A FIELD STUDY TO DETERMINE ORGANIZATIONAL COMMITMENT AND JOB SATISFACTION IN HOTEL BUSINESSES

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Abstract: For organizations to shape their future of Tourism industry, it is essential for them to hire and retain top talent. Therefore, in this research, the relationship between organizational commitment and job satisfaction was examined. A quantitative research method was applied to test between the variables. The questionnaire technique has been used. The data were collected from 218 employees working in five-star and four-star hotels in the city of Ankara, capital of Turkey. First, the correlation coefficients between variables were calculated. Then, T test and One Way Anova analysis were conducted to determine whether there was a difference between variables and demographic characteristics. Finally, it was found that there was a positive and significant relationship between emotional commitment, a sub dimension of organizational commitment and job satisfaction. Further results indicated there is a negative and significant relationship between job satisfaction and other sub dimensions of organizational commitment, normative commitment and continuation commitment.

Key words: Organizational Commitment, Job Satisfaction, Hotel Employees, Tourism Establishments, Human Resources, Tourism.

UM ESTUDO DE CAMPO PARA DETERMINAR O COMPROMISSO ORGANIZACIONAL E A SATISFAÇÃO NO TRABALHO EM HOTÉIS

Resumo: Para que as organizações moldam seu futuro na indústria do turismo é essencial que contratem e retenham os melhores talentos. Portanto, nesta pesquisa, a relação entre o comprometimento organizacional e a satisfação no trabalho foi examinada. Um método de pesquisa quantitativa foi aplicado para testar entre as variáveis. Foi utilizada a técnica do questionário. Os dados foram coletados junto a 218 funcionários que trabalham em hotéis cinco e quatro estrelas na cidade de Ancara, capital da Turquia. Primeiramente, foram calculados os coeficientes de correlação entre as variáveis. Em seguida, o teste T e a análise One Way Anova foram conduzidos para determinar se havia uma diferença entre as variáveis e características demográficas. Por fim, verificou-se que existe uma relação positiva e significativa entre o comprometimento emocional, uma subdimensão do comprometimento organizacional e a satisfação no trabalho. Outros resultados indicaram que há uma relação negativa e significativa entre a satisfação no trabalho e outras subdimensões do compromisso organizacional, compromisso normativo e compromisso de continuidade.

Palavras-chave: Compromisso Organizacional, Satisfação no Trabalho, Funcionários de Hotelaria, Estabelecimentos de Turismo, Recursos Humanos, Turismo.

ESTUDIO DE CAMPO PARA DETERMINAR EL COMPROMISO ORGANIZATIVO Y LA SATISFACCIÓN EMPRESARIAL EN HOTELES

Resumen: Para que las organizaciones den forma a su futuro en la industria del turismo, es esencial que contraten y retengan a los mejores talentos. Por lo tanto, en esta investigación se examinó la relación entre el compromiso organizacional y la satisfacción laboral. Se aplicó un método de investigación cuantitativa para probar entre las variables. Se utilizó la técnica del cuestionario. Los datos fueron recopilados de 218 empleados que trabajan en hoteles de cinco y cuatro estrellas en la ciudad de Ankara, capital de Turquía. Primero, se calcularon los coeficientes de correlación entre variables. Luego, se realizó la prueba T y el análisis One Way Anova para determinar si había una diferencia entre las variables y las características demográficas. Finalmente, se encontró que existía una relación positiva y significativa entre el compromiso emocional, un subdimensión del compromiso organizacional y la satisfacción laboral. Otros resultados indicaron que existe una relación negativa y significativa entre la satisfacción laboral y otros subdimensiones del compromiso organizacional, el compromiso normativo y el compromiso de continuación.

Palabras clave: Compromiso Organizacional, Satisfacción Laboral, Empleados Hoteleros, Empresas Turísticas, Recursos Humanos, Turismo.

