



**THE EFFECTS OF MOTIVATION ON MARKETING COMMUNICATION: THE EXAMPLE OF PUBLIC RELATIONS AND COMMUNICATIONS SPECIALISTS WHO WORK IN FIVE-STAR HOTELS**

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**ABSTRACT**

Marketing communication has a great contribution to communication between employees and customers in marketing process. Employee offering the service communicates well while providing service to customer through marketing communication. In the same time marketing communication coordinates as well employee informing, training and motivation activities in order to enable the establishment to provide good services for consumers. In this study, considering data of Republic of Turkey Ministry of Culture and Tourism, Istanbul Provincial Directorate of Culture and Tourism, 39 of 46 hotels being under the scope of Five Star Hotels in Istanbul have been examined in terms of motivation levels of public relations and communication specialists regarding their professions. All data was obtained through survey method during the research and "Motivation Sources and Problems Scale" was applied; consisting of 24 questions in total in the survey form and which was used for the first time by Nunnally in year 1978. The effect of motivation on marketing communication and the result of this effect on the establishment were argued through the obtained result.

**Key words:** Marketing Communication, Motivation, Public Relations

**1. INTRODUCTION**

Nowadays in which competition appears intensively, establishments must motivate human energy in line with organizational purposes in order to be able to survive and to sustain profitability. Therefore, administrators must consider attitudes and behaviors, feelings and thoughts, wishes and deficiencies of their employees within the establishment and while doing so, importance of motivation becomes clearer. Motivation which is the power which sets human being in motion for a specific purpose is an indispensable part of business process. Motivation may be considered as a power which provides energy to and directs employees and ensures continuity of some sort of behaviors.

While their importance varies depending on person and establishment, motivation tools are specified as income, safety, promotion opportunities, attractive duties, status, acquisition of personal authority and power, respect towards private life, ensuring the opportunity to participate in decisions, fair and continuous disciplinary system, job switches, job enrichment and flexible time arrangement (Eren 2001a ; Can 1992). Motivation tools ensure establishment to be adopted more by its employees and to be more effective. Thus, it is possible to mention that since establishment is together with employees having high motivation, it may be more successful in its field.

In this study, considering data of Republic of Turkey Ministry of Culture and Tourism, Istanbul Provincial Directorate of Culture and Tourism, 39 of 46 hotels being under scope of Five Star Hotels in Istanbul, motivation levels of public relations and communication specialists regarding their profession as well as factors which motivate employees and may appear as a motivation problem have been discussed in terms of integrated marketing communication variables.

**2. LITERATURE**

Marketing communication is a convincing communication process implemented by using various marketing communication means (advertisement, sales development, public relations, personal selling, direct marketing etc.) in order to enable establishments to introduce their goods and services to their target group.

Bozkurt describes marketing communication as "an orchestrating process of advertisement, public relations, sales development, direct marketing, personal selling, trade fairs and sales point communication materials with other factors of brand and marketing combination in a harmonious coordination" (Bozkurt, 2000: 83).

Establishments produce goods or services as required by their existence purposes. However, no matter how quality and utility goods or services are produced in terms of consumer, sales cannot be made since potential customers won't buy any product without hearing something about the product. Therefore, main goal should be to make goods or services known in the market and to offer goods or services in a manner more preferable compared to competitive products (Cohen, 2000: 66). Marketing communication is a strategic marketing tool which announces existence of produced goods or services to consumers and ensures survival and development of establishment (Mucuk, 2001: 168-169). Contribution of employees' motivation levels is required to set systematically this strategic marketing tool in motion. Employee having a high motivation level will carry out marketing communication in a more effective way and thus, will provide a positive value in success of establishment within its sector.

As for employees having constant problems with the organization they are work with, who are demoralized and don't feel themselves safe, it is impossible to provide quality service to foreign customers. Therefore, establishments focus on demands and needs of employees providing service to customer right along with foreign customers and competitors to ensure competitive advantage. Positive image should be firstly established on employees in order to establish a positive image on customers (Lings, 2004: 405).

