



The Effects of Performance Tools on the Performance of Hotel Employees: Case of North Cyprus

Mete Ünal GİRGEN 

Dr., Final International University, School of Tourism and Culinary Art, mete.girgen@final.edu.tr

ARTICLE INFO

Received: 03.09.2021

Accepted: 14.04.2022

Keywords: Performance Tools,
Creativity, Job Motivation, Social
Support, Job Performance.

Araştırma Makalesi

ABSTRACT

Businesses should give due importance to performance tools to increase the work motivation and work performance of their employees. Work motivation and happiness at work are the main factors that lead businesses to success. At the same time, these factors increase the productivity of employees. In the research, the effects of creativity, work motivation and social support on the work performance of the employees were examined and the sample of the study consisted of 200 participants from 4 five-star hotels in Northern Cyprus. The tools used for data collection were prepared and analyzed in a questionnaire format for the participants to answer. The main effect of creativity, work motivation and social support and their interaction effect on job performance were tested in the study. It has been concluded that more work motivation is required to achieve higher performance, and low creativity level leads to higher performance. Based on the majority of the less creative people in the hotel, it was concluded that minimal creativity may be required to achieve high performance. However, employers must observe and inculcate their services to know what motivates their employees.

1. INTRODUCTION

Optimizing performance being crucial in achieving the goals of an organisation, has led managers and employers to speculate on the possible factors in the work environment that can affect the performance of employees (Ismail & Rishani, 2018). Lencho (2020) opined that the traditional approach to studying job performance has been hinged on the individual ability to perform the task required and the level of motivation to perform the task. This has been the basis numerous studies (Mensah, Boye & Kwesi, 2016) apply to uncover possible engendering factors to employees motivation and performance. Job motivation and performance have perhaps remained two of the most researched concepts in management literatures. While motivation is regarded as much important in making employees perform their job effectively, the extent of social support received on the job can increase motivational level. More so, studies (Javadian & Hosseini, 2020) have linked receiving social support to improvement in job performance. In as much as job motivation and social support which are factors that stems from the external work environment could affect job performance, much more input factors within the individual/employee. Ija (2020) on this note opined that personal creativity as a component of human element, contributes to developing performance and improving service quality in an organisation. Creativity often used interchangeably with creativity, has been regarded as a component of individual intelligence (Proyer, 2012), and dimensions of learning organisations (Ijla, 2020). According to Hoeyi & Dzansi (2014), creativity is evident when one could apply his own skills to deal with ambiguity and combine inputs in profitable way. It appears an employee

has part to play towards enhanced performance despite other factor which the employer can manipulate. In order to investigate the importance of these factors for businesses and employees, researchers have investigated the effects of creativity, job motivation and social support on employees' performance (Ismail et al, 2019; Pancasila et al., 2020).

2. LITERATURE REVIEW

It has been found that motivation factors of employees in hotel businesses are positively related to job performance. (Lencho, 2020). Lencho (2020) added that employee empowerment factors proved to improve job performance than motivational factors. It's also reported that there is a moderate positive correlation between motivation and job performance. The Study of Mensah et al (2016) among large Gold mines companies in Ghana affirmed that motivating employee curbs every agitation for improved working condition and increases employees' performance. The social support that businesses provide for an employee makes them more connected to the business. It increases their sense of belonging.

Studies on social support show that there is a significant positive relationship between perceived organizational support and employee performance. Social support factors reported as psychosocial environment showed a positive correlation with job performance while motivation reduces the strength of the relationship. Meanwhile, it is also reported that motivation has a positive relationship with job performance. Javadian & Hosseini (2021) in a study among social workers found components of social support (family members' support, friends' support, and the others' support) to have a weak correlation with job performance. The components of social support were found to be significant predictors of job performance. Lampel, Honig & Drori (2014)'s studies see organisational creativity as input from the individuals or the organisation that creates innovative solutions within structural constraints using limited resources and imaginative problem solving. From the individual perspective, Ijla (2020) understudied personal creativity as one of the dimensions of learning organisations sampling employees of Palestine Pension Agency and found that personal creativity and mental models improves performance in terms of quality of services. In the study of Proyer (2011) which treated creativity as an intelligence factor, found self-perception of creativity and psychometric creativity to be related to playfulness in adult hood. The followings are the definitions of research which are including creativity, job performance, job motivation, social support and the results of different analysis:

Social support: It's a key element of the workplace because strong connections are required between employees and between employees and management (Chandra, 2012). In almost every aspect of organizational life, social support is essential. Support from management and co-workers, in particular, has a beneficial influence on employee well-being; employees who feel supported are less stressed and believe they are adequately compensated for their efforts. The social support motivates the employees which affects their performance in a positive way. (Fischer & Martinez, 2013).