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1 INTRODUCTION

Tourism, one of the main social and economic activities in our age, is a labor-intensive sector in terms of structure, and travel, accommodation, gastronomy and entertainment activities are carried out with organizational cooperation (Sierraii et al. 2010; Pimentel and Machado, 2014). The deficiencies in the current account deficit can be eliminated by providing foreign currency inflow in the tourism sector (Zengin and Şeyhanlıoğlu, 2019). In addition, the tourism sector is directly and indirectly related to many sectors. Besides, tourism is a phenomenon that helps social capital and community peace (Ohe, 2016: 28). In order to realize operational activities in the field of tourism, it is necessary to consider the stakeholders in the field (employees, competitors, suppliers, etc.) (Pimentel, 2018: 27). Successful human resources are needed for businesses in the hospitality industry to achieve organizational success. (Liu et al. 2020: 2543). For the sustainability of this human resource, its good relationship with the business means that organizational commitment is high. In other words, the employees' striving for the business interests and their desire to stay in the organization brought into account the high level of loyalty.

Today, human capital has gained importance due to the high competition in the tourism sector. The importance of human capital is emerges more clearly in tourism enterprises where management practices differ greatly from those employed in other types of organizations and companies. Tourism sector, employees are a central factor of the "company" as they directly perform the services provided by the organization (Gutiérrez Broncano and Rubio Andrés, 2009). Indeed, human capital is the a value that shapes the "tourist experience" demanded by today's customers.

Also, some organizations, recognizing the contributions made by their employees, by providing financial support and with a good career plan endeavor to retain them in their service (Lee and Chang, 2008). As a result, One of the main ways to achieve this is by ensuring that employees feel satisfied and committed although, there are many factors that affect this. These are gender, education, future anxiety, generation etc. Therefore, it is difficult to achieve job satisfaction and commitment (González, 2016: 244).

The high level of commitment in the employees indicates that they are identified with the business. Thus, it is seen that businesses make an effort to achieve the goals they set. It is thought that there is a relationship between the job satisfaction and organizational commitment of the employees by affecting the staff turnover rate. The lack of studies on job satisfaction and organizational commitment in hotels in Ankara has increased the interest of researchers.

In this study, the variables were explained by considering the effect of organizational commitment on job satisfaction, and data were collected by survey technique in four and five star hotel businesses operating in Ankara for the main purpose to be tested. Studying the capital of Turkey will pioneer research to determine the level of satisfaction and loyalty of employees in Ankara, four and five star hotels. we hope the research will solve an important problem. In the light of the obtained data, the study was completed by creating the results and recommendations section.

2 LITERATURE REVIEW

2.1 Organizational Commitment

The human factor, which started to emerge in the context of management literature with Hawthorne's research in the first half of the 20th century, sees itself as the key points of interpersonal relationships that reveal emotions in organizational life (Saltık and Asunakutlu, 2017; Saltık, 2019). The willingness to remain a member of a particular group, the desire to make a high level of effort for the organization, expresses firm trust and acceptance of the organization's values and goals (Luthans, 2011: 146; Susita, 2020: 2456). Organizational commitment includes a strong belief in accepting organizational goals while expressing the commitment of employees to an organization, enthusiasm for an impressive effort in the organization, and a tendency to continue membership in the organization (Paglis and Green, 2002; Nasab and Afshari, 2019: 550; Salha and Ulema, 2020: 440). Organizational commitment is the psychological type of commitment of the individual to the organization, and this commitment consists of three dimensions as emotional commitment, continuity commitment and normative commitment (Allen and Meyer, 1990).

Emotional Commitment refers to the individual's identification with the organization. This identification; employees increase when they think that their values are compatible with the basic values and goals of the organization (Mcshane and Von Glinow, 2016: 78). Thus, employees prefer to remain a part of the

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organization. This is the best form of employee commitment to the organization. Individuals with high emotional bonds stay in the organization because they want to and fight for the interests of the organization. For this reason, it is a kind of commitment that is most desired and tried to be achieved in organizations (Yılmazer, 2019: 287).

Continuity commitment can be defined as the intention of employees to continue their membership in the organization after an analysis cost of leaving the organization. It is the commitment that develops as a result of the investments made by employees in their organizations. In other words, it means being aware of the costs of leaving the organization (Hayat Bhatti et al., 2019). Two situations are important when considering attendance commitment. The first is the costs when leaving. The second is the alternatives that occur in the current situation. Individuals will also evaluate the positive situations that may arise in order to stay in the business while observing their continuity (Pires, 2018: 26).