Hospitality industry is a sub-branch of service industry which is a labor-intensive sector. Hence, establishments of this industry need more manpower. Importance attached to manpower for hotel management is not decreased in spite of technological developments of our age. Implementation of services and customer satisfaction in such establishments depend substantially on their employees (Akıncı 2002, p.2; Akçadağ ve Özdemir, 2005, p.169). Employees influence customers when they are fine and happy just as when they are unhappy and uncomfortable. Employees have a great role in implementation of services and ensuring customer satisfaction (Batman ve Yıldırğan, 2001, p.3). Therefore, arrangement of working manner in a way suitable to their needs and high level of meeting their expectations lie behind achievement of highest efficiency in service businesses which need manpower intensively. (Özmen vd., 1991, p.102).

**3. METHODOLOGY**

**3.1 Method**

Survey is a systematical data collection method. Data is collected by asking questions to people determined beforehand. Survey method enables to collect data of different types. In this study, all data was obtained through survey method. "Motivation Sources and Problems Scale" was applied; consisting of 24 questions in total in the survey form and which was used for the first time by Nunnally in year 1978. Data obtained as the result of survey was analyzed by using the software SPSS (Statistical Package for Social Sciences) for Windows 17.0. Descriptive statistical methods (Number, Percentage, Average, Standard Deviation) were used during data evaluation. As hypothesis testing, Mann Whitney U Test from Non-Parametric tests and spearman correlation analysis were carried out. Findings obtained were evaluated in 95% reliability interval at 0,05 significance level.



Scale of 24 questions is mentioned herein below:

**Table 1: Scale Problems**

1	I chose my job because I am interested in.
2	I sincerely would like to learn information about my job.
3	My job will enable me to gain acceptance within society.
4	I will find myself if I acquire knowledge and skills regarding my job.
5	Acquiring knowledge and skills regarding my job is a matter of ability and experience. However, I believe it is very limited in my case.
6	Vocational training I received regarding my job will help me in communication with people.
7	Training I received regarding my job enables me to reach business sources easier.
8	My job will enable me to get promotion in terms of my career.
9	Acquiring knowledge and skills regarding my job will make me and my family happy.
10	Skills I acquired regarding my job bring me prestige among my friends.
11	The reason why I didn't acquire knowledge and skills regarding my job is that I didn't make enough effort.
12	I can't acquire knowledge and skills regarding my job because I become nervous and forgetful while striving to learn it.
13	Working with someone who likes his job and can motivate me to acquire knowledge and skills regarding my job would increase my willingness.
14	It is important that my job is attractive and interesting.
15	Willingness of the group I receive training with would influence me.
16	I think I have resistance to acquire knowledge and skills regarding my job and I will never learn it completely.
17	Conformity of business process with my expectations will increase my willingness for learning.
18	Those expected from me regarding things I have to learn are very high, this situation affects me negatively.
19	The fear of making a mistake affects me negatively in learning.
20	Knowing that I will use knowledge and skills I acquired motivates me more.
21	What I am doing is not learning but to learn some things by heart.
22	The pressure applied by people I communicate with has an impact on me to learn.
23	I believe that receiving training regarding my job will increase my life quality.
24	I believe that my job will become an indispensable profession in future.

**Table 2: List of Five Star Hotels in Istanbul**

1	Akgün Istanbul Hotel
2	Artemis Marin Princess Hotel
3	Atik Paşa Four Seasons Hotel
4	Barcelo Eresin Topkapı Hotel
5	Byotell
6	Ceylan Inter-Continental Hotel
7	Conrad Hilton Hotel
8	Crown Plaza Istanbul Old City Hotel
9	Crowne Plaza Istanbul Asia
10	Çınar Hotel
11	Cıragan Palace
12	Dedeman Istanbul Hotel
13	Divan Istanbul Asia Hotel
14	Divan Istanbul Hotel
15	Doubletree By Hilton Istanbul Old Town Hotel
16	Doubletree By Hilton Istanbul Moda Hotel
17	Eser Diamon Hotel
18	Eser Otel Premium & Spa
19	Grand Cevahir Hotel



