Job Satisfaction Levels of Employees in Hotel Establishments: A Research on Employees in Resort and City Hotel Establishments

Elbeyi PELİT
Afyon Kocatepe Üniversitesi
elbeyipelit@aku.edu.tr

Yüksel ÖZTÜRK
Gazi Üniversitesi
oyuksel@gazi.edu.tr

A common feature of tourism business is that it produces and offers a series of labor-intensive service towards the psychological satisfaction of individuals. Since it is very limited to automate tourism services, the number of employees is more compared to that of a manufacturing industry and some significant qualifications are sought in those to be employed at tourism sector. Hence, the managing the employee is of great importance for hotel establishments too the managerial style of the human resources has a great influence on the success and the productivity of the establishment (Tütüncü ve Demir, 2002, ss. 11-12). Besides, lodging establishments are faced with all changes brought by the service production. The most striking of these challenges is that due to synchronization of production and consumption, deficiencies in the production is reflected directly to the consumers, which may then lead to consumer dissatisfaction. To illustrate, it is impossible to ask the service providers to undo their service and ask a repair for it. Bearing this in mind, it is obligatory to assess the behavior and attitudes of the employees at tourism sector, since it is a labor-intensive sector and the amenities and activities offered are mostly made up of service and one-to-one encounter between the consumers and the employees offering and performing the service (Kantarci, 1997, p. 5).

The fact that there are mentions of factors that may result from job dissatisfaction and indicators measuring the job dissatisfaction makes it necessary to specifically underline the constituents of what lead to this (Oral, 1994, p.p. 169). Besides all these factors mentioned above, the fact that job dissatisfaction leads to such costly problems as absenteeism, higher rates of job turnovers is regarded as one of the premises of this study (Porter et al., 1974; Mobley,1982; Tütüncü and Demir, 2002). Compared to the establishments with high rates of mechanization, the possibility of making a mistake in service delivery is higher, for it is very difficult to perform the service delivery in a standard manner. Even under the same organization, the quality of service delivery varies by time, and the employee. Job satisfaction, the feelings of the employees during the service delivery may be of great influence. For this reason, it will not be wrong to claim that there is a relation between the satisfaction of the employee and consumers alike (Ehtiyar, 1996, p. 109). Thus, in terms of service offering businesses, the job satisfaction level of the employees is of great focus and should be monitored closely. Within this frame, this study sets out to seek an answer to the questions below:

- What is the job satisfaction level of the employees at hotel establishments?
Is there a significant difference between the job satisfaction levels of the employees and the location of the hotels (city/resort)

Does the job satisfaction level of the employees differ in gender and the level of education?

In the studies performed in relation to job satisfaction, it is stated that job satisfaction is in close conjunction with job behavior and the private lives of the employees have a positive effect on service delivery of the employees. This makes it worthwhile to study the topic of job satisfaction. Due to the rise of human capital in service related firms makes it once again to consider seriously the importance of job satisfaction and its effect of work-related setting, rather than the sectors closely related with manufacturing. In general terms, the satisfaction of the consumers is in a positive relation with the satisfaction of the employees under consideration. This being in mind, the job dissatisfaction may result in some undesired problems and hence lowering the service quality from the point of consumers. In order to avoid such situation, establishments should take this seriously into consideration and monitor their employees and perform the proactive action before it is too late in order to be able stand in the fiercely competitive environment and to obtain the biggest share from the market in which they operate. Measuring the job satisfaction of the employees will pave the way for diagnosing the potential problems and will provide feedback related to the problems of productivity.

All these taken into consideration, this study has set out to determine the level of job satisfaction, which is thought to play significant role in organizational productivity and to find out the problems and challenges, which will provide feedback for the employers, stemming from job dissatisfaction, thus making it possible to take the necessary measures for the employers as well as contributing to the literature.

A questionnaire from was used in order to gather data. The scale used in the study is the one developed by Weiss et al. (1967) and it is comprised of 20 dimensions measuring the job satisfaction. The population of the study is employees at the 5-star hotels. Because of the fact that the hotels are dispersed in several geographical part of Turkey, and there will be a serious monetary burden to reach all the employees in the population, sampling was chosen out of the population. After the sampling procedure, 1175 questionnaires were delivered to 72 resort hotels and 1117 of them were responded, and out of the 825 questionnaire sent to 42 city hotels 764 of them were responded. In total, 1854 employee questionnaire were regarded suitable for the assessment due to the factors such as lacking data coding and insufficient coding.

For each statement in the questionnaire, frequency and percentage distributions are provided and arithmetic and standard deviation for each statement is given and interpreted. T-test for independent samples to find out whether there is a significant difference in terms of city/resort and gender, and ANOVA (One way variance analysis) was used for the educational level and interpreted.

Considering the responses obtained from the employees, the statements related to “my present job in terms of working conditions (hating, illumination, air conditioning, so forth)” and “ the relations among the employees” have emerged as the statements regarded satisfactory and the most satisfactory by the employees. On the other hand, the most negative views are those related to wage. More than half of the employees state they are not satisfied with the wage they have. In a similar manner, in terms of the freedom of making their own decision and implementing their decisions, the lack of the chance to work separately, company polices and their implementations, the opportunity to get promoted, and having different task at times the employees were not satisfied whatsoever. Another result of the study is that the level of job satisfaction of the employees at city hotels is higher than those at resort hotels. There is no statistically significant difference in terms of gender and as the level of education increases the level of job satisfaction increases, too.