Normative commitment is seen as an obligation to remain understood by individuals. It is thought that employees perceive commitment as a duty and social responsibility and commitment to the organization is correct (McCormick, Donohue, 2019: 2582). Secondly, normative commitment, which is also expressed as rule and principled commitment, is related to the social dimension of commitment in the organization and reflects the employee's sense of responsibility to stay in the organization.

It is predicted that normative commitment will develop depending on two factors. The first of these is the experiences of individuals regarding both their past experiences (familial / cultural socialization) and their experiences of organizational socialization since they became a member of the organization. The second is the expenditures made by the organization for the education and future of its employees. In return for the expenses made by the organization to the employees, the employee will be able to feel the obligation to be commitment to the organization (Özutku, 2008: 84).

If we look at the issue of organizational commitment and job satisfaction in the tourism sector. In the last years there has been a growing interest regarding the relationship existing between job satisfaction of hotel workers and their organizational commitment (Ruiz-Palomo et al. 2020). There is a situation that benefits tourism businesses and employees. According to Spinelli and Cavanos (2000), It

is considered that workers feel satisfied if they are committed to the bussines making process, receive suitable job training and employee incentives and have an effective manager. So, job satisfaction is considered a significant predictor for organizational commitment, as the employees emotional perception of the organization will pionner their loyalty and performance (Prasetio et al., 2015).

With the tourism sector need to maximize quality results, the concept of organizational commitment is most pertinent. There is an is known need for more research on organizational commitment in hospitality and tourism businesses around the world (D'Annunzio-Green et al., 2004; Kuruüzüm et al., 2009). Because the issue of organizational commitment for the tourism sector should be well understood. The way businesses grow both quantitatively and qualitatively is through the commitment of the staff to the business.

2.2 Job Satisfaction

Job satisfaction is relatively growing organizatinal behavioural researchs and attract the importance to the academia and practitioner in the hospitality industry. Emerging trends of Job satisfaction in tourism sector are comes to the fore in recently studies (Goswami & Da Silva, 2019).

Job satisfaction as individual's satisfaction is a happy or positively sensitive it is a way of thinking toward his/her job that has derived from an assessment of one's job settings or/and job experience. Talent and trained employees are important asset of an organization and profitability, performance, competitiveness of a business is affected by the success it shows that employee's towards the organization (Siriattakul & Jermsittiparsert, 2019; Azim et al., 2020).

Job satisfaction is an attitude that expresses the value that the employees give to their work as satisfaction and / or dissatisfaction with their job (Akçadağ ve Özdemir, 2005. 172; Zopiatis et al., 2014: 131; Kıngır et al., 2015; Karaömer, 2018: 38). Job satisfaction is when an individual is able to evaluate his / her job and work experience and define the emotional state that occurs when the expectations of the person are met in the work environment (Cranny et al., 1992: 2; Robbins and Judge, 2019: 76). According to another definition, job satisfaction is defined as the happiness of the colleagues and the creation of the works that people enjoy working together with the financial income from their work (Eren, 2007: 202; Leal et al., 2015: 221).

In general, job satisfaction is examined in two dimensions as intrinsic and extrinsic job satisfaction (Weis et al., 1967). Employees from external sources; wages received in return for the labor or service given, promotion opportunities for the individual's efforts to the workplace, the attitudes and behaviors of managers towards the individual, the attitude of colleagues, management philosophy in the workplace, and acceptance in the workplace are defined as external job satisfaction, while the personal skills and Abilities, individual decision-making, application status, conscientious obligations of the individual, and occupational situations of the individual are expressed as internal job satisfaction (Weiss et al., 1967; Erkuş et al., 2011; Lizote et al., 2020).

An important factor affecting job satisfaction and organizational commitment in the tourism sector is the job turnover rate. Research revealed that overall satisfaction drops for employees of more than 6 months standing especially tourism workers, and the greatest level of job turnover occurs during this period. Smith et al. (1996) low income of businesses, may be due to a lack of job satisfaction among employees. In addition in recent hotel research, job satisfaction has been found to be negatively associated with intention to job leave (Karatepe et al., 2006; Liao et al., 2009).

