

# Effect of Job Involvement, Organizational Commitment and Satisfaction on Turnover Intention: A Research in the City of Antalya

Akin Aksu<sup>A</sup>, Selin Arslan<sup>A</sup>, Eylem Olcay Yardımcı<sup>A</sup>, Hasan Fahrettin Kaya<sup>A</sup>, Aytül Ergenççeği<sup>A</sup>

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## Abstract

*Today like other establishments, touristic establishments are trying to survive under conditions of high-level competition among their rivals. The diversity aspect of jobs in touristic establishments needs analysis to determine operational aspects and outcomes. In this context, to sustain satisfaction and motivation of employees there are critical factors. In this paper, the possible relationships among job involvement, commitment, satisfaction and turnover intention levels of employees were investigated. As a result of the regression analysis, it was concluded that at least one of the independent variables of the model, which were job involvement, organizational commitment, and job satisfaction levels, had an impact on intention to turnover. The findings of the research are important both from theoretical and practical perspectives. From a theoretical perspective, this research shows the possible effect of job involvement, commitment, and satisfaction on turnover intention. From a practical perspective, the results would be of help for tourism sector professionals, researchers and decision makers.*

**Keywords:** Job Involvement, Commitment, Satisfaction, Turnover Intention, Antalya, Turkey

## Introduction

According to the latest statistics from United Nations World Tourism Organization (UNWTO), international tourist arrivals (overnight visitors) worldwide grew 4 % in 2019 to reach 1.5 billion. All regions in the world (from the Middle East to the Americas) enjoyed an increase in arrivals (World Tourism Barometer, 2020:1). With its financial and employment possibilities, the tourism industry has ranging effects on national economies. In order to meet the needs and expectations of this huge industry, retention of current employees is very important.

Within the labor-intensive aspect of the tourism industry, to realize establishment goals, both finding and selecting the right employees and having continuous relations with them are essential to survive. Today like other establishments, touristic establishments are trying

<sup>A</sup> Akdeniz University Social Sciences Institute, Antalya, Turkey

\* Corresponding author: [aaksu@akdeniz.edu.tr](mailto:aaksu@akdeniz.edu.tr)

to survive under conditions of high-level competition among their rivals. Satisfied and motivated employees comprise a major factor for successful competition among establishments. To motivate employees, satisfying them and making them contented are important. Customer desires will be met by providing goods and services that meet or exceed their expectations. This requires a lot of work provided by satisfied and motivated employees. The diversity aspect of jobs in touristic establishments needs analysis to determine operational aspects and outcomes. In this context, to sustain satisfaction and motivation of employees there are critical factors. In this paper, the possible relationships among job involvement, commitment, satisfaction and turnover intention levels of employees were investigated. Job involvement, commitment and satisfaction levels can be seen as three major reasons in quitting the work.

## Literature Review

### Job Involvement

Referencing Kanungo (1982), Lambert et al. (2015) define job involvement as an employee's psychological identification showing the importance of their job. Citing Word, Park (2009), Caillier (2012) is underlining that job involvement shows the satisfaction levels of the needs of employees. If establishments create involved and committed employees, they will increase their chances in tough competition (Selvanayagam, Thiagarajan, 2019). Job involvement levels of employees will be affected from their working conditions. If the employees have enough involvement, they will be happy to work and show participation (Widodo et al., 2019: 282) in the decision-making process. According to Pelkey (2017:39), in order to have more involvement, it is suggested for employees to see their jobs as central concerns in their working life. In this way, it is also possible to integrate both individual and organizational goals.

### Organizational Commitment

Inside the definition of organizational commitment employees' identification and involvement can be found (Brooke et al., 1988:139). Citing Mowday et al. (1979), Schwepker (2001:41) stated that commitment occurs when employees believe and accept establishment goals, values, continue to work and give their maximum energies. Feeling attachment to the goals and values can be given as examples in organizational commitment (Markovits et al., 2015:79). Among the possible expected results of organizational commitment; increased performance, quality and satisfaction (Lim et al., 2017:30) and decreased labor turnover can be given. Among types; continuance, affective and normative can be given. Continuance commitment means benefits (monetary benefits like salary and so on.) against costs (costs of leaving) during recruitment. Affective commitment represents strong beliefs regarding establishment goals, values (priorities) and normative commitment means to act suitable to establishment goals (as expected by employers) (Cailler, 2012:345). With the evaluation of organizational commitment levels, it is possible to have better understanding about what is going on in establishments. Due to tough competition among touristic establishments, tourism professionals are trying to learn something new about their employees by observing and calculating their organizational commitment levels. Today, it is worldwide well-known that more support coming from employers resulted with more satisfaction and commitment of employees to the establishments. Academic studies showed that committed employees have more desires for their jobs (Demir,

2020:208) and try to solve the current problems of their establishments. Committed employees may even take needed responsibilities and try to do their best with decreased turnover intention (Derakhshide, Kazemi, 2014:19).

