

# The use of tourist motivation factors trichotomy concept in the management process by creating customer value

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**Abstract:** The aim of the article, in a cognitive dimension, is to provide a general recognition of the tourist motivation theory and the theory of travel motivating factors in the form of tourist motivation factors trichotomy concept. The main objective of the paper, in terms of methodology, is to identify the directions and use of this concept in the management process by creating customer value in the regional tourism economy—Customer Value Analysis (CVA), as well as in the analysis of social networks—Social Network Analysis (SNA). By using the concept of tourism motivation factors trichotomy, the demand creation and the development of a tourist product (supply) is described precisely. Also, appropriately selected results of empirical research that allow to illustrate these relationships are presented.

The development of CVA method, by supplementing it with the concept of motivation factors trichotomy, formed a new model of tools, through which the main factors were identified and grouped into: motivators that cause desire and willingness to take tourist activity as well as the hygiene factors the lack of which causes reluctance to participation in tourism. Also the demotivating factors (demotivators) that cause a negative attitude towards tourism activity in a given tourist area (destination) were identified. It was assumed that these studies results constitute an important factor, which determines the structure of networks organized for the purpose of shaping and designing of tourist destinations. The identified categories of motivation, value and behaviour factors make, next to operational ties, the basis to construct a regional tourism platform for dialogue and cooperation. Adapting the aforementioned approach which integrates CVA, SNA tools and the concept of motivation factors trichotomy to the ground of travel industry, the research can contribute to the creation of organizational partnership that brings benefits for companies operating in the tourist market and at the same time it will lead to raising the competitive position of destinations.

**Key words:** tourist motivation, trichotomy concept, customer value analysis

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## 1. Introduction

Numerous contemporary motivation theories adopt the thesis that any deliberate human action is possible as a result of

proper motivation, which is the reason why motivation is often the basis and starting point of research on customers' behaviour in the market.<sup>1</sup>

Understanding the motivation of a tourist customer, in particular his/ her motivation for tourism, which eventually leads to visiting places of cultural heritage and purchase of a tourist product, is an essential prerequisite for the competitiveness of a tourist enterprise as well as a major determinant of shaping the attractiveness of a tourist destination, i.e. tourist reception area. Therefore, an in-depth analysis of tourist motivation factors is essential in the highly competitive tourist market highly saturated by a variety of tourist products in order to, *inter alia*, offer a product suited to tourists' needs, expectations and desires and related to their intended destination.

Assuming that needs are the key components of the majority of motivation concepts (need theory), tourism may be a form of satisfying human needs, just like many other areas of human activity (Winiarski and Zdebski, 2008, p. 47). It can also directly satisfy those needs (Kocowski, 1982, pp. 196–197).

A. Maslow's concept is the theoretical basis for treating tourism as a type of activity, in which a human being satisfies his/ her basic needs as well as higher needs, e.g. self-realization. This concept is constantly being developed and broadened, and Maslow's need theory was used by researchers as the basis for creating the tourist motivation theory and the travel motivating factors theory. These issues are more widely presented in the next section of this paper.

The essence of motivation is variously understood and defined. Two processes can be distinguished in the given definitions: the process of motivation, which occurs inside an individual, and the process of motivating, which is the impact on an individual by means of incentives. In the first perspective, this phenomenon is the 'process of psychological adjustment in which activities are controlled so as to lead to the attainment of the objective pursued' (Reykowski, 1975, p. 23). This type of motivation is an attribute of the human mind and determines the state of consciousness of a person so that the willingness to act appears, i.e. starting, targeting and concluding an action. Such behaviours stimulate incentives (needs) that appear automatically. These incentives include *inter alia* the willingness to study and develop intellectually as well as the desire for relaxation, recreation and freedom of action, and moreover—an opportunity for a good day out, escapism altruism (Powell and Kokkranikal, 2014).

To some extent, a similar definition is given by F. Rheinberg, according to whom motivation is an 'activating orientation of a current act of life on a positively assessed target status' (Rheinberg, 2006, p. 18). This concise definition requires further explanation. The terms 'activating orientation' and 'positively assessed target status' need to be viewed in many ways. For instance, Rheinberg states that motivation is various states and behaviours such as wanting, attempting and striving for something; it can also mean avoidance, aversion, reluctance and fear of undesirable events or experiences. Therefore, according to this author, the motivation to avoid something differs in many respects from the motivation of striving for something. This is particularly important and still relevant in the case of tourist motivation.