Since the human factor is at the forefront in tourism enterprises, there is a need for individuals with high job satisfaction and organizational commitment. because the expectations of customers who buy services in tourism enterprises are affected by the good approach of the staff (Garcia et al., 2020). Organizational commitment and job satisfaction are two very accepted reactions to the commitment of the management to the company and the employees. Training, empowerment of the employees, rewards and forming team spirit have an important role in creating organizational commitment (Vujicic et al., 2015; Argyris, 1998; Forrester, 2000).

Due to the relationship between job satisfaction and organizational commitment (Phuong et al., 2020; Kahyaoğlu and Meltem, 2020; Alkahtani, 2020), the research model and hypotheses have been proposed as follows:

▪ Hypothesis 1: There is a positive and significant relationship between the employee's emotional commitment and job satisfaction.
▪ Hypothesis 2: There is a negative and significant relationship between the continuity commitment and job satisfaction.

▪ Hypothesis 3: There is a negative relationship between the employee's normative commitment and job satisfaction.

Figure 1: Research Model.
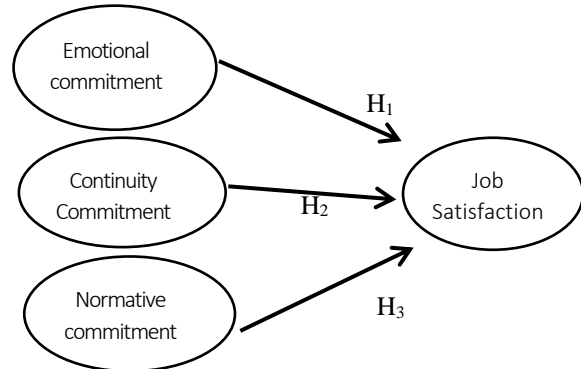
Source: Prepared by the authors.

3 METHODOLOGY

Objective and prominence, the methodology of the research, Information about the research findings will be given (population and sample, demographic information, constraints related to the research data analysis will be given).

3.1 Objective and Prominence of the Research

Since the subject here is the employees, individuals who work in the tourism sector and provide services should be considered at the forefront. Because, given the fierce competition environment, employees are important. The purpose of this research, tourist intense destination and Turkey's capital in Ankara, four and five star hotels in employees is organizational commitment and reveals the relationship between job satisfaction.

Considering the research constraints, four and five star hotels operating in Ankara have constraints regarding employee data collection. Because hotel managers are reluctant to collect data from their hotels. Another constraint is the financial constraint of researchers.

3.2 Research Methodology

In order to analyse the correlation between job satisfaction and organizational commitment from hotels operating in Ankara, data were collected through a survey study as one of the quantitative research methods.

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The survey is consisted of 3 units: In the first two parts of the survey, 5 point likert-type (I fully disagree - I fully agree) scales are used. Meyer, Allen and Smith (1993) was used to measure organizational commitment, which is consisted of 18 questions and included into the first unit became a basis for many researches at national and international level.

The Minnesota Job Satisfaction Scale scale, which is comprised of 20 questions, used by Weiss et al. (1967) in his research comprises the second unit. As for the final unit, demographic questions comprised of 6 sentences were included.

As a sampling technique, purposive/judicial sampling which is a kind of sampling that does not based on possibility is chosen in the research. Purposeful sampling, also known as judgmental sampling, is a sampling method in which subjects with certain characteristics that the researcher thinks are appropriate to the research problematic based on his own personal observations (Gürbüz and Şahin, 2016). Participants were selected with the help of two criteria that we determined with sampling method. The first of these criteria is to be a hotel employee, the second is to be a person who has 18 years of age and over.

3.3 Population and Sampling Method

Universe-population of the research is comprised the staff working in the hotel establishments operating in Ankara. At first, necessary approvals were interviwed by discussing with the hotel managers and managers operating Ankara.