Job Motivation: The term of job motivation consists of a set of energetic forces that originate both within as well as beyond an individual's being, to initiate work-related behaviour, and to determine its form, direction, intensity, and duration (Pinder, 1998).

Many researchers have studied to describe the topic of employee work motivation from various viewpoints during the last few decades. They have suggested that it has anything to do with age. In companies any employees require incentives to boost their intrinsic drive. These incentives will increase their happiness level and it will effect their performance positive. Job motivation can be also defined as 'the desire or willingness to make an effort in one's work'. Motivating factors may include the age of work, entrepreneurship, salary and other benefits, desire for status and recognition, a sense of achievement, relationships with colleagues, and a feeling that one's work is useful or important (Boumans et al, 2011; Lazaroiu, 2015; Cizreliogulları et al, 2020).

Job Performance: It consists of the act of doing a job. Job performance is a means to reach a goal in a short term, or set of goals within a job, or aim long term strategies, role, or organization, but not the actual results of the acts performed within a job.

The link between job motivation and job performance may appear simple at first glance - after all, it's all about how effectively or poorly individuals do their tasks. When it comes to the influence that job

performance has on your firm, though, it's critical to go further. An employee who performs above an average pace sets an example for others. Such employees increase motivation and productivity in the workplace (Council, 2004). Job performance, on the other hand, is influenced by a number of things. For example, you could anticipate that a specific person would contribute significant value to your firm since he is capable of executing his job well (Jalagat, 2016)). Employee job performance may be defined as the overall expected value that an individual provides to the business over a set period of time in the form of discrete behavioral episodes. It may also be described as how well an employee performs his or her job, and it is often assessed in many aspects. (Deslie, 2015). Employee performance is often measured by the knowledge, ability, competence, and behaviour required to complete the job (Pawirosumarto et. al. 2017). Keskin (2020) on the other hand mentioned that the resourcefulness is playing a role to decrease job performance of employees. Many businesses set great emphasis on employee job performance as it is an important factor in creating sustainable competitive advantage in market (Wen et al., 2019).

Creativity: The specific entrepreneurs in some areas have emerged as change agents. The specific individuals have built organizations that have transformed the social and institutional environment where they operate. The concept of organizational creativity refers also to the notion of creative reformulation of institutional constraints. Most individuals have to operate within existing norms and boundaries to create solutions to existing problems. Yet the work of some individuals and the organizations they build can alter the institutions in which they operate (Honig et al, 2014).

Every tourism business wants to follow the trends of the sector and be one step ahead of its competitors. Thinking creatively, that is, thinking about new and creative solutions is also a part of this process. A study by Adobe and Forrester Consulting found that 82% of companies believe there is a correlation between creativity and company success. The report also stated that companies that encourage creative thinking outperform their competitors in revenue growth, market share and competitive leadership (Keeken, 2015). Creativity is very important in marketing and design departments, but when you start to think outside the box, it is seen that it affects every department of the institution. Creativity is the most important factor in the success of a company's departments and internal strategies. Creative thinking not only enables the organization of sales and marketing campaigns that increase brand appeal, but also creates a unique corporate culture that fosters creativity within each department (Ilmafa'ati, 2021).

It is very difficult to understand the main ideas of the literature based explanations, because the logic of the writing style is very confused. It is needed a simple structure line; first explain the concept, second discuss the relationships, third explain all concepts importance.

➤ Theoretical Framework

The model below illustrates some of the motivating factors which affect employees' performance as a dependent variable. These factors will form the independent variables of the study (creativity, social support and job motivation) and will be manipulated to positively or negatively affect the dependent variable.

3. RESEARCH METHODS

The study examined the effects of creativity, job motivation and social support on the job performance of five-star hotels employees. The sample of the research consisted of 200 participants from 4 five-star hotels (10 incomplete or incorrectly filled out of this figure) in North Cyprus. In the study, the main effect of creativity, work motivation and social support and their interaction effect on job performance were tested. The tools used for data collection are standardized scales in a questionnaire format for participants to answer.