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<sup>1</sup> Factors such as motivation, culture, age and sex, social status, lifestyle, family life period (stage) and opinions of social groups are mentioned among the selected most important factors of customers' behaviour in the market (Winiarski and Zdebski, 2008).

In the second approach, the process of motivating someone is functional. Here, motivating means the process of influencing human behaviours by creating and using stimuli as well as creating conditions enabling the satisfaction of their needs. This approach is adopted by Michael Armstrong.

According to his definition, motivating deals with factors that have an impact on people so that they would behave in a specified manner (Armstrong, 2000, p. 210). One of the questions to which—in this author's opinion—answers should be found is: what decides on the selection of form and direction of actions? In the case of tourist behaviours of people, those will be reasons why they decide to undertake such actions. Therefore, identification of and getting through to tourist motivation factors is a difficult and complex process.

J. L. Crompton focused on the importance of development of tourist motivation theory and practice. In his research, he emphasized that the description who, when and where travels is important as well as what the demographic and social structure of tourists is, but in the research on tourist behaviours the answer to 'why' is the most important. Recently, those subjects have been more and more frequently discussed but it seems that this is only sample research (Crompton, 1979, pp. 415–416).

## 2. The concept of tourist motivation factors trichotomy

The impact of a group of tourist motivation factors is presented in Table 1. Directions (vectors) of the impact of the aforementioned factors are fundamentally divergent, however, they may occur simultaneously in a given environment, destination (Kozioł and Pyrek, 2014).

Table 1. The impact of tourist motivation factors

Factors	If they occur, they trigger:	If they do not occur, they trigger:
Motivators	Willingness to undertake tourist activity.	No willingness to undertake tourist activity.
Hygiene factors	No willingness to undertake tourist activity.	Reluctance to undertake tourist activity.
Demotivators	Negative attitude to tourist activity.	No negative attitude to tourist activity.

Source: Kozioł and Pyrek, 2014.

For the purposes of development of travel motivation factors classification, the method of linear arrangement of objects in multidimensional space of features was used, i.e. the so-called comparative analysis. In this method, the set of adopted variables should be divided into: positive variables—variables of which increasing value is an indication of increase in the level of studied phenomenon, neutral variables—variables for which values indicating a high value of studied phenomenon are included in a certain interval, and negative variables—variables of which decreasing value is an indication of increase in the level of studied phenomenon (Iwasiewicz, 2000, p. 17). Assuming that, in this case, a variable is tourist motivation factors, the factors of motivation specified as motivators are deemed as a positive variable. Neutral variable will be hygiene factors<sup>2</sup> and negative variable will be obstacles oc-

<sup>2</sup> In the presented perspective of tourist motivation factors, an attempt was made to apply Herzberg's two-factors theory (of job satisfaction) in the context of tourism (Herzberg, 1987).

curing in the process of tourist activity, i.e. tourist demotivation factors. Examples of motivators may include the number and quality of natural and anthropogenic values (market solutions, museums, temples, events, etc.); neutral variables may be considered as the level of tourist infrastructure as well as communication availability of the region and ensuring proper mobility for the tourists around the area, safety of tourists, hospitality; while examples of demotivators may be climate, environmental pollution, threat of serious diseases, conflicts.

According to this concept, it is possible to increase the tourist motivation of destination even when the impact of demotivating factors has not decreased and vice versa. Therefore, actions may be and should be taken in all three fields at the same time, however, with special regard given to demotivators.

In light of the foregoing, improvement and rationalization of the tourist motivation system should include not only the identification of factors but, first of all, actions leading to the removal of demotivators (negative variable), optimization of hygiene factors (neutral variable) and maximization of motivators (positive variable), according to financial possibilities intended for the development of tourism and legal as well as organizational conditions and strategy of a tourist enterprise.

