of the community/ organization.

Subsequently, the analysis of the Integrated model will focus on the presentation of the findings regarding two factors: needs and positive or negative effects of human actions/ behaviors. The factor needs were defined as an unpleasant deficiency situation arising from within the individual and is the starting point for every human action and behavior. The need factor can push human/ employee explicitly or implicitly in specific acts and/ or behaviors, which through their positive outcome can satisfy needs, thus helping humans/ employees to avoid or move away from unpleasant and deficit situations that the needs are creating. Furthermore, it was found that human needs extend to a wide range of simple, daily and material needs to complex, rare and intangible ones.

Next, the presentation of the findings will focus on the factor outcomes of human actions/ behaviors, which can be grouped into: extrinsic or intrinsic and regulatory or hedonic and are divided into negative or positive. The negative outcomes cannot satisfy the needs of an employee or are leading to an unpleasant and problematic situation within an organization. Meaning that those negative outcomes are not perceived as motives from the employee and they are not encouraging the repetition of an act or behavior. On the other hand, the positive outcomes can satisfy the needs of an employee and can be translated into rewards/ compensation within an organization, leading to the repetition of an action or behavior. Additionally, in the context of an organization the positive outcomes must hold certain characteristics to be perceived as positive from the employees. Those characteristics are: the positive result from an action, the existence of teamwork, the expectancy of an outcome with great value for the employees, the sense of justice among employees regarding the way they are treated/ rewarded, the satisfaction of intrinsic and extrinsic motives, the timely/ immediate expression of the positive effects of an employee's actions or behaviors, and the sacrifices that an employee will have to undergo in relation to the value of the outcomes to be gained. If the above characteristics are absent then the outcomes are perceived as negative. Finally, it has been found that while the factor needs is different from the factor positive or negative outcomes of human actions/ behaviors, nevertheless they hold common elements that connect them. Specifically, both factors are regarded as the cause of human actions/ behavior within an organization, can be defined as hygiene and motivating factors and can receive the same forms. Based on these connecting elements a second central factor named motivating factor can be expressed.

Summarizing, the content analysis of the international scientific literature helped the authors to create of a new integrated model of human motivation in organizations. The study of this model revealed two central factors and four agent factors that are correlating with the human motivation in the organizational context. More specifically the agent factors human/ employee and community/ organization are formulating the "regulating" central factor, which determines the "motivating" central factor including the agent factors human needs and positive or negative outcomes of human actions or behaviors. The encoding of the central

and the agent factors as well as the scientific and empirical contribution of this paper will be concluded in the following section.

9. Encoding of the Key Motivational Factors and the Variables that Correlates with those Factors

Based on Figure 3.2 and the findings obtained through its analysis, the "regulating" and the "motivating" central factors will be presented in a coded way. The regulating central factor (Table 3.1 below), depends upon the agent factor human/ employee (Maehr & Mayer, 1997 and Wiley, 1997) and the agent factor community/ organization (Miner, 1994 and Wiley, 1997).

Table 3.1 The regulating factor within an organization

Central factor:	**Regulating:** regulate/ affect the motivating factor in an organizational context			
Agent factor:	**Human/ Employee** (Maehr & Mayer, 1997 and Wiley, 1997)	**Community/ Organization** (Miner, 1994 and Wiley, 1997)		
Correlation with other factors:	**Seeks dynamically through time positive outcomes** (Wiley, 1997; Koole, 2009; Fisher, 2010 and Von Gilsa & Zapf, 2013) **Avoids dynamically through time negative outcomes** (Koole, 2009; Fisher, 2010 and Von Gilsa & Zapf, 2013) **Seeks positive outcomes explicitly or implicitly** (Ryan & Deci, 2000; Pang & Schultheiss, 2005 and Lawrence & Jordan, 2009) **Has dynamic needs through time** (Wiley, 1997) **Avoids needs dynamically through time** (Koole, 2009; Fisher, 2010 and Von Gilsa & Zapf, 2013)	**Creates dynamically through time conditions that determine:** • Needs • Outcomes: positive or negative (Wiley, 1997)		
Level of motivation:	**Individual**: Interpretation and determination of self and behavior derives from the person himself, extrinsic enforcement is not necessary. (Jones, 1983; Tompkins & Cheney, 1985; Sewell, 1998; Loril, 2009; Gomes, 2011 and van Rijn, Yang & Sanders, 2013)	**Relational/ Social**: Interpretation and determination of self and behavior derives from the close binary relationships a person develops with his or her relatives/ coworkers in the family or	**Collective/ Social**: Interpretation and determination of self and behavior derives from impersonal ties with groups of people or social groups, people's	**System/ Structural:** interpretation and determination of self and behavior of individuals and groups within the organization and the behavior of individuals or groups outside the organization is