20	Grand Hhatt Istanbul Hotel
21	Hilton Hotel
22	Holiday Inn Istanbul City Hotel
23	Holiday Inn Istanbul Airport Hotel
24	Istanbul Marriott Hotel Asia
25	Istanbul Polat Renaissance Hotel
26	Kaya Ramada Plaza Hotel
27	Klassis Hotel
28	Legacy Ottoman Hotel
29	Limak Eurasia Luxuri Hotel
30	Movenpic Istanbul Hotel
31	Ortaköy Princess Hotel
32	Point Hotel Barbaros
33	Radisson Sas Conference & Airport Hotel
34	Radisson Sas Bosphorus Hotel
35	Ramada Plaza Istanbul Hotel
36	Sheraton Istanbul Ataköy Hotel
37	Sheraton Istanbul Maslak Hotel
38	Sürmeli Istanbul Hotel
39	Swiss Hotel The Bosphorus
40	The Green Park Hotel Merter
41	The Green Park Hotel
42	The Green Park Hotel Pendik Hotel & Convention Center
43	The Marmara Hotel
44	The Plaza
45	The Ritz Carlton Hotel
46	Titanic Port Hotel

### 3.1 Research Objectives

Objective of this study is to measure motivation levels of public relations and communication specialists serving in five star hotels in Istanbul regarding their profession. Furthermore, to determine factors which motivate public relations specialists and communication specialists and create motivation problems in terms of integrated marketing communication variables. Within the frame of this objective, attitudes of specialists concerning their professional motivation will be discussed.

### 3.2 Importance of the Research

This study is important in terms of assertion of effect of motivation in marketing communication and positive or negative results of this effect on an establishment.

### 3.3 Scopes and Limitations of Research

Scope of the research consists of public relations and communication specialists of 46 hotels being under the scope of Five Star Hotels in Istanbul considering data of Republic of Turkey Ministry of Culture and Tourism, Istanbul Provincial Directorate of Culture and Tourism. Only surveys of 39 public relations and communication specialists were evaluated. Since every five star hotels in Turkey couldn't participate in the research, it resulted in a limited research.

### 3.4 Universe and Sample

Universe of the research consists of public relations and communication specialists of 46 hotels being under the scope of Five Star Hotels in Istanbul. Survey method for collection of data related to the research was applied to public relations specialists and communication specialists via phone and e-mail (internet). Survey form was applied only to 39 of 46 five star hotels' public relations and communication specialists consisting the universe. **Public relations specialists and communication specialists of 7 hotels were not included to the analysis since they were not present within the hotel.** 39 survey forms were evaluated in total. Questions included to the survey consist of two sections. First section includes demographic details pertaining to answerers. In second section "Motivation Sources and Problems Scale (MSP)" consisting of 24 questions in total was applied. Before application of the survey, explanatory information was provided to answerers regarding survey questions. The survey was implemented between (1 February 2012- 28 February 2012).

### 3.5 Data Collection

"Motivation Sources and Problems Scale" was used for the first time by Nunnally in New York in year 1978 and this scale consists of 24 questions in total. The Scale was developed afterwards by Schunk (1996). Scale's reliability is considered sufficient when the lowest level is accepted as 0,7 in Cronbach Alpha criteria (Nunnally, 1978: 15-35) and (Schunk, 1996:40). This scale was used by Serdar Erciç in the study titled "Importance of Motivation in Marketing Communication and Example of Multinational Shopping Mall". The scale consists of 3 sub-dimensions in total which are internal motivation, negative motivation and external motivation. Subscale of internal motivation includes 11



articles, subscale of negative motivation includes 8 articles and external motivation includes 5 articles. Articles 1, 2, 3, 4, 6, 7, 8, 9, 10, 23 and 24 of the scale represent internal motivation (personal learning motivation; positive effect of internal factors on worker motivation), articles 13, 14, 15, 17 and 20 represents external motivation (environmental motivation; positive effect of environmental factors on motivation) and articles 5, 11, 12, 16, 18, 19, 21 and 22 represents negative motivation (factors posing a problem on motivation). Answerers were asked to answer questions by checking one of the options "Strongly Disagree, Disagree, Undecided, Agree, Strongly Agree". For articles constituting subscale of internal and external motivation, the answer "Strongly Disagree" was graded as 1 point, "Disagree" as 2 points, "Undecided" as 3 points, "Agree" as 4 points and "Strongly Agree" as 5 points. For articles constituting subscale of negative motivation the answer "Strongly Disagree" was graded as 5 points, "Disagree" as 4 points, "Undecided" as 3 points, "Agree" as 2 points and "Strongly Agree" as 1 point.