### **3. Theses of the concept and stages of research procedure**

In a cognitive dimension, the aim of this article is to present general approach to tourist motivation theory and the theory of factors motivating to travel in the form of concept of tourist motivation factors trychotomy. The main aim of this paper in methodological aspect is to identify the directions and use of this concept in the management process by creating customer value in the regional tourism economy—Customer Value Analysis (CVA), as well as in the analysis of social networks—Social Network Analysis (SNA). Owing to the use of motivation factors trychotomy concept, the creation of tourism demand and shaping of a tourism product (supply) were precisely described. Then, properly selected results of empirical research were presented which allowed for the illustration of the aforementioned relations.

The basic problem that is presented in this article is the recognition of motivation factors of foreign tourists who visit Cracow with special attention paid to key customers as well as formulation of a model of cooperation network structure between tourist enterprises in order to have an impact on tourists' motives by shaping and designing of tourist destinations.

In the research procedure, the following stages were identified:

- 1) Determination of the subject and scope of research.
- 2) Characteristics of destination key customers.
- 3) Diagnosis of motives for travelling of key customers.
- 4) Creation of regional cooperation platforms under defined problematic areas in order to increase the attractiveness of Cracow as an area of tourist reception.

### **4. Research methods**

In this paper, research on inbound tourism in Cracow was used. The basic research tool was an interview with a respondent using a form (questionnaire). 3651 questionnaires that met

the assumed quality requirements were collected (MOT, 2014).<sup>3</sup> The subject of analysis was limited to the identification of visitors' motivation and the analysis of tourists' behaviours, the manner of spending time, satisfaction level, assessment of tourism offer quality as well as the assessment of quality of rendered services compared to their prices. This research referred to foreign tourists. In 2014, the number of people who visited Cracow was over 2 million, including 1,047,000 foreign tourists. Travels connected with work or education in the city were omitted in this research.

The second group of tools was desk research. As a result of using those tools, generally available data was collected, especially from the Central Statistical Office, Local Data Bank, announcements, bulletins, e-publications available on the website of customs service, airport and others.

## **5. Results of analysis**

Re I. For many years, the most frequently indicated tourist attractions in Cracow have been the Wawel Castle (66% of indications), the Main Square, the Mariacki Church and Sukienice (66%), Kazimierz (23%), the Barbican and Saint Florian's Gate (8%). Frequently visited places near Cracow are as follows: the Auschwitz-Birkenau Memorial and Museum (49% of visitors), the 'Wieliczka' Salt Mine (41%), Zakopane (21%) and The Holy Father John Paul II Family Home Museum in Wadowice (7%). The aforementioned attractions are strong stimuli to visit Cracow, however, as it can be noticed, they do not get through to all visitors. Nevertheless, for majority of visitors, those attractions are significant motives for visiting this city.

Visits to Cracow depend also on many other motives, which were divided into motivators, hygiene factors and demotivators, developed by the authors of this paper, taking into account criteria described in Table 1. Selected and more important ones were assessed by tourists according to a five-point scale. 20 selected factors of motivation were assessed, whereas 9 of them were deemed as motivators and 11 were treated as hygiene factors. This analysis did not include demotivating factors (see Table 2), which is because demotivating factors were not part of the research subject of the Municipality of Cracow. From the scientific/ research perspective, it can be regarded as a major disadvantage.

Re II. The basis for determination of strategic (key) customers of this destination was economic and demographic criterion, in particular material status, expenditures of foreign tourists visiting Cracow and the criterion of age. The group of key customers had very good and good material status (such opinion was given by 80% out of all respondents), the average amount of tourist expenditures during their stay in the city between 2009 and 2014 exceeded EUR 150 in this group per person and the age of respondents was between 18 and 60 (MOT, 2014). The percentage of key customers in the structure of inbound tourist traffic in Cracow was circa 70%. Almost 75% of those tourists declared that they would visit Cracow again and recommend their friends to visit this city.

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<sup>3</sup> This research is conducted every year and is commissioned by the Municipality of Cracow. The results are available in print and online at: <http://mot.krakow.pl/badanie-ruchu-turystycznego.html>.

Re III. The opinions of foreign visitors on selected elements of the Cracow's tourism offer were differentiated. The atmosphere of the city, the kindness of its residents were assessed as very good, restaurant base and hospitality as good, entertainment and cultural events as rather good. On the other hand, the quality of tourist service and guide services were assessed poorly, i.e. as satisfactory, and they may contribute to the decrease in willingness to undertake tourism activity.