This research was carried out by using the convenience sampling method, which is one of the non-random sampling technique, for customers staying in a 5-star hotel operating in the Kyrenia region. The purpose of choosing this method is because it is the simplest and most frequently used sampling method and it is collected in the easiest, fastest and most economical way (Özdemir, 2008; Haşiloğlu et al., 2015). The survey consists of 2 parts. In the first part, there are demographic questions about the people participating in the research. The second part consists of 4 groups, and the questions were synthesized

from previous studies and reconstituted in order to be suitable for the purpose and subject of the research. There are a total of 12 questions prepared with a 5-point Likert type (1: Strongly Disagree, 2: Disagree, 3: Neither Agree or Disagree, 4: Agree, 5: Strongly Agree). Chaponda (2014) and Arifin (2015) research questions consist of items such as Performance, Motivation, Job Satisfaction (including Creativity and Social Support) containing the main topics of the study were used. The study's data was analysed with factorial ANOVA statistics using the SPSS statistics.

4. CONCLUSION

The demographic data of the sample size of 200 participants are presented in Table 1. In this table it shows that of the total of 200 participants in the study, majority (67.5%) were male, female represented only 32.5 per cent of the study's sample. There were more participants between 31-40 years (37.5%) than other age groups. The minority age group was 51 and above years (10%) and no participants was between 41-50 years. The majority of participants on marital status were single representing 55 per cent of the study's sample. Minority (10%) was divorced and 35 per cent of the participants were married.

The study examined the effects of creativity, job motivation and social support on job performance. The study found creativity and job motivation to affect job performance. Performance is highest when creativity level is low; and when job motivation is high. Many studies have contributed to the literature through similar statistical analyzes (Roos & Eeden, 2005). The reliability of the measurement tools, demographic findings and other descriptive definitions and statistics were examined. Many studies have shown that the interaction between employee motivation, job satisfaction and corporate culture has a positive effect on employee performance (Chaponda, 2014; Arifin, 2015). This finding supports studies (Mensah et al, 2016; Lencho, 2020) which have found job motivation to have significant impact on job performance. The finding on creativity affirms Proyer (2011)'s perspective on creativity being an intelligence factor. One plausible reason for this finding is that majority of the studies participants were taking on unskilled job that require little application of intelligence or formal training. Nevertheless since job motivation was found to be a significant predictor of job performance, it is important that the management of the five stars hotels project motivational factors towards her employee in order to gain higher levels of performance. The management could run a simple survey to ascertain the core motivator her employees need and inculcate it in her services. Overall, the study has shown that job motivation and creativity affects job performance in five star hotels of Kyrenia, while social support and all forms of interaction between job motivation, creativity and social support did not have any effect on job performance.

REFERENCES

- Arifin, H. M. (2015). The influence of competence, motivation, and organisational culture to high school teacher job satisfaction and performance. *International Education Studies*, 8(1), 38-45.
- Boumans, N. P., De Jong, A. H., & Janssen, S. M. (2011). Age-differences in work motivation and job satisfaction. the influence of age on the relationships between work characteristics and workers' outcomes. *The international journal of aging and human development*, 73(4), 331-350.
- Chandra, V. (2012). Work-life balance: eastern and western perspectives. *The International Journal of Human Resource Management*, 23(5), 1040-1056.
- Chaponda, N. C. (2014). The effect of performance appraisal on employee motivation: a survey of slum based non-governmental organizations in Nairobi (Doctoral dissertation, United States International University-Africa).
- Chowdhury, G.R. (2014). *A study on the impact of leadership styles on employee motivation and commitment (Doctoral Dissertation)*. Belapur; Navi Mumbai.
- Cizrelioğulları M.N. & Kilili R. & Girgen M. (2020). Müşteri memnuniyeti sağlama ve müşteri sadakat programlarının müşteriye elde tutma üzerindeki etkisi: girne'de beş yıldızlı oteller örneği, *BMIJ*, 8(2): 1658-1686. doi: <https://dx.doi.org/10.15295/bmij.v8i2.1463>
- Council, C. L. (2004). *Driving performance and retention through employee engagement* (Vol. 14). Washington, DC: Corporate Executive Board.
- Deslie, N. (2015). The impact of leadership style on employee performance, 3-49.