The research data was collected from two five-star hotels and three four-star hotels in Ankara province by interviewing the participants face to face between October 15 - December 1, 2018. 300 questionnaires were distributed. 82 of them were not taken into consideration because they were missing and / or incorrectly filled. The remaining 218 questionnaires form the data set of the study. Research data were collected by the researchers on weekends (Saturday-Sunday). The reason for choosing the weekend is that the number of employees working in the business is high on the weekend and the rest hours are longer.

3.4 Data Analysis

Data obtained in this research is conducted through SPSS 22.0 (Statistical Package for the Social Sciences) program. In order to determine how data indicated a distribution, skewness and kurtosis values of the data are considered. At the end of research, it is analysed that the data is normally distributed, and parametric tests are selected in data analysis.

As consequence of the implemented normality test, demographic specifications of the participants and related frequency rate are obtained through frequency analysis and it is reported. It is conducted to determine the correlation correlation between the organizational commitment scale and job satisfaction. In addition, independent samples T-test and One-way Anova test were used to find a difference between organizational commitment and demographic information of employees. Implemented tests are detailed by the following tables and they are tried to be explained through those tables.

4 FINDINGS

4.1 Findings about Demographic Characteristics

Descriptive information on the demographic characteristics of the participants is presented in Table 1.

Table 1: Findings Regarding Participants' Characteristic.

	N	%
GENDER		
Male	107	50.9
Female	111	49.1
Total	*218*	*100*
Marital Status		
Married	143	65.6
Single	75	34.4
Total	*218*	*100*
Education Status		
Primary School	51	23.4
High School	71	32.6
Bachelor's degree	54	24.8
Masters and above	42	19.2
Total	*218*	*100*
Department		
Front Office	65	29.8
Food and Beverage	54	24.8
Housekeeping	69	31.7
Others (Security, Accounts etc.)	30	13.8
Total	*218*	*100*
Job Position		
Worker	118	86.2
Management	30	13.8
Total	*218*	*100*
Average Monthly Income		
1600-1999 TL	61	28.0
2000-2999 TL	124	56.9
Above 3000 TL	33	15.1
Total	*218*	*100*

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50.9% of the participants are male and some of them are high school graduates and married. Nearly half work in housekeeping and food-beverage departments and 75% in lower-level positions. A significant proportion of the managers with a total of 13.8% are in the lower and the middle level. More than half of the participants have income levels below 3000 TL per month. In addition, the average age of the participants was 32.2 and the average of the working year in the same enterprise was 6.3 years and the average in the sector (profession) was 8.7 years.

4.2 Validity, Reliability Analysis Findings

The scales used in the study were subjected to reliability tests as part of the questionnaire. Organizational commitment was measured using 18 items and the Cronbach's alpha value was determined at 0, 912. The 20-item job satisfaction scale was measured as 0,784.

Table 2: Evaluation Criteria Used in Reliability Coefficient Analysis.

ALPHA (α)	
$0,00 \leq α < 0,40$	Scale not dependable.
$0,40 \leq α < 0,60$	Scale has low reliability.
$0,60 \leq α < 0,80$	Scale is very reliable.
$0,80 \leq α < 1,00$	Scale is highly reliable.

Source: prepared by the authors.

4.3 The Relationship between Organizational Commitment and Job Satisfaction

Correlation analysis was conducted to determine the relationship between Organizational Commitment and Job Satisfaction, the degree of this relationship and the direction of the degree of this relationship (Table 3).

Table 3: The Relationship between Organizational Commitment and Job Satisfaction

	Mean (SD)	S.S.	1	2	3	4	5
1.Emotional Commitment	2.95	.27	-				
2.Continuity Commitment	3.10	1.04	-.68**	-			
3. Normative Commitment	3.08	0.69	-.65**	.89**	-		
4. Internal Satisfaction	2.91	1.02	.62**	-.85**	.83**	-	
5. External Satisfaction	3.06	1.08	.47**	-.50**	.41**	.35**	-

Source: prepared by the authors.

In order to find out whether there is a connection in the correlation analysis, the significance ratios are looked at and the significance ratio is found to be less than 0.05. When the correlation coefficients are examined, it is observed that the relationship between the variables of Organizational commitment and the variables of job satisfaction are not at the same level. There was a significant and positive relationship between emotional commitment and internal satisfaction (r = 0.62 **).