The hygiene factors, equally important as motivators, were assessed lower, i.e. from 3.2 to 3.8—such level was achieved by the key customer indicator. Assuming that the satisfying value of studied phenomena and processes (factors) is between 3.5 and 4.1, only one of them—cleanliness of streets—is below the adopted standard (indicator level: 3.2). The remaining factors were assessed better but—this should be emphasized—five of them are near the bottom of the satisfactory level (indicator level: 3.5). Even small deterioration in the assessment of motivation factors, such as for example the quality of tourist service, safety or cleanliness of streets may result in reluctance to tourism activity, more precisely in decreased inbound tourism in Cracow (Table 2).

Important tourist motivation factor belonging to the class of hygiene factors is the opinion on prices in relation to the quality of rendered services. As an assessment tool, a three-point scale was used: high, adequate, low prices (see Table 3).

In the opinion of foreign tourists, the prices of rendered services are adequate (more than 60% of respondents) and low (almost 16% of respondents). Similar opinions of foreign tourists were noted in surveys in previous years. This may indicate stabilization of the offer and adequate prices of individual services but also positive changes in the perception and reception of Cracow as a tourist destination.

Table 2. Tourist motivation factors in the opinion of foreign visitors—key customers—in 2014 (in %)

Assessment of Cracow's offer	Factor assessment						Key customer indicator	General indicator
	Very good	Good	Satisfactory	Bad	Very bad	No information		
<b>Motivators</b>								
Atmosphere of the city	44.2	47.4	4.7	1.3	0.2	2.2	4.4	4.3
Kindness of residents	32.2	45.4	11.8	1.5	0.4	8.7	4.2	4.2
Restaurant base	28.7	52.7	13.4	1.2	0.5	3.5	4.1	4.1
Hospitality	25.4	47.6	15.5	2.1	0.4	9.0	4.0	4.1
Entertainment	21.9	30.7	10.7	0.9	0.1	35.7	4.1	4.2
Cultural (mass) events	19.2	32.3	22.7	2.1	0.2	23.5	3.9	3.9
Cultural events—music events	15.1	26.5	16.1	2.3	0.1	39.9	3.9	3.9
Quality of tourist service	5.1	31.2	26.8	5.4	0.2	31.3	3.5	3.6
Guide services	0.8	14.7	21.9	3.1	0.2	60.1	3.2	3.6

Assessment of Cracow's offer	Factor assessment						Key customer indicator	General indicator
	Very good	Good	Satisfactory	Bad	Very bad	No information		
<b>Hygiene factors</b>								
Availability of Wi-Fi	11.9	33.5	23.4	4.0	0.2	27.0	3.7	3.7
Availability of ATMs	13.8	40.5	21.5	6.9	0.2	17.1	3.7	3.7
Accommodation facilities	10.4	34.7	15.0	2.3	0.2	37.4	3.8	3.8
Tourist information	13.0	23.3	20.7	8.0	0.0	35.0	3.6	3.6
Possibility of payment by credit card	12.7	34.6	22.2	2.1	0.1	28.3	3.8	3.7
Roads to the city	14.5	37.2	32.5	9.0	3.4	3.4	3.5	3.5
Safety	8.6	39.4	29.1	11.1	0.9	10.9	3.5	3.5
Local transportation	8.0	34.1	28.5	6.0	1.4	22.0	3.5	3.5
Cleanliness of streets	3.6	35.4	34.3	14.5	3.6	8.6	3.2	3.3
Public toilets	6.6	39.4	26.1	7.0	1.3	19.6	3.5	3.5
Tourist signs	5.3	39.6	25.6	2.5	0.1	26.9	3.6	3.7

S o u r c e: Authors' own elaboration based on: MOT, 2014, Table 49, p. 224.

Table 3. Prices in relation to the quality of services in the opinion of foreign visitors—key customers—in 2014 (in %)

Price in relation to the quality of services	High	Adequate	Low	No data available
Accommodation	7.5	57.6	6.9	28
Restaurant base	2.3	55.4	11.6	30.7
Theatre, movie theatre	6.1	17.9	7.0	69
Guide services	4.6	23.4	6.8	65.2
Local transportation	13.5	30.3	12.3	43.9
Museums	10.2	37.5	8.7	43.6
Cultural events	3.8	21.2	3.9	71.1
Sport and recreational facilities	2.7	14.0	3.1	80.2
Clubs—discos—pubs	7.3	36.1	12.8	43.8
<b>Integrated indicator</b>	<b>6.4</b>	<b>32.6</b>	<b>8.1</b>	<b>52.8</b>

S o u r c e: Authors' own elaboration based on: MOT, 2014, Table 51, p. 234.