- Fischer, F. M., & Martinez, M. C. (2013). Individual features, working conditions and work injuries are associated with work ability among nursing professionals. *Work*, 45(4), 509-517.
- Hargis, M. B., Watt, J. D., & Piotrowski, C. (2011). Developing Leaders: Examining the Role of Transactional and Transformational Leadership Across Contexts Business.
- Haşiloğlu, S. B., Baran, T., & Aydın, O. (2015), “Pazarlama araştırmalarındaki potansiyel problemlere yönelik bir araştırma: Kolayda örnekleme ve sıklık ifadedi ölçek maddeleri”, *Pamukkale İşletme ve Bilişim Yönetimi Dergisi*, (1), 19-28. Hoeyi, P.K., & Dzansi, D.Y. (2014). Entrepreneurship- the productive creativity of the human factor in an ambiguous environment. *Mediterranean Journal of Social Sciences*, 5(23), 11-19.
- Honig, B., Lampel, J., & Drori, I. (Eds.). (2014). Handbook of organizational and entrepreneurial creativity. Edward Elgar Publishing. Organization Development Journal 29(3) 51-68-7.2doi.org/10.1360/zd-2013-43-6-1064.
- Ija, N.M. (2020). The role of personal creativity and mental models as one of the dimensions of the learning organisation in improving the quality of services. *International Journal of Accounting Finance & Management Research*, 4, 62-84.
- Ismail, H. N., & Rishani, M. (2018). The relationships among performance appraisal satisfaction, career development and creative behavior. *The Journal of Developing Areas*, 52(3), 109-124.
- Ismail, H. N., Iqbal, A., & Nasr, L. (2019). Employee engagement and job performance in Lebanon: the mediating role of creativity. *International Journal of Productivity and Performance Management*.
- Ilmafa'ati, R. (2021). The influence of entrepreneurship, creativity and business location on business success. *Innovation Research Journal*, 2(1), 51-64.
- Jalagat, R. (2016). Job performance, job satisfaction, and motivation: A critical review of their relationship. *International Journal of Advances in Management and Economics*, 5(6), 36-42.
- Javadian, R.S., & Hosseini, A. (2021). The relationship between social support and job performance of social workers. *Social Behaviour Research and Health*, 4(1), 480-486.
- Keeken, P. V. (2015). How creativity impacts business results. Adobe Blog. Retrieved from: blog.adobe.com/en/publish/2015/04/23/how-creativity-impacts-business-results
- Keskin, E. (2020). Relationships among self-efficacy, job resourcefulness and job performance of hotel cooks in Cappadocia. *Journal of multidisciplinary academic tourism*, 5(1), 17-27.
- Lampel, J., Honig, B., & Drori, S. (2014). Organisational creativity: concept, processes and strategies. *Organisational Studies*, 35(4), 465-482.
- Lăzăroiu, G. (2015). Employee motivation and job performance. *Linguistic and Philosophical Investigations*, (14), 97-102.
- Lencho, D.M. (2020). Effect of employee motivation on job performance in case of fice general hospital. *International Journal of Commerce and Finance*, 6 (1), 81-101
- Lin, M., Hirschfeld, G., & Margraf, J. (2018). Brief form of the perceived social support questionnaire (F-SozU K-6): validation, norms, and cross-cultural measurement invariance in the USA, Germany, Russia, and China. *Psychological Assessment*, 31, 609
- Martin, M.A.G., Mendieta, I.H., & Jacinto, L.G. (2016). A multidimensional approach to social support: the questionnaire on frequency of and satisfaction with social support (QFSSS). *Anales De Psicología*, 32 (2), 501-515
- Mensah, K., Boye, E., & Kwesi, A.T. (2016). Employee motivation and work performance, a comparative study of mining companies in Ghana. *Journal of Industrial Engineering and Management*, 9 (2), 255-309.
- Özdemir, A. (2008). Yönetim Biliminde İleri Araştırma Yöntemleri ve Uygulamalar. *Beta Yayınları*, İstanbul.
- Pancasila, I., Haryono, S., & Sulisty, B. A. (2020). Effects of work motivation and leadership toward work satisfaction and employee performance: Evidence from Indonesia. *The Journal of Asian Finance, Economics and Business*, 7(6), 387-397.
- Pawirosumarto, S., Sarjana, P. and Muchtar, M. (2017). Factors affecting employee performance of PT.Kiyokuni Indonesia. *International Journal of Law and Management*, 59(4), 602-614. doi.org/10.1108/IJLMA-03-2016-0031.
- Pinder, C. C. (2014). *Work motivation in organizational behavior*. psychology press.

- Proyer, R. T. (2012). Examining playfulness in adults: Testing its correlates with personality, positive psychological functioning, goal aspirations, and multi-methodically assessed creativity. *Psychological Test and Assessment Modeling*, 54(2), 103-127.
- Wen, T. B., Ho, T. C. F., Kelana, B. W. Y., Othman, R., & Syed, O. R. (2019). Leadership Styles in Influencing Employees' Job Performances. *International Journal of Academic Research in Business and Social Sciences*, 9(9), 55–65.
- William, L.J., & Anderson, S.E. (1991). Job satisfaction and organisational commitment as predictors of citizenship and in-role behaviours. *Journal of Management*, 17, 601-617