There is also a significant and positive relationship between emotional commitment and external satisfaction (r = 0.47 **). It is observed that there is a negative (r = -0.85 **) and significant relationship between continuity of commitment and inner satisfaction. There is a negative and significant relationship (r = -0.50 **) between continuity of adherence and external satisfaction.

There is a significant and negative relationship between normative commitment and internal satisfaction (r = -0.83 **). There is also a significant and negative relationship between normative commitment and external satisfaction (r = -0.41 **). As a result of the correlation analysis, there is a positive correlation between emotional commitment and job satisfaction. There is a negative significant relationship between attendance commitment and job satisfaction. There is a negative significant relationship between normative commitment and job satisfaction.

4.4 Relation of Attributes of Trainees and Dimensions of Organizational Commitment

In this part of the study, T-test or Anova test was performed to determine whether the characteristics of the participant's demographic characteristics and Organizational commitment dimensions differed. As a result of the analysis, no significant difference was found between gender, marital status and demographic characteristics. Significant differences were found between income status, educational status and department variables. Below is information about these analyzes.

4.4.1 Job Position

In order to determine whether the qualifications of the participants in relation to their organizational commitment dimensions differed, T-test was performed, and the results are shown in Table 4.

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Table 4: T-test Table for the Dimensions of Organizational Commitment with Position

	T	P
Emotional Commitment	-3,805	0,000
Continuity Commitment	7,613	0,000
Normative Commitment	7,234	0,000

Source: prepared by the authors.

According to the results of the study, all three dimensions of organizational commitment vary (emotional commitment, continuity of commitment, normative commitment) according to the position variable. This result shows that there is a difference in the dimensions of organizational commitment for employees and managers (p <0,01).

4.4.2 Education Status

In order to determin the relation between top talent and organizational commitment dimentions the One- Way Anova testing method was used, and the results are shown in Table 5.

Table 5: Results Found Using the Anova Testing

	F	P
Emotional Commitment	36,913	0,000
Continuity Commitment	62,173	0,000
Normative Commitment	58,803	0,000

Source: prepared by the authors.

According to the results of Anova, it was calculated that all dimensions of Organizational commitment differed significantly from the educational status variable. The base value is calculated at (p<0,00).

4.4.3 Department

One-way Anova test was performed in order to determine whether the qualifications related to the departments of the research and their organiztional commitment dimensions differed and the results are shown in Table 6.

Table 6: Results based on Anova testing to determine organizational commitment in relation to departments.

	F	P
Emotional Commitment	20,621	0,000
Continuity Commitment	31,075	0,000
Normative Commitment	22,603	0,000

Source: prepared by the authors.

According to the results of Anova testing, it was calculated that all dimensions of organizational commitment differed significantly. The base value is calculated at (p<0,00).

4.4.4 Income Status

One-way Anova test was performed to determine whether the characteristics of the participants' income status and organizational commitment dimensions differed, and the results are shown in Table 7.

Table 7: Anova Results Regarding Income Status and organizational Commitment Dimensions

	F	P
Emotional Commitment	21,196	0,000
Continuity Commitment	30,826	0,000
Normative Commitment	27,904	0,000

Source: prepared by the authors.

According to the results of Anova, it was calculated that all dimensions of organizational commitment vary highly according to the income status variable. The base value is calculated at (p<0,00).

4.5 Hypotheses Results

The hypothesis test results of the study are given and interpreted in table 8 below:

Table 8: Hypotheses Results.

Hypotheses		Results
H_1	Emotional commitment has a positive, significant and meaningful relationship with job satisfaction interpreting in to internal satisfaction and external satisfaction.	Supported
H_2	Continuity Commitment has a positive, significant and meaningful relationship with job satisfaction interpreting in to internal satisfaction and external satisfaction.	Supported
H_3	Normative Commitment has a negative, significant and meaningful relationship with job satisfaction interpreting in to internal satisfaction and external satisfaction.	Supported

Source: prepared by the authors.

In the light of these findings, it is seen that the employees of the hotel industry who have emotional and / or sensible devotion experience job satisfaction,

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continuity and / or continuity in the context of continuity commitment have an inverse relationship with job satisfaction and the satisfaction level of the employees decreased or vice versa. As normative commitment is more dependent on norms than normative commitment, there is a decrease in job satisfaction of hotel employees or vice versa.

