

The Effect of Goal Motivation on the Integration and the Success of an Organizational Change in the Hospitality Sector

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Abstract: The purpose of this research is to examine the relationship between the motivation to accomplish set goals and its effect on the integration and the success of change on four and five star hotels in Greece. The research aims to answer on two research hypotheses. These are the following: a) H₁ Hypothesis: Motivation to accomplish set goals is a significant positive predictor of Integration of change and b) H₂ Hypothesis: Motivation to accomplish set goals is a significant positive predictor of Success of change. For this reason, a quantitative research was conducted. The sample of this research consisted of 513 employees who work in Greek four and five star hotels. The results of the research indicated that the hotel employees feel that they are moderate motivated to accomplish the set goals of an organizational change which occurs in a hotel company. Furthermore, the current research indicated that motivation is an important element for the potential integration and success of changes in the hospitality sector. Hence, both hypotheses were confirmed.

Keywords: motivation, Change, Integration, Success, Hospitality industry

1. Introduction

Human resources is considered to be a very important factor for the hospitality sector (Rossidis et al, 2021) due to the fact that hotel employees come into direct contact with the customers. Thus, the hotel employees participate actively in the shaping of the tourist product. For this reason, it is important that managers should follow proper motivation policies as well as they should implement human resource education and training programs (Belias et al, 2017). The challenge for human resource management is to ensure quality and continuous improvement of services as well as increase productivity with properly qualified and trained personnel. The productivity of each employee presupposes, on the one hand, specialized knowledge and experience and, on the other hand, significant motivation for work and contribution (Belias et al, 2021).

As a result, the human resource management plays an important role for the smooth operation of an organization, including the hospitality sector. One of the key aspects of hospitality sector is that it operates in a turbulent environment which makes the hotels vulnerable on changes occurring on their environment. The hotel industry is depended on many factors which cannot be controlled by the hotels' management. Thus, the hotels should adjust on the new environment and make sure that they are making the necessary changes. An example which describes the above situation, is the case of the Covid-19 pandemic where the financial sustainability of hotels depended on their ability to change with success (Ramos-Maçães & Román-Portas, 2022). Hence, the ability to change becomes a primary priority for a hotel, since it affects its future sustainability (Elsharnouby & Elbanna, 2021).

As it has already mentioned, not only hotel employees play an important role on change management for the hospitality sector, but also changes are an inevitable part of the operations in the hospitality sector. This brings, also, the need to further examine the role of human resources. Empirical researches have examined the role of job roles (Solnet et al, 2016), of top-down communication (Shulga, 2021), employee resilience on changes (Ngoc Su et al, 2021), on human resource training (Mosadeghrad & Ansarian, 2014) and many other factors. An important factor is, also, the motivation that the employees regarding their contribution so as the hotel will have the ability to meet its change goals (Belias et al., 2021). Various researches are indicating the fact that the employee's motivation to accomplish the individual and organizational goals of change is a key determinant for the success of a change (Hitka et al, 2014; Wright et al, 2013). Similarly, several researches have indicated that change management is also affected by the motivation system of the organization which includes whether the organization has managed to keep the employees motivated regarding change management (Bajrami et al, 2021; Marhsall et al, 2015). It is important to note that most of researches focus on the type of motives which empower employees, such as financial and non-financial motives (Seng &

Arumugam, 2017); however, there is a dimension which requires special attention. This dimension consists of the relationship between motivation to accomplish goals and its impact on the integration and the success of organizational change. Researchers such as of Parish et al (2008) have mentioned the importance of the impact of motivation to accomplish set goals and its relationship with the success of organizational changes. In spite the fact that there are some researches which focus on the association between motivation to accomplish set goals and success in the hospitality (for example Nedeljković et al, 2012), there are no researches which examine the effect of motivation on the integration of an organizational change which means that there is a need for further research on this issue. Hence the lack of research on the examined relationships and especially in the hospitality sector, brings the need to conduct a research which would examine motivation to accomplish set goals and its effect on the integration and success of organizational change in the hospitality sector. The authors have chosen the case of Greek four and five star hotels because of the fact that they have a good knowledge and access on those hotels as well as due to their size they would have the adequate population of employees to take part in such a survey.

2. Literature Review

2.1 Definitions of the Examined Variables

This paper focuses on the examination of the relationship between three variables: a) the motivation to accomplish set goals, b) the integration of organizational change and c) the success of organizational change.

