

The Relationship between the Training of the Hotel Staff and Their Level of Organizational Commitment: A Study in Five-Star Hotels in Belek Region

Ahmet TAYFUN
Gazi University
tayfun@gazi.edu.tr

Karabey PALAVAR
Selçuk University
kpalavar@gmail.com

Serdar ÇÖP
Hacettepe University
serdar.cop@hacettepe.edu.tr

The business organizations should be creative, innovative and productive and the staff should be integrated with the organization and pay attention to the organization interests incessantly in order to survive, to return profit and have a voice in its sector in the increasing competition process. When the staffs get the high -degree of organizational commitment, then the number of the participants at the production will be higher in the organization and contribute with their original and innovative ideas for their organization. As service sector organizations, the hotels dependent on their servers and the indispensability of the servers are very high.

Commitment is regarded as the adherence to the aims and values of the organizations, make an effort intensively for the organizations aim and feeling great desire for the organization member (Balay, 2000:3; Mowday etc, 1979:224; O'reilly and Chatman, 1986:493). Meyer and Allen (1991:67). Meyer ve Allen (1991:67) described the organizational commitment, “a psychological case that directs the relationship of the servers with their organization and decisions of the adherence to their organization

According to Allen and Meyer'e (1990), organizational commitment based on three main elements such as emotional, rational and normative regarding the different classification mentioned in the literature (Kolamaz, 2007:50). Emotional commitment is identifying of the individual with the organization, joining to the organization and feeling emotional link with the organization. For servers, the organization has a great meaning and importance, and the individuals go on to their membership of the organization and feel happy (Allen ve Meyer, 1990:2). Allen ve Meyer (1990); Meyer and Allen (1997) underlines the other points in his studies such as continuing the membership of the organization in a rational aspect if the servers leave their positions based on cost and scarcity of alternative positions. The last commitment phase is the normative one. In the view of Wasti (2002:526); the normative commitment is relying on the responsibility and commitment for the organization and regarding him responsible for the organization membership.

It is highly important for the servers' knowledge level of the organization in the accomplishment of the organizational commitment. In order to create a knowledge level, it is necessary to provide an interorganizational training for the servers on the

communication channels, the aims of the organization, operation, mission and authorization definition and working conditions. The training activities are regular in the institutionalized organizations. The accomplishments of the training activities increase the commitment feeling and raise awareness (Akat ve Atılgan, 1992:11).

It is considered that the training activities increase the commitment. The servers started to think that they are appreciated by their organization and this feeling increase the commitment and the necessity of the payment in reply to the benefit form a normative commitment for the staff.

The main goal of the study is underlying the relationship between the organizational commitment and the tourism education, education level of the staff and the interorganizational training contributions. Also we have tried to define the relation between the lower dimensions of the organizational commitment and training.

In our study, questionnaire technique is used, in addition to the experimental subject knowledge form and the scale of organizational commitment developed by Allen ve Smith (1993).

The staff, working at the five star hotels in Belek region are chosen. Sampling method is used. The number of sampling is introduced by the sampling determining formula developed by Ryan (1955). 394 questionnaires that cover the region are used for the analyzing process.

The data which was obtained through the conducting questionnaires and its analysis process, frequency percentage method is used for demographic information. The diversity between the lower dimension of the commitment and the subject's education of the 0,05 of significance level, service training, the institution which gives tourism education who are participated to the research is decided by means of "t test" and "anova test" of parametric tests.

The education level of the servers of the hotel business are stated in the following numbers: 16,1 percent have primary education, 41,5 percent have high school , 25,1 percent have associate degree and 17,4 percent have bachelor and post graduate degree. The tourism education rate among the participants of the survey; 25,9 percent of the servers do not get the tourism education, 29,1 percent of the servers have vocational courses degree, 9,9 percent have the vocational high school degree, 25,1 percent have associate degree, 9,9 percent have bachelor and post graduate degree. This result underlines the necessity of the trained staff at the tourism sector. The 24,2 percent of the subjects of the surveys do not get the service training and 75,8 percent get the service training. So it is evidently clear that the hotel organizations pay attention to the service training and support their staff in their training process.

The statistical relation between the emotional, normative, permanence and general commitment and the education level of the servers of the organization among the participants of the survey is analyzed with 0,05 of significance level. We couldn't find out a remarkable relation between the organizational commitment and education level. But we find out a relation between the permanence commitment, the lower dimension of the organizational commitment, and the education level. The permanence commitment is related with the investment and the right of seniority of the server in the organization and the benefit obtained from the organization. It is necessary for the servers to attend their training courses in order to rise by seniority. Then the servers will

be more efficient in their positions and it will contribute the benefit they get from the organization.

We couldn't find out a remarkable relation between the organizational commitment and tourism education. There is no contribution of the tourism education in organizational commitment. The tourism educations of the servers do not affect the commitment feelings in general. There is a remarkable relation with the tourism education and the lower dimension of the organizational commitment such as the permanence commitment, the normative commitment and the emotional commitment although we couldn't find out a remarkable relation between the tourism education and the organizational commitment obtained from the results of the survey.

The main goal of the study is finding out the relation between the education and the commitment. In addition to this study, we have tried to analyze the commitment of the servers at the hotels in our region. The average figure of the emotional commitment among the servers in Hotels around Belek is 3,26; permanence commitment is 2,82; and the normative commitment is 3,03. The emotional commitment figure is higher than the others and it is highly important because the organizations give much more importance to the emotional commitment. It is evidently clear that the servers of the organizations dedicate themselves to their occupations and take responsibility and ready for efforts.

The emergent average figures of the organizational commitment and the education relation is analyzed and no remarkable relation between the education and the organizational commitment is found out. But we have to pay attention to this point; the less education level, the more organizational commitment. It means that when the education level increase, the organizational commitment decrease. Because of this point; the more educated person, the more confident one and finally they can reach the other positions easily and find an occupation.

There is a remarkable relation with the tourism education and the lower dimension of the organizational commitment such as the permanence commitment, the normative commitment and the emotional commitment. This result shows us the importance of the education while reaching the emotional commitment that was preferred by the executives.

It is found out that the service training contributed to the permanence contribution. But the survey shows that just only the one fourth of the servers get the service training. So we should organize the service training in the organizations frequently and give much more information to the servers on their education process and results.

The education of desire of organizations should be considered as the part of duty. The education should be a strategic instrument that directs the future of the enterprises by means of more functional way.