**3.6 Analysis of Data**

Data was analyzed by using the software SPSS (Statistical Package for Social Sciences) for Windows 17.0. Descriptive statistical methods (Number, Percentage, Average, Standard Deviation) were used during data evaluation. As hypothesis testing, Mann Whitney U Test from Non-Parametric tests and spearman correlation analysis were carried out. Findings obtained were evaluated in 95% reliability interval at 0,05 significance level.

**4. FINDINGS and INTERPRETATION**

This section includes findings obtained as the result of data analysis collected through scales from public relations and communication specialists participated in the research for solution of research problem. 39 employees participated in the research.

**Table 1. Range of demographic details of public relations and communication specialists**

		n	%
Age	Aged 30 and below	23	59,0
	Aged 30 and above	16	41,0
Gender	Male	5	12,8
	Female	34	87,2
Education	Bachelor's Degree	33	84,6
	Master's Degree	6	15,4

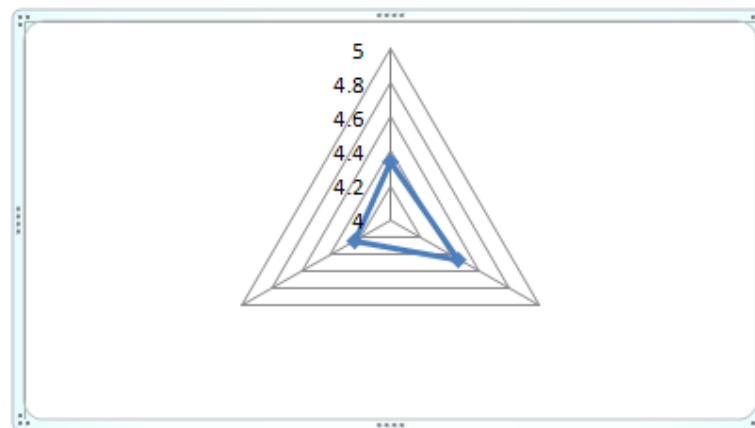
23 of research participants (59,0%) are aged 30 and below and 16 of them (41,0%) are aged 30 and above. Average age of the group is 30,23. 5 of them (12,8%) are male and 34 of them (87,2) are female. 33 of them (84,6%) have bachelor's degree and 6 of them (15,4%) have master's degree.

**Table 2. Motivation Levels**

	N	Avg.	S.s	Min.	Max.
Internal motivation	39	4,340	0,343	3,455	5,000
External motivation	39	4,456	0,381	3,600	5,000
Negative motivation	39	4,240	0,585	2,500	5,000

Internal motivation average of employees participated in the research was determined as  $4,340 \pm 0,343$ ; external motivation average as  $4,456 \pm 0,381$ ; negative motivation average as  $4,240 \pm 0,585$ . It is concluded that employees' internal and external motivations are high.

**Internal Motivation**



Negative motivation

External motivation



**Table 3. Differentiation of motivation levels according to age**

Groups	Aged 30 and below	Aged 30 and above	MW	p
	Avg±Ss	Avg±Ss		
Internal motivation	4,364±0,348	4,307±0,345	168,000	0,642
External motivation	4,496±0,390	4,400±0,372	150,500	0,328
Negative motivation	4,201±0,634	4,297±0,522	171,000	0,709

As the result of Mann Whitney-U carried out in order to determine whether averages of motivation levels of a employees participating in the research vary by age variable or not, difference between group averages was not found meaningful in terms of statistics ( $p>0,05$ ). It is concluded that employees' motivation levels are similar according to their ages.

**Table 4. Differentiation of motivation levels according to gender**

Groups	Male	Female	MW	p
	Avg ±Ss	Avg ±Ss		
Internal motivation	4,291±0,311	4,348±0,351	70,500	0,535
External motivation	4,400±0,510	4,465±0,368	81,000	0,864
Negative motivation	4,100±0,945	4,261±0,532	83,500	0,949

As the result of Mann Whitney-U carried out in order to determine whether averages of motivation levels of employees participating in the research vary by gender variable or not, difference between group averages was not found meaningful in terms of statistics ( $p>0,05$ ). It is concluded that motivation levels of men and women are similar.