The term motivation to accomplish set goals is defined as an internal process that pushes human behaviour towards the achievement of goals that will have the consequence of satisfying their needs. Motivation as a process begins with the conscious or subconscious existence of needs. More specifically, the need produces the motivation which leads to the determination of the goals and the actions which are needed to be taken in order for the need to be fulfilled. In reality, however, the process of motivation is a complex one due to the fact that the individual's needs are determined by a large number of internal and external factors that evolve and vary with time and environment.

The integration of an organizational change is related with the accomplishment of a change management program during an organisation's processes. This means that the change management has accomplished to be part of the routine processes and of the operations of the organization (Stone et al., 2020). In other words, it is essential to assess the degree that the change has managed to function within the organization and also the level of its success (Mondo & Musungwini, 2019). Belias et al. (2019) has emphasized that integration of organizational change is an important requirement for the success of an organisational change.

Successful change is defined as the time when the change program has met all of the goals which were set at the beginning of this process (Oakland & Tanner, 2007). However, it is important to note that a success change lies not only on meeting the goals and objectives but also on ensuring the sustainability of the change, which means that the change is fully functional and operational. This includes the fact that the change would be accepted by the personnel and adopted as part of their routines (Franklin, 2021).

2.2 The Relationship Between Motivation to Accomplish set Goals and its Effect on the Integration And The Success of an Organizational Change

According to Donald & Kirkpatrick (2009), human resources concern the right placement of people in the right position. As a result, an efficient workforce increases the company's profits. According to Sdrolias et al. (2014), the behaviour of employees who work in a company consists of four basic variables: perception, motivation, ability and conditions. In particular, tourism businesses, that have to provide high quality services, rely heavily on the human factor. This factor is now decisive in the formation of tourist services due to its direct involvement in transactions with tourists (Belias et al, 2022b). Usually, productivity increases when employees are satisfied with their work, which is confirmed by various scientific studies (Ubeda-Garcia et al, 2013). However, the ever-intensifying competition among hotel businesses has prompted many of them to implement new strategies in order to differentiate themselves and create a sustainable competitive advantage (Arnett et al., 2001). According to Pouzoukidou et al. (2007), the changes occurring in the modern work environment are many and unpredictable. Thus, employees are constantly exposed to new data and a constantly changing work environment that may significantly affect employee satisfaction levels, which determine the levels of integration and success of the change program.

As it is has been already stated on the introduction, there is limited research on the examined topic. Bajrami et al. (2022) have examined the effects of the Covid-19 pandemic situation on the motives of employees in the

hospitality sector. The research includes the relationship between motivation and success of organizational change. The quantitative research has occurred among a sample of 624 hospitality employees in Serbia. The research indicates that employees feel insecure; this situation has a direct effect on their motivation. Especially the older employees and those who are married appear to have the higher levels of insecurity. The research indicates that if the hotel management is able to reduce the levels of insecurity and establish safe environment in their jobs, then motivations levels are expected to increase with a significant positive impact on success of change management in the hospitality sector.

Similar research was made by Marshall et al (2015). The difference with Bajrami et al. (2022) research was the fact that their research occurred before the Covid-19 pandemic. Actually, Marshall et al. (2015) research was quantitative and it occurred in a sample of 165 hotel employees from Thailand. The research indicates that changes which take into consideration the motivation of the employees lead to a successful and well integrated change process. In this case, factors such as gender and work experience appeared to have an effect on this relationship.

Based on the above findings, it is necessary to further investigate the relationship between motivation to accomplish set goals and change management (regarding the integration of change and the success of change). Thus, this research investigates the two following hypotheses:

H₁: Motivation to accomplish set goals is a significant positive predictor of Integration of change.

H₂: Motivation to accomplish set goals is a significant positive predictor of Success of change.

3. Research Methodology

3.1 Participants

This study has focused on employees who work on four and five star hotels. The authors of this research have approached their sample through an online questionnaire which was sent to the HR department of a significant number of hotels all over Greece, while they were also posted on social media and other points of reaching the sample. Hence, the research used a snowball sampling approach.