## Satisfaction

In the written literature regarding satisfaction there are numerous studies both investigating job satisfaction and employee satisfaction. Emerging satisfaction of employees is very important. Satisfied employees will feel themselves loyal to their establishments and not interested in looking for other employment alternatives (DiPietro, Bufquin, 2017:2). Due to general characteristics of tourism industry (labor intensive, consists of goods and services, time selling and so on.) creation of satisfied employees are more important and difficult when it is compared with other industries (Azic, 2017:106). Citing Chi, Gursoy (2009), Abdullah et al. (2017:4) have underlined the importance of satisfied employees in offering exceeding services to guests at hotels. In one hand tourism industry pulls lots of talents due to its exciting career field (Selvanayagam, Thiagarajan, 2019:56), on the other hand it may face high labor turnover because of dissatisfaction of both employees and/or employers.

## Turnover Intention

Turnover intention can be seen as final step before leaving the establishment. It starts with the feeling of dissatisfaction of employees with the current working conditions. Coming late to the work, checking-out earlier than expected, searching for other employment alternatives are possible turnover intention related actions (DiPietro, Bufquin, 2017:7). Facing continuous dissatisfaction will be resulted with separating from the establishment (turnover). In other words, turnover intention can be used to guess real turnover of employees. In today's world employee turnover is one of the biggest problems in tourism industry. This problem makes it difficult to realize establishment goals (Widodo et al., 2019:281). Because of this fact, managers are trying to develop new tactics (increasing payment levels, giving promotion, establishing socialization etc.) to decrease employee turnover rates. If countries or establishments experience labour shortages (Batt, Valcour, 2003:189), then turnover problem becomes more important. Recruiting new employees, giving training (Akgunduz, Sanli, 2017:118) and facing productivity loss during orientation periods of new comers are possible processes after someone quits. The tourism industry involves high levels of employee-customer interactions and high turnover rates, which may have a negative result in terms of costs and revenues.

## Researches About Job Involvement, Commitment and Satisfaction on Turnover Intention

Regarding job involvement, Pelkey (2017:38) has underlined that in case of feeling support and orientation towards establishment's goals, employees have high involvement and motivation to be in working environment. Related with satisfaction, different studies are showing that job satisfaction has positive results on different variables such as motivation, job involvement and negative results with turnover. Referencing Kinichi et al. (2002) and Brown (1996), Demir (2020:207) has underlined the results of two different studies regarding satisfaction. From hospitality industry by citing Chow et al. (2007), another study result was given by DiPietro, Bufquin (2017:6) as manager's intent to be with their company because of their overall satisfaction.

As Culibrk et al. (2018:132) have stated there is a bond between satisfaction and commitment, but the direction of the relationship differs from one study to another. For some studies, job satisfaction comes first and vice versa. Citing Hom, Griffeth (1995), DiPietro, Bufquin (2017:7) have underlined that employees quit due to dissatisfaction and loss of commitment to the work. Referencing Yamagucci (2013), Zhou et al. (2014:220) stated that for knowledge workers the more work satisfaction means the more organizational commitment. When satisfaction and organizational commitment are compared it can be concluded that emotion levels of employees are higher in organizational commitment (Culibrk et al., 2018:3). According to the literature, both job involvement and satisfaction related outputs are all human resources related practices and additionally, organizational commitment has negative results on turnover (Widodo, et al., 2019:285).

Citing Rahman, Nas (2013), Lim, et al. (2017:28) have underlined that turnover intention has a direct effect on the turnover decisions. Even in casino industry, perceiving more supervisor support results with a decreasing turnover of employees working in casinos (Li, et al., 2017:197). In fact, perceiving a problem in terms of commitment lead employees to turnover intention (Chen, Wu, 2017:1916). Chen, Wu (2017:1927) carried out a research on 226 front-line employees in a hotel in Taiwan and investigated that leader-member exchange levels will decrease the turnover intention of employees.

## Methodology

For the research, Zopiatis and et al. (2014) study (which investigated job involvement, commitment, satisfaction and turnover relations) was used. All items in their questionnaire were used for this study. The research sample consists of 238 employees working in 5-star hotels (Totaly 4 hotels operating in the city of Antalya/Turkey). A variety of analyses were conducted for the statistical analysis of the data collected through surveys including frequency analysis performed to determine the characteristics of the sample and their opinions about the research variables, factor analysis to determine construct validity, correlation analysis to figure out the direction and level of the correlation between the research variables, regression analysis to determine the impact of employees' job involvement, organizational commitment and job satisfaction levels on their intention to turnover, and t-test and ANOVA analyses to determine whether there was a significant difference between the research variables based on certain demographic characteristics of the participants.