Re IV. Maintaining Cracow's competitive position as a destination in a strongly competitive tourist market requires intensification of measures leading to the improvement of quality of tourist services and further development of the tourism offer. Individual actions of enterprises and institutions may not be enough. The cooperation of the mentioned entities is indispensable as well as the cooperation between them defined as network cooperation of enterprises in the tourism sector. The creation of cooperation network in the form of local cooperation platform between the entities in the tourism sector in order to exchange information, build permanent relations under defined problematic areas as well as undertaking common measures within those areas should contribute to the improvement of quality of tourist services and the development of opportunities to cooperate (specific competences).

Enterprises or institutions are represented by people, owners, managers, attorneys-in-fact, who should create more or less formalized structures of cooperation network and participate in various measures undertaken in the group of people participating in a given network structure (see Figure 1). The graphic illustration of cooperation and relations existing between the entities of cooperation platform may be sociodramas of group members, graphs illustrating social networks, clusters, maps of cooperation networks (Ahlström-Södelin, 2003; Nooy, Mirvar and Batagelj, 2005; Borodako, 2012).

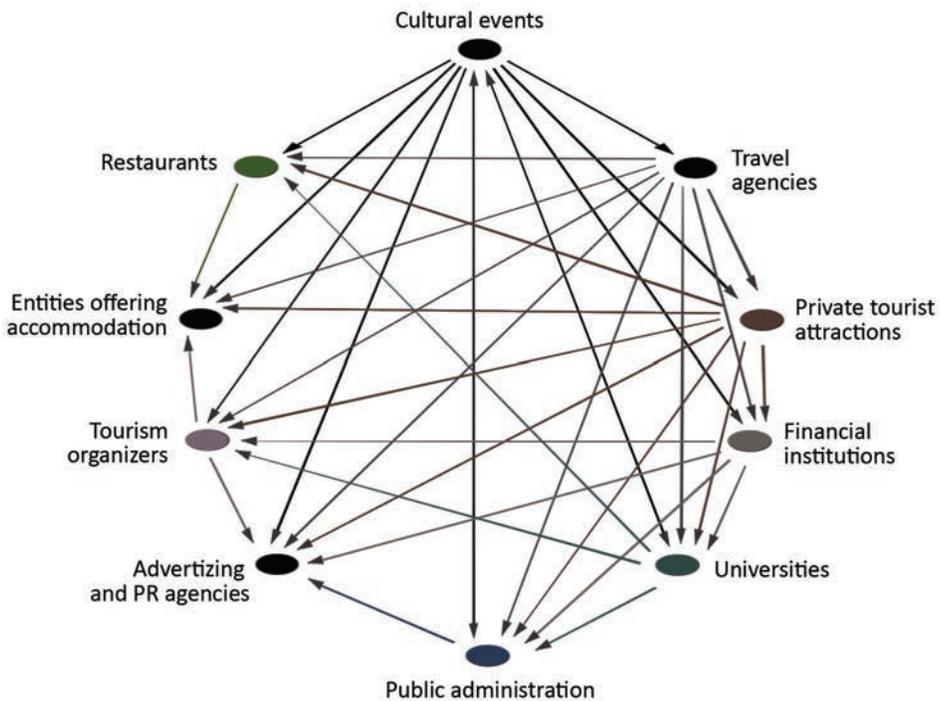


Figure 1. The map of cooperation network between enterprises and tourism institutions in Cracow with regard to the development of offer concerning cultural events, illustrating an example of cooperation

## 6. Conclusions

If concepts in the field of motivation are to be not only more precisely defined but also used in practice, a diagnostic system should be available, which on the one hand will be able to capture significant components (factors) of tourist motivation process and on the other hand it will be transparent and easy to understand.