The sample included 513 adult participants, and there were no missing values (valid sample N = 513). Almost all participants were of Greek nationality (97.3%, N = 499). The marginal majority were males (50.7%), married (58.9%) whose age ranged between 41 to 50 years old (34.5%). The majority of the sample had studied at a professional college (26.3%) and they had work experience of over 20 years (42.9%), while most of them had worked in the specific hotel for more than 5 years (84.6%). Finally, approximately one in two participants were employed at either 4-star hotels (50.7%) or 5-star hotels (49.3%), as well as half the participants were permanently employed (50.1%), while the remaining 49.9% were employed seasonally. Table 1 presents the demographic and work characteristics of the sample.

Table 1: Demographic and Work Characteristics of the Sample (N = 513)

		Frequency	Percent
Gender	Male	260	50.7
	Female	253	49.3
Age	< 30	58	11.3
	31-40	148	28.8
	41-50	177	34.5
	> 50	130	25.3
Marital status	Single	148	28.8
	Married	302	58.9
	Divorced	63	12.3
Work experience (in years)	0-5	50	9.7
	6-10	78	15.2
	11-15	74	14.4

	16-20	91	17.7
	>20	220	42.9
Type of employment	Permanent position	257	50.1
	Seasonal position	256	49.9
Years of employment in specific hotel unit	1-2	83	16.2
	3-5	108	21.1
	6-10	118	23.0
	10-20	106	20.7
	>20	98	19.1
Years of employment in the hotel industry	1-2	21	4.1
	3-5	58	11.3
	6-10	127	24.8
	10-20	137	26.7
	>20	170	33.1
Level of education	Secondary education	115	22.4
	Professional college (IEK)	135	26.3
	Technological college (ATEI)	85	16.6
	Bachelor's (AEI)	80	15.6
	Master's	87	17.0
	PhD	11	2.1
Hotel classification	5 stars	253	49.3
	4 stars	260	50.7

3.2 Research Instrument

The instrument used for the data collection was made from various parts which correspond on the variables used. In the first part of the questionnaire, there are 9 questions regarding the demographic and the professional profile of participants.

In the second part of the questionnaire, there are 4 questions which are referred to the variable motivation to accomplish set goals. The measurement scale was developed by Dr. Theriou Georgios (2009). This is a 7-point Likert-type scale, taking values from Strongly Disagree (1) to Strongly Agree (7). It consists of 4 questions used to measure whether the organization's remuneration system is in line with its aims and objectives.

The third part of the questionnaire examines the level of integration of the change to the organization. According to Miller (1997) change has two components which help a change to be integrated to an organization: a) to what extent was the project completed (completion), b) if the goal was achieved (achievement). It consists of 7 questions (items) that are measured on a 5-point Likert measurement scale (1 – completely disagree to 5 – completely agree).

Finally, the success of change management is measured with Zand & Sorenson (1975) measurement scale (fourth part of the questionnaire). It consists of three phases of change in which favourable forces act in order for the change to be successful. These three phases are: a) Unfreezing: This is the initial stage where the change process is launched. This is the stage where the management has to improve the readiness and the motivation of the employees to embrace the change program, b) Moving: This is the change program itself, where the change is implemented, and c) 3. Refreezing: It refers to the conclusion of the change (the situation has to “freeze” in order to continue with the implementation of the rest of the strategic goals of the

organization). This instrument consists of 18 questions (items) that are measured on a 5-point Likert measurement scale (1: "This sentence accurately depicts what is happening" to 5: "This sentence depicts exactly the opposite of what is happening"). There are 9 questions favourable to these powers and there are 9 corresponding questions unfavourable to these powers.

3.3 Data Analysis

The data analysis relied on both descriptive and inferential statistics. The descriptive statistics were used in order to examine the mean scores given on the examined variables, while Cronbach Alpha was used to measure the reliability of the research and its data collection tools. Regarding the inferential statistics, the research has made an exploratory factor analysis made with principal component analysis, and utilized unrotated factor analytic models that minimized data loss. In addition to this, measures of sampling adequacy (Kaiser-Meyer-Olkin) and sphericity (Bartlett's chi-square) were used in order to examine how well the data fit the factor analyses. The hypotheses analysis was made with non-parametric Spearman rho correlation in order to examine the correlations between the variables.

4. Results

4.1 Exploratory Factor Analysis

As far as the variable "Motivation to accomplish set goals" is concerned, data were adequate [KMO = .76, Bartlett's $\chi^2(6) = 1189.09$, $p < .0001$], and the first model extracted one factor, "Motivation to accomplish set goals", which accounted for 67.27% of the observed variance. Three out of four items were retained in the analysis, because item 4 had a low factor loading ($< .4$) (Table 2).