## Findings

It was found that the majority of the participants were primary school/secondary school graduates with 39.9% (95 people) while another group of participants were mostly high school graduates with 38.7% (92 people). Finally, the majority of the participants were entry level employees with 63.9% (152 people).

**Table 1. Details of Participants**

	Number of Participants (N)	Percentage (%)		Number of Participants (N)	Percentage (%)
Gender			Age		
Female	124	52.1	18-30	88	37
Male	114	47.9	31-40	103	43.3
			41-50	44	18.5
			50+	3	1.3
<b>Total</b>	<b>238</b>	<b>100</b>	<b>Total</b>	<b>238</b>	<b>100</b>
Educational Background			Job level		
Primary/Secondary School	95	39.9	Entry level	152	63.9
High school	92	38.7	Intermediate level	77	32.4
University(two-year degree)	22	9.2	Senior level	9	3.8
University(Bachelor)	26	10.9			
Postgraduate	3	1.3			
<b>Total</b>	<b>238</b>	<b>100</b>	<b>Total</b>	<b>238</b>	<b>100</b>

The summary of the factor analysis is demonstrated in detail in Table 3.

**Table 2. KMO and Bartlett's Sphericity Test for Job Involvement**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.879	
Bartlett's Test of Sphericity	Approx. Chi-Square	1095.786
	df	28
	Sig.	.000

**Table 3. Summary of the Explanatory Factor Analysis Results for the Job Involvement Scale (N = 238)**

	Job Involvement	Communalities
I think my job is very central and important to my existence.	.848	.719
I have very strong bonds with my current job.	.834	.696
I live, eat, and do my job very willingly.	.800	.640
Most of my interests are centred on my job.	.779	.606
Most of my personal life goals are business oriented.	.769	.592
My current job is the most important thing that has ever happened to me.	.755	.570
I'm very interested in my job.	.728	.529
Most of the time I like to pay full attention to my job.	.672	.451
<b>Eigenvalues</b>	<b>4.804</b>	
<b>% of Variance</b>	<b>60.049</b>	
<b>Cronbach's Alpha</b>	<b>0.903</b>	

According to reliability analysis the scale has high reliability. Factor analysis results are presented in detail in Table 5.

**Table 4.** *KMO and Bartlett's Sphericity Test Results for the Organizational Commitment Scale*

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.878	
Bartlett's Test of Sphericity	Approx. Chi-Square	1149.653
	df	28
	Sig.	.000

**Table 5.** *The Summary of the Explanatory Factor Analysis Results for the Organizational Commitment Scale (N = 238)*

	Organizational Commitment	Communalities
It wouldn't be morally right for me to leave my company now.	.821	.674
Even if it's to my advantage, I don't think it'll be right to leave my company now.	.809	.654
If I was offered a better job elsewhere, I would think it was not right for me to leave my company.	.808	.653
I feel personal responsibility to continue working for my company.	.796	.633
I feel like the problems of this company are my own.	.771	.594
I would be very happy to spend the rest of my career in this company.	.760	.578
This company has a lot of personal meaning to me.	.760	.577
I feel guilty if I leave my current company.	.747	.558
<b>Eigenvalues</b>	<b>4.920</b>	
<b>% of Variance</b>	<b>61.502</b>	
<b>Cronbach's Alpha</b>	<b>0.910</b>	

The Kaiser Meyer Olkin sample value for the Organizational Commitment Scale was found to be 0.878 ( $p < 0.001$ ) and the proportion of variance explained was calculated to be 61.502%. According to the reliability analysis, Cronbach's Alpha value was 0.810. Factor analysis results are demonstrated in detail in Table 7 below.

**Table 6.** *KMO and Bartlett's Sphericity Test for the Intention to Turnover Scale*

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.751	
Bartlett's Test of Sphericity	Approx. Chi-Square	414.740
	df	3
	Sig.	.000

**Table 7.** *The summary of the Explanatory Factor Analysis Results for the Intention to Turnover Scale (N = 238)*

	Intention to leave	Communalities
I often think of leaving this job.	.911	.829
I'll probably look for a different job next year.	.908	.824
Next year, I will actively look for a new job.	.906	.820
<b>Eigenvalues</b>	<b>2.473</b>	
<b>% of Variance</b>	<b>82.442</b>	
<b>Cronbach's Alpha</b>	<b>0.893</b>	

The Kaiser Meyer Olkin sample value for the Intention to Turnover Scale was determined to be 0.751 ( $p < 0.001$ ) and the proportion of variance explained was revealed as 82.442%. According to the reliability analysis, Cronbach's Alpha value was 0.893. Since the factor loading of the item "I have a chance to be someone in the society" is 0.200 and that of the item "My job contains a suitable environment for a stable work" is 0.293, these items were excluded from the analysis. The summary of the analysis is given in detail in Table 9 below.