Therefore, the main cognitive aim was to present the newly developed CVA method. It was supplemented by a concept of motivation factors trichotomy and a concept of cooperation network between tourist enterprises and this enabled the creation of a new model of tools, by means of which, the main factors were identified and structured: motivators which create desire, willingness to undertake tourist activity, hygiene factors of which lack results in reluctance to participate in tourism, and demotivators causing negative attitude to tourist activity within a tourist region. The results of research constitute an important premise for the determination of cooperation network structure organized for the purposes of having impact on tourists' motives by means of shaping and designing of tourist destinations.

The identified categories of tourist motivation factors, value and behaviour factors constitute—apart from operational ties—the basis for the creation of a regional tourism platform for dialogue and cooperation. Adapting the aforementioned approach which integrates CVA, SNA tools and the concept of motivation factors trichotomy to the ground of travel industry, the research can contribute to the creation of organizational partnership that brings benefits for companies operating in the tourist market and at the same time it will lead to raising the competitive position of destinations.

On the other hand, the practical aim was to present the results of empirical research. The assessment of tourist motivation factors by key customers is a little lower than in the case of all foreign respondents. Motivators and stimuli for visiting were highly assessed, six hygiene factors were assessed as rather good and the remaining five factors were poorly assessed, i.e. as satisfactory. The results of this research are therefore convergent with relevant statistical data, from which it results that in 2014 the number of foreign visitors staying in Cracow decreased by 3.6%, their stay in the city was shortened by circa 5%, the average amount of their expenditures per person dropped by circa 7.5% and all of that ultimately resulted in the decrease in the city's revenues generated from tourism by 6.25%, i.e. by circa PLN 300 million (MOT, 2014).

In conclusion, it should be emphasized that people's motives change over time, depending on their lifestyle and social position, or change under the influence of public opinion. The marketing departments of a destination and tourist enterprises should monitor those changes on an ongoing basis and try to anticipate them while paying attention especially to the given categories of tourism motivation factors.

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## Wykorzystanie koncepcji trychotomii czynników motywacji turystycznej w procesie zarządzania przez tworzenie wartości dla klienta

**Abstrakt:** Celem artykułu w wymiarze poznawczym jest przedstawienie ogólnego ujęcia teorii motywacji turystycznej i teorii czynników motywujących do podróży w postaci koncepcji trychotomii czynników motywacji turystycznej. Głównym celem opracowania w aspekcie metodologicznym jest wskazanie kierunków i sposobu wykorzystania tej koncepcji w procesie zarządzania przez tworzenie wartości dla klienta w regionalnej gospodarce turystycznej – Customer Value Analysis (CVA), jak również w analizie sieci społecznych – Social Network Analysis (SNA). Dzięki wykorzystaniu koncepcji trychotomii czynników motywacji kreowanie popytu turystycznego i kształtowanie produktu turystycznego (podaży) opisano precyzyjnie. Następnie zaprezentowano odpowiednio dobrane wyniki badań empirycznych, które pozwoliły na zobrazowanie wspomnianych relacji.

Rozwinięcie metody CVA przez uzupełnienie jej o koncepcję trychotomii czynników motywacji utworzyło nowy model narzędzi, za pomocą którego zidentyfikowano i uporządkowano główne czynniki: motywatory, które wywołują chęć, skłonność do podjęcia aktywności turystycznej; czynniki higieny, których brak wywołuje niechęć do uczestnictwa w turystyce; oraz demotywatory – powodujące negatywne nastawienie do aktywności turystycznej w regionie turystycznym (destynacji). Przyjęto, że rezultaty tych badań stanowią istotną przesłankę określenia struktury sieci współpracy, zorganizowanej dla celów kształtowania i projektowania produktu turystycznego destynacji. Zidentyfikowane kategorie czynników motywacji turystycznej, wartości i zachowania stanowią – obok więzi operacyjnych – podstawę budowy regionalnej, turystycznej platformy

dialogu i współpracy. Zaadaptowanie na grunt badań branży turystycznej opisanego podejścia integrującego narzędzia CVA, SNA oraz koncepcji trychotomii czynników motywacji może przyczynić się do utworzenia

partnerstwa organizacyjnego przynoszącego korzyści dla firm działających na rynku turystycznym, a jednocześnie prowadzić będzie do podniesienia pozycji konkurencyjnej destynacji.

**Słowa kluczowe:** motywacja turystyczna, koncepcja trychotomii, zarządzanie wartością dla klienta

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