		workplace context and other social groups	behavior is guided by social approval or rejection	guided by the set of organizational policies such as remuneration, systems and management
		(Edwards, 1979; Tompkins & Cheney, 1985; Jones, 1983; Barley, Meyer & Gash, 1988; Barley & Kunda, 1992; White, 1992; Barker, 1993; Douglas & Judge 2001; Alvesson & Willmott, 2002; Loril, 2009; Gomes, 2011 and Van Rijn, Yang & Sanders, 2013)		
Factor characteristics:	**Personal/ cognitive:** knowledge, expectations and attitudes **Behavioral:** skills, practical and personal effectiveness (Bandura, 1977; 1988; 2001 & 2011 and Slavich & Zimbardo, 2012) **Emotional regulation and balancing** (Von Gilsa & Zapf, 2013) **Goal mastery** (Ford, 1992 and Pintrich, 2000)	**Fear of social deviation:** (Horner, 1973; Tresemer, 1976; Piedmont, 1988 and Fleming & Horner, 1992) **Goal performance:** Best performance of an individual in relation to others (Ford, 1992 and Pintrich, 2000) **Job design/ characteristics:** Skill variety, Job identity, Task significance, Employee autonomy and Employee feedback (Gallagher & Einhorn, 1976 and Hackman & Oldham, 1976 & 1980) **Organizational motives at national and international level:** market, efficiency, resources and strategy (Benito, 2015)		

The motivating central factor (Table 3.2) depends upon the agent factor needs (Islam & Ismail, 2008; Koole, 2009; Fisher, 2010 and Von Gilsa & Zapf, 2013) the agent factor outcomes of actions/ behaviors positive or negative (Amaratunga & Baldry, 2002, Robbins & Judge, 2010 and Abadi et al, 2011).

**Table 3.2** The motivating factor within an organization

Central factor:	**Motivating:** determines human actions and behavior within an organization	
Agent factor:	**Needs** (Islam & Zaki Ismail, 2008; Koole, 2009; Fisher, 2010 and Von Gilsa & Zapf, 2013)	**Outcomes of actions/ behaviors positive or negative** (Amaratunga & Baldry, 2002; Robbins & Judge, 2010 and Abadi et al, 2011)
Factor characteristics:	**The origins of human behavior** (Murray, 1938; Hull, 1943; Maslow, 1943 and McClelland, 1961)	**Positive results are the desired outcome of human behavior, because they are satisfying human needs** (Wiley, 1997; Koole, 2009; Fisher, 2010 and Von Gilsa & Zapf, 2013) **Positive results are translated into rewards: physiological / tangible or psychological / intangible** (Amaratunga & Baldry, 2002; Robbins & Judge, 2010 and Abadi et al, 2011)

		Negative results are not the desired outcome of human behavior and do not constitute a motive because they do not satisfy needs (Koole, 2009; Fisher, 2010 and Von Gilsa & Zapf, 2013)
Correlation with other factors:	**Human/ employee dynamically through time has needs** (Wiley, 1997) **Human/ employee dynamically through time avoids needs** (Koole, 2009; Fisher, 2010 and Von Gilsa & Zapf, 2013) **Community/ Organization creates dynamically through time conditions that determine needs** (Wiley, 1997)	**Positive outcomes satisfy human needs** (Wiley, 1997; Koole, 2009; Fisher, 2010 and Von Gilsa & Zapf, 2013) **Community/ Organization creates dynamically through time conditions that determine outcomes positive or negative** (Wiley, 1997)
Forms of factor:	**Achievement, overcome obstacles, exercise power, achieve something difficult and good as soon as possible, survival, physiological needs, safety needs, love and integration needs, appreciation needs and need for self-realization** (Murray, 1938; Hull, 1943; Maslow, 1943 and McClelland, 1961)	**Extrinsic or Intrinsic- Normative or Hedonic** (Amabile, 1997; Baron & Kreps, 1999; Lindenberg, 2001; Amar, 2004; Bassett-Jones & Lloyd, 2005; McCracken, 2005; Oliver & Kandadi, 2006; Zopiatis & Constanti, 2007; Lam & Lambermont-Ford, 2010; Farheen & Zahra, 2011 and Ankli & Palliam, 2012)
Common characteristics of the factor needs with the factor outcomes of actions/ behaviors positive or negative:	Material, social and activity/ psychological (Osteraker, 1999; Islam & Ismail, 2008; Amar, 2004; Behnaz, 2013 and Ho & Kuo, 2013) **Difficulty identified** (Behnaz, 2013) **Behavioral cause:** locus of control, stability and controllability (Weiner, 1974; 1980; 1986 and 1992, Lewis & Daltroy, 1990; Sanderson, 2010 and Kassin, Fein & Markus, 2010) **Hygiene and Motivation factors** (Herzberg et al, 1959; Armstrong, 1996; Koss, 2008)	
Special characteristics that determine the positive outcome of human actions/ behaviors:		**Positive outcomes- Team work** (Adams, 1963) **Expectancy- Value/ Valence** (Atkinson, 1966; Vroom, 1967; Eccles & Wigfield, 2002; König, 2006; Steel & König, 2006; Wentzel & Miele, 2009 and Wigfield & Cambria, 2010) **Justice/ Instrumentality** (Adams, 1963; Vroom, 1967 and Steel & König, 2006) **Autonomous/ intrinsic motives:** Competence, Relatedness and Autonomy **Controlled/ extrinsic motivation:**