Regarding the integration of organizational change, the factor analysis which was performed for items 1-7 showed good data fit [KMO = .86, Bartlett's $\chi^2(21) = 2283.14$, $p < .0001$]. The model extracted one factor, which explained 61.48% of the observed variance. All items loaded successfully into this single factor, labelled as "Integration of change", and were retained in the analysis. Item 3 had a negatively-meaning and was reversed prior to factor analysis (Table 2).

For the final part of the questionnaire, "Success of change", a series of six factor analyses were performed. In the first analysis, data did not have a good fit in the model [KMO = .51, Bartlett's $\chi^2(3) = 117.17$, $p < .0001$], and the scree plot indicated the presence of more than two factors for these 3 items. When item 2 was removed due to a low factor loading, the model continued to show low sampling adequacy [KMO = .50, Bartlett's $\chi^2(1) = 110.85$, $p < .0001$]. Therefore, the dimension of Success of change, "Favourable forces for unfreezing", was not accepted in the analysis and it was removed. The other five factor analysis revealed good data fit and all the other scales for favourable and unfavourable forces were accepted. More details about the loadings of the scales are presented in Table 2.

Table 2: Exploratory Factor Analysis for Motivation and Performance Evaluation, Integration of Change and Success of Change

Exploratory Factor Analysis		
Factor	Items	Loadings
Motivation to accomplish set goals	Item 1	.900
	Item 2	.939
	Item 3	.915
Factor	Items	Loadings
Integration of change	Item 1	.732
	Item 2	.836
	Item 3	.462
	Item 4	.788
	Item 5	.769
	Item 6	.912
	Item 7	.900

Exploratory Factor Analysis		
Factor	Items	Loadings
Factor	Items	Loadings
Success of change: Unfavorable forces for unfreezing	Item 4	.827
	Item 5	.869
	Item 6	.901
Success of change: Favorable forces for moving	Item 7	.676
	Item 8	.881
	Item 9	.900
Success of change: Unfavorable forces for moving	Item 10	.633
	Item 11	.903
	Item 12	.900
Success of change: Favorable forces for refreezing	Item 13	.870
	Item 14	.914
	Item 15	.883
Success of change: Unfavorable forces for refreezing	Item 16	.830
	Item 17	.904
	Item 18	.915

4.2 Means and Reliability Analysis

Table 3 describes the values of Cronbach’s Alpha which reveal the internal consistency of the variables. The results show that all of the variables were accepted. The lowest score was indicated on the variable “Unfavourable forces for moving” ($\alpha=.747$) which is acceptable. Hence, the research has a high reliability score.

In addition, the results indicated in Table 3 show that the employees of the hotels have a moderate positive level of motivation. The score (5.13) is a positive remark which shows that the employees feel motivated to accomplish the set goals, but still there is some space for improvements in order to have a fully motivated personnel on the hotels.

Regarding the outcome of the change, the first variable is referred to the level of integration of change on the examined hotels. The levels of integration were moderate. The result was positive but in a moderate level. This means that more work should be done by the management in order to integrate change management into the organization, which means that there is a need to identify the weaknesses of the change process and to make the necessary improvement. Also, the level of success of change needs amendments. The results on Table 3 show that there are some conditions which may favour a successful change but they need a leverage. More precisely the Favourable forces for moving and the Favourable forces for refreezing had a positive assessment but they are not strong enough so as to guarantee a successful change.

Table 3: Reliability of Scales and Subscales, Mean Scores and Normality of Dimensions of the Study

	Cronbach reliability	N of items	Mean	Std. Deviation	Kolmogorov-Smirnov*		
					Value	df	p
Motivation to accomplish set goals	.919	3	5.13	1.497	.150	513	.000
Integration of change	.886	7	3.60	.700	.079	513	.000
Success of change: Unfavorable forces for unfreezing	.829	3	2.52	1.140	.164	513	.000
Success of change: Favorable forces for moving	.756	3	3.60	.839	.124	513	.000