**Table 5. Differentiation of motivation levels according to educational level**

Groups	Bachelor's Degree	Master's Degree	MW	p
	Avg ±Ss	Avg ±Ss		
Internal motivation	4,350±0,363	4,288±0,218	72,000	0,284
External motivation	4,430±0,400	4,600±0,219	79,000	0,426
Negative motivation	4,186±0,605	4,542±0,359	64,000	0,170

As the result of Mann Whitney-U carried out in order to determine whether averages of motivation levels of employees participating in the research vary by educational level variable or not, difference between group averages was not found meaningful in terms of statistics ( $p>0,05$ ). It is concluded that employees having different educational levels are at similar motivation levels.

**Table 6. Relation between motivation levels**

		Internal motivation	External motivation	Negative motivation
Internal motivation	r	1,000	0,570	0,211
	p	0,000	0,000	0,198
	N	39	39	39
External motivation	r		1,000	0,598
	p		0,000	0,000
	N		39	39
Negative motivation	r			1,000
	p			0,000
	N			39

As the result of correlation analysis carried out in order to determine relation between external motivation and internal motivation, 57,0% positive meaningful relation was found between points ( $r=0,570$ ;  $p=0,000<0,05$ ). Accordingly, internal motivation point increases as well while external motivation point increases.

As the result of correlation analysis carried out in order to determine relation between negative motivation and internal motivation, no meaningful relation was found between points in terms of statistics ( $r=0,211$ ;  $p=0,198>0,05$ ).

As the result of correlation analysis carried out in order to determine relation between negative motivation and external motivation, 59,8% positive meaningful relation was found between points ( $r=0,598$ ;  $p=0,000<0,05$ ). Accordingly, external motivation point increases as well while negative motivation point increases.

## RESULT AND SUGGESTIONS

In this study, 46 hotels being under the scope of Five Star Hotels in Istanbul were evaluated. Since there were no public relations and communication specialists in 7 hotels, the study was completed only with public relations and communication specialists of 39 hotels. According to the result obtained from the research, it is concluded that internal factors and external factors are both important for motivation of employees and these factors affect motivation of employees in a positive way. In line with results given by 39 public relations and communication specialists participating in the survey, (59,0%) of research participants appeared aged 30 and below and (41,0%) appeared aged 30 and above. Average age of the group is 30,23. It is concluded that motivation levels of employees are similar according to their ages. (12,8%) of survey participants are male, (87,2%) are female. This is to say that public relations and communication of five star hotels are carried out especially by women. (84,6%) of those participating in the study having bachelor's degree and (15,4%) having master's degree means that services are provided by specialists in their field. Furthermore, it is concluded that employees of different educational levels (such as bachelor's degree- master's degree) are at similar motivation level. Internal motivation average of employees participating in the research is found as  $4,340 \pm 0,343$ ; external motivation average as  $4,456 \pm 0,381$ ; negative motivation average as  $4,240 \pm 0,585$ . It is concluded that employees' internal and external motivations are high. As the result of correlation analysis carried out in order to determine relation between external and internal motivation, 57,0% positive meaningful relation was found between points. Accordingly, internal motivation point increases as well while external motivation point increases.



In the research, "internal motivation" and "external motivation" factor averages of female employees are found higher than male employees. Therefore, further works may be implemented to increase male employees' motivation level up to female employees' level. Motivation tools such as side income, acquisition of personal authority and power, flexible time arrangement, training may increase male employees' motivation level up to female employees' motivation level. Furthermore, it is understood reaching the conclusion that for motivation of employees both internal factors and external factors are important and these factors affect employees' motivation in a positive way, affects marketing communication as well. Public relations and communication specialists working highly motivated in hotels contribute in marketing communication either in a positive and successful way. Thus, it is observed that marketing communication has influence as well on a hotel's quality of being a five star hotel. Employee doing his job by enjoying it with high motivation makes contribution to the establishment for being successful. Furthermore, it is concluded that public relations and communication specialists working in 39 hotels do their job by enjoying it and willingly.

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