		External, Introjected, Identified and Integrated Regulation (Deci & Ryan, 1985; 1991; 2000 & 2002 and Gagne & Deci, 2005) **The necessary time for an effect to take place** **Losses compared to benefits** (Steel & König, 2006)

Concluding, the study of the items entitled: "Correlation with other factors" of Tables 3.1 and 3.2 indicates a sequence connecting the factors that formulate the employee motivation within an organization. This sequence will be presented through Figure 4.

Figure 4. The sequence of the factors that determine employee motivation within an organization
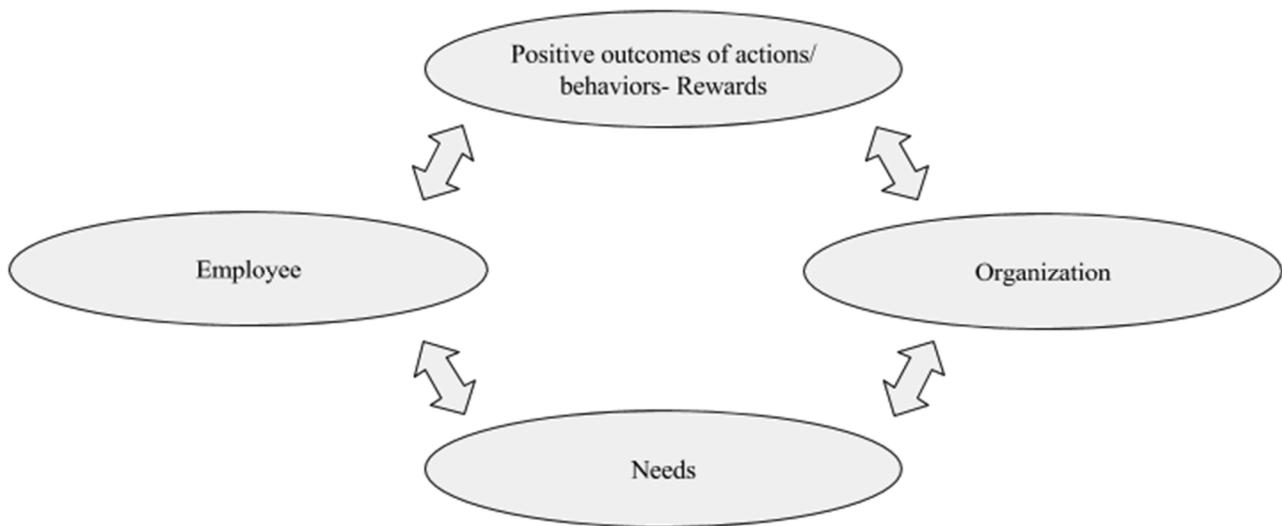
10. Scientific and Practical Contribution- Limitations

The scientific and practical contribution of this manuscript is the creation of an original- prototype model which codifies and summarizes the most important motivation theories. This model allowed the formulation and the novel codification of the factors that correlate with the concept of human motivation in an organizational context which in turn helped on the composition of a "path diagram" which presents the sequence of the factors that determine employee motivation in an organizational context. The above will provide the theoretical basis for a future field research upon reward systems and how they can contribute to the change of organization culture in the Greek five-star hotels. The use of exclusively theoretical sources does not allow the generalization of the findings.

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About the author(s)

Theodoros Stavrinoudis is Assistant Professor in "Tourism Management" at the University of the Aegean (Department of Business Administration and Postgraduate Program in "Tourism, Planning, Management and Policy") and Tutor at the Postgraduate Program in "Management of Tourism Enterprises" at the Hellenic Open University. He published papers in international scientific journals.

Christos Kakarougkas is PhD candidate of the University of the Aegean. He works as a professor of Tourism in the Vocational Schools of the Greek Ministry of Tourism as well as on the hospitality industry. His academic interests include: management of change, organizational culture and human resources development and motivation.