	Cronbach reliability	N of items	Mean	Std. Deviation	Kolmogorov-Smirnov*		
					Value	df	p
Success of change: Unfavorable forces for moving	.747	3	2.51	.993	.109	513	.000
Success of change: Favorable forces for refreezing	.867	3	3.76	.803	.125	513	.000
Success of change: Unfavorable forces for refreezing	.859	3	2.51	1.059	.144	513	.000

*With Lilliefors significance correction

4.3 Hypothesis Testing

Regarding the first hypothesis, “H₁: Motivation to accomplish set goals is a significant positive predictor of Integration of change”, the two variables had a statistically significant moderate positive correlation ($\rho = .51$, $p < .01$). The linear regression model was statistically significant [$F(1,511) = 153.06$, $p < .01$] and explained 23% of the observed variance, where a one-unit increase in motivation to accomplish set goals corresponded to a .22 unit increase in integration of change (Table 4). Hence, hypothesis H₁ was accepted, and motivation to accomplish set goals significantly and positively predicted integration of change.

Table 4: Correlation and Linear Regression for the First Hypothesis

Predictor variable	Dependent variable	rho	B	t	p
Motivation to accomplish set goals	Integration of change	.510*	.224	12.372	.000

* $p < .01$.

In the second hypothesis, “H₂: Motivation to accomplish set goals is a significant positive predictor of Success of change”, motivation to accomplish set goals significantly correlated with all success of change dimensions as well as with the total score. More precisely, motivation to accomplish set goals had moderate negative correlations with unfavourable forces for unfreezing ($\rho = -.56$, $p < .01$), unfavourable forces for moving ($\rho = -.23$, $p < .01$) and unfavourable forces for refreezing ($\rho = -.41$, $p < .01$). Additionally, motivation to accomplish set goals had moderate positive correlations with favourable forces for moving ($\rho = .39$, $p < .01$) and favourable forces for refreezing ($\rho = .42$, $p < .01$) (Table 5).

Additionally, there were five linear regressions performed in which motivation to accomplish set goals was found to significantly predict all dimensions of success of change. More specifically, the first model was statistically significant [$F(1,511) = 212.43$, $p < .01$] and explained 29.2% of the observed variance. The second model was significant [$F(1,511) = 78.84$, $p < .01$] and only explained 13.4% of the observed variance. The third model was statistically significant [$F(1,511) = 68.82$, $p < .01$] and only explained 11.9% of the observed variance. The fourth model was also significant [$F(1,511) = 95.64$, $p < .01$] and only explained 15.8% of the observed variance. Finally, the fifth model was significant [$F(1,511) = 94.19$, $p < .01$] and only explained 15.6% of the observed variance (Table 5).

Thus, hypothesis H₂ was accepted, and motivation to accomplish set goals was found to be a significant predictor of success of change; specifically, it positively predicted the dimensions of favourable forces of success and negatively predicted the dimensions of the unfavourable forces of success.

Table 5: Correlation and Linear Regression for the Second Hypothesis

Predictor variable	Dependent variable	rho	B	t	p
Motivation to accomplish set goals	Unfavourable forces for unfreezing	-.558*	-.413	-14.575	.000
	Favourable forces for moving	.392*	.205	8.879	.000
	Unfavourable forces for moving	-.339*	-.229	-8.296	.000
	Favourable forces for refreezing	.420*	.213	9.780	.000
	Unfavourable forces for refreezing	-.414*	-.279	-9.705	.000

*p < .01.

5. Conclusions

The outcome of the research indicated that the employees feel that they are moderate motivated to accomplish the set goals of change management in a hotel. It is important to note that the research was made right after the end of the pandemic of Covid-19. Despite of the fact that 2022 is a very promising year for Greek tourism, still there is a sense of insecurity among the employees (Belias and Trihas, 2022a, Belias and Trihas, 2022b, Belias and Trihas, 2022c; Ntalakos et al., 2022a; Belias et al., 2017;2022). Hence, the employees feel that they are motivated up to a point. The fact that they have gone through turbulent times and changes surely has an impact on their behaviour and even on their relationship with the management (Ntalakos et al., 2022b, Rossidis et al., 2021b). According to Belias et al (2021) the Covid-19 pandemic has affected the relationship between the hotels' management and the workforce, but not always in a negative way. On many cases the hotels had developed a transformational leadership style which had a positive impact during the pandemic. However, what is important is that the employees are moderate motivated and there is a need to create motives for the employees, always in relation with change management.

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