



The Effects of Sociotropic- Autonomic Personality Characteristics on the Motivation of the Workers: A Study Conducted in Accommodation Facilities in Ankara

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Extensive Summary

Introduction

In recent years, the studies in the fields of business management and industrial psychology have been done to find out the effects of personality characteristics of the staff on their communication skills and their motivation and to position them appropriately according to their characteristics. Within this framework, various studies have been done to evaluate and classify the personality characteristics and the classification of sociotropic and autonomic personality characteristics by Beck et. al. (1983) is commonly used in this field.

According to this classification, sociotropic personality is a formation which depends on the relationship among people but is thought to be connected with depression. The employees who carry the characteristics of sociotropic personality will be happy and productive if they are loved, respected and appreciated by their colleagues and their bosses; otherwise they may be depressed and this will lead them to failure (Bagby et. al., 2001: 765). A sociotropic personality also feels a need for social security (Hilton and Cook, 2004:458, Engin and Cam, 2009:150). The characteristics of a sociotropic personality are discussed in three aspects: the anxiety to make people happy, need for approval anxiety and separation anxiety. The employees and who give importance to success, independence and freedom and carrying autonomic personality characteristics have the characteristics of controlling everyone around them and they tend to be successful and independent (Barutçu and Öktem, 2003:48, Sato and Gonzales, 2009: 328). They have low tendency of failure when their independent behaviors are restrained (Erözkan, 2004:4). Even when they have a low tendency of depression, a decrease in the individuals' levels of happiness, stillness and production is determined (Özdel et. al., 2002:160). The measures of autonomic personality characteristics are given importance to individual success, freedom and being alone.

Motivation in terms of management can be defined as a leading process which will fulfill the needs of the staff and the management and create an environment to satisfy the employees, set the employees in motion, enable them to work eagerly and shape the behavior of the staff in accordance with the aims of the management (Can et. al., 2004: 229).

Dünder et. al. (2007: 107-108) have stated that the factors which motivate the staff are based on two different perspectives; intrinsic and extrinsic factors. Intrinsic factors are defined as the motivation which reveals the employee's own skills and the motivation which is formed by the work itself. Extrinsic factors are evaluated in two different dimensions: social motivational tools and the opportunities the organization provides for their employees.

Based on this classification, intrinsic factors can be defined as being independent in your organization, the positive and negative aspects of the job, the individual feeling that he belongs to that organization and using his creative side. Social motivation tools are accepted as the first dimension of the extrinsic factors and they can be defined as cooperativeness and relationships among friends. Organizational motivation tools are considered as the second dimension and they are the equality of wages, promotion opportunities and job security within the same organization.

Success and independence are two important factors for the individuals with autonomic personality characteristics; they tend to manipulate their colleagues whereas people with sociotropic personality characteristics feel the need to be loved, respected and approved by the people around them (Savaşır and Şahin, 1997:6). In this respect, autonomic personality characteristics are affected by intrinsic motivation factors, however, sociotropic personality characteristics are affected by extrinsic motivation factors.

In this respect, the aim of this study is to determine whether the staff of the four and five star accommodation facilities in Ankara has sociotropic or autonomic personality characteristics. And to identify the personality characteristics of these employees which affect their motivation by measuring their intrinsic and extrinsic motivation levels. The outcome is expected to be beneficial to the organizations in tourism sector and to the literature in this field.

Method

The staffs of 52 hotels, 15 of which are five-star hotels and 37 of which are four star hotels form the sample of this study. To collect data, each institution was given 20 surveys and at the end of this study 447 surveys were gathered from 41 different institutions. 54 incomplete forms were taken out of the study and as a result, 393 surveys were included in the study collected from 39 different institutions.

To measure the sociotropic-autonomic personality characteristics, the scale which was developed by Beck and his friends (1983) and was adapted to Turkish by Şahin and his friends (1993) was used. In the scale, sociotropic personality characteristics are defined as approval anxiety, separation anxiety and the need to make the others happy and they are measured with 30 statements. Autonomic personality characteristics are defined as individual success, freedom and enjoying being alone and they are measured with 30 statements (Serinkan and Barutçu 2006: 317).

To determine the motivations of the employees, the scales which were developed by Dündar and others (2007) were used and they were based on the scales used in the studies of Mottaz (1985), Brislin and others (2005) and Mahaney and Lederer (2006). The scale aims to measure the employees' intrinsic and extrinsic motivation tools. In the scale, there are 9 statements aiming to measure intrinsic motivation tools and 15 statements aiming to measure the extrinsic motivation tools.

To maintain the security of the scales, the software program SPSS 16 was used, their Cronbach's Alpha efficient was determined and to test their validity, the software program AMOS 6 was used, confirmatory factor analysis was done and as a result of these analyses, the scales were determined as valid and secure.

Findings

To examine whether the sexes and the departments of the employees create a difference in their sociotropy, autonomy and motivation scores statistically, a t-Test was used. To examine whether the ages, level of education, the departments and the work experience of the employees create a difference in their sociotropy, autonomy and motivation scores statistically, a one way ANAOVA analysis was done.

According to the findings, women have higher motivation than men; the employees have higher motivation than their managers; the employees aged 19 and younger, primary school graduates and the administrative staff have sociotropic personality characteristics whereas the employees with a bachelor's degree have autonomic personality characteristics and higher motivation.

After the comparative analyses, to show the connection between the scales, an inter-dimensional correlation analysis was conducted. According to the results of this analysis, sociotropic, autonomic and motivational dimensions all have a significant and positive connection among them.

To determine the effects of sociotropic and autonomic dimensions on intrinsic motivation, a regression analysis was conducted and according to the results, among the sociotropic-autonomic personality dimensions, only individual success ($p<0,05$) has an effect on intrinsic motivation.

To determine the effects of sociotropic and autonomic dimensions on extrinsic motivation, another regression analysis was conducted and as a result, it was found out that among the sociotropic-autonomic personality characteristics, the need for approval anxiety and individual success ($p<0,01$) have an effect on extrinsic motivation.

Conclusion

For the productivity within an organization, the scientific studies done to increase the performance of the employees show that motivation is an important factor in every sector just like in accommodation facilities, where labor is a significant agent. In this study it was found out that individual success, which is a sub-dimension of autonomic personality characteristics, affects both intrinsic and extrinsic motivation positively and significantly. The need for approval anxiety, which is a sub dimension of sociotropic personality characteristic, affects extrinsic motivation positively and significantly.

Judging by the outcomes of this study, to increase the individual success of the employees in an organization, intrinsic motivational tools could be used and to fulfill

the employees' needs for appreciation and approval, extrinsic motivational tools could be used.

Apart from this, while forming their job descriptions and job specifications, the departments of human resources should specify what personality characteristics the employees should have in order to do these jobs and the staff should be chosen accordingly in the light of these characteristics.