5 DISCUSSION OF THE RESULTS AND CONCLUSION

This research was conducted in order to find the difference between Organizational commitment dimensions and the dimensions of job satisfaction of tourism employees.

Other important results from the study were; as the level of education increases, the emotional commitment decreases, while the normative and continuing commitment increases. This result indicates; emotional commitment of individuals with low levels of education is high and the continuity and normative commitment of individuals with high levels of education is high.

As the level of income increases, while the emotional commitment decreases, the normative and continuity commitment increases. This result shows that the individuals with low-income levels have high emotional commitment and the continuity and normative commitment of individuals with high income levels is high.

When looked at from an organization departmental level; there are some differences; the highest differences were experienced in three sub-dimensions of Organizational commitment. These many differences were experienced in all sizes between the front office department and housekeeping department (see Table 5).

While in this finding, the highest level of emotional commitment was with housekeeping department, the lowest department in this value was the front office. In the normative and continuity commitment, the opposite is observed.

In light of the information obtained; it is seen that the department which has direct contact with the guests, the front desk department's emotional commitment is nominal. Commitment based on continuity and rules is high.

This is the reverse for the housekeeping department. In the position variable, there was a sizable difference. While the emotional commitment

of the working individuals is high in arithmetic mean, the average of continuity and normative commitment of individuals in managerial positions is high. This shows us that; the individuals in the executive position take into account the rules and continuity at the point of organizational commitment, while the individuals in the working position consider the emotional approach.

In this context, when the literature is examined, it is found that there is a similar study with the results of the study examining the relationship between commitment and job satisfaction. (Vujicic et al., 2015; Abdallah et al., 2016; Peng et al., 2016; Ibrahim, 2019; Sarıdakis et al., 2020).

According to the literature survey, job satisfaction and Organizational commitment levels were examined. (bkz. Çekmecioğlu, 2006; Yenihan, 2014; Poyraz ve Kama, 2008; Valaei and Rezaei, 2016; Özdemir et al., 2017; Erdoğdu and Sökmen, 2019; Soomro ve Shah, 2019; DiPietro et al., 2020; Loan, 2020) However, in the detailed examination, we did not find any study that examined the relationship between Organizational commitment and job satisfaction among accommodation enterprise employees.

The findings of the research are especially important for hotels with a large number of employees who are unable to take the necessary steps to help their employees to be involved in their jobs, to be satisfied with their jobs, to increase their organizational commitment, and to constantly improve their current working conditions. In addition, tourism enterprises need to improve their staff with high job satisfaction and commitment to the organization.

Suggestions for future studies:

▪ They can investigate similar issues in seaside hotels.
▪ This study and outcome could potentially support future studies for academic staff
▪ This study could possibly contribute towards strengthening employee performance for hotel employees of coastal hotels or even in different branches of the tourism industry such as; travel agencies, food and beverage companies.

Suggestions for tourism businesses

▪ Our recommendation to organizations is to measure the degree of adherence and commitment (outside of traditional qualities and values) of

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individuals who will be employed and to provide employment in this direction. Because the purpose of individual

▪ Human resources departments should support activities, financial premiums and extra-contributory motivations to ensure organizational commitment and job satisfaction and organizations is and should be to bring enterprises to better position.

▪ In addition, enterprises should make occupational and personality tests of human resources units and give importance to employee employment,

Suggestions for employees:

▪ Our suggestions to the employees is to seek employment in light of their educational gains; taking into account the departments in which they are considering applying to, taking up positions among units where they will be useful to themselves as well as the organization. Because it is important to remember that the task is important for job satisfaction.

▪ Organizational escape should be taken into account if organizational harmony is not achieved in the institutions to be studied. They are recommended to be meticulous in their business preferences

▪ In addition, it is recommended that they attach importance to issues such as work-life balance, career planning and job performance while fulfilling their duties that will not create commitment for the working individual, that they cannot bear responsibility, that is, they do not accept the tasks that lead to dissatisfaction.

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