**Table 8.** *KMO and Bartlett's Sphericity Test for the Job Satisfaction Scale*

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.939	
Bartlett's Test of Sphericity	Approx. Chi-Square	2672.296
	df	91
	Sig.	.000

**Table 9.** *The summary of the Explanatory Factor Analysis Results for the Job Satisfaction Scale (N = 238)*

Job Satisfaction	Internal	External	Communalities
I have a chance to tell people what to do.	.823		.734
I have the freedom to implement my own decision.	.815		.745
I have a chance to choose my own ways of doing my job	.801		.741
I have a chance to do something in which I can use my skills.	.791		.754
I have a chance to achieve a sense of success from my job.	.755	.448	.771
I have a chance to do something for other people.	.729		.665
I take credit for doing a good job.	.684	.448	.669
I have a chance to do things that do not contradict my conscience.	.666		.479
I have a chance to make progress in my career in this job.	.653	.504	.681
I have a chance to do different things from time to time.	.615		.535
My manager has decision-making competence.		.864	.821
My manager's style of managing his/her employees is appropriate.		.855	.784
The way company policies are implemented is appropriate.	.443	.725	.722
My salary and the work I do are in harmony with each other.	.469	.615	.597
<b>Eigenvalues</b>	<b>8.633</b>	<b>1.065</b>	
<b>% of Variance</b>	<b>42.622</b>	<b>26.646</b>	
<b>Cronbach's Alpha</b>	<b>0.944</b>	<b>0.870</b>	

Looking at the common variance values and other analyses, some items were excluded from the analysis and the Job Satisfaction Scale consisting of 20 items was rearranged as a scale with 14 items. The Kaiser Meyer Olkin sample value of the study was determined to be 0.939 ( $p < 0.001$ ) and the proportion of variance explained was found to be 69.268%. According to the analysis, Internal Job Satisfaction explained 42.622% of variance while External Job Satisfaction explained 26.646% of variance. Considering the sample size, factor rotation, and Kaiser criterion values, a

2-factor structure was decided. As a result of the reliability analysis, Cronbach's Alpha value was found to be 0.951. Cronbach's Alpha value was 0.944 ( $p < 0.001$ ) for Internal Job Satisfaction and 0.870 ( $p < 0.001$ ) for External Job Satisfaction. For each scale used in the study, normality of the data was checked. When Table 2, Table 3 and Table 4 are examined, kurtosis and skewness values were within  $\pm 1.5$  range, which indicate that the data had normal distribution. Whether the data was normally distributed or not was checked for each scale used in the study. Skewness and Kurtosis values of each scale were examined for normality test. The findings obtained are illustrated in detail in Table 10. When Kurtosis and Skewness values are between -1.5 and +1.5, it is concluded that data show normal distribution (Tabachnick, Fidell, 2013). According to Table 10, kurtosis and skewness values are within  $\pm 1.5$  range, indicating that the data had normal distribution.

**Table 10.** *Frequency Details*

		Job Involvement	Organizational Commitment	Intention to Turnover	Job Satisfaction
N	Valid	238	238	238	238
	Missing	0	0	0	0
Mean		3.6853	3.5675	2.3949	3.1912
Median		3.8750	3.6250	2.3333	3.0714
Std. Deviation		.85148	.89742	1.13902	.89041
Skewness		-.679	-.439	.333	-.150
Kurtosis		.351	-.009	-.831	-.555
Minimum		1.00	1.00	1.00	1.00
Maximum		5.00	5.00	5.00	5.00

As a result of the analysis performed, the minimum value of the Job Involvement Scale was 1.00 and the maximum value was 5.00. The mean value of the scale was 3.68 and the median value was 3.87. In the present study, whether the groups showed normal distribution was investigated. Skewness and Kurtosis values were examined for normality test. While the skewness value of the scale was  $-0.679$ , the kurtosis value was found to be  $.351$ . When Kurtosis and Skewness values are between -1.5 and +1.5, it is concluded that data show normal distribution (Tabachnick, Fidell, 2013).

The minimum value of the Organizational Commitment Scale, which is another scale of the research, was 1.00 whereas the maximum value was 5.00. The mean value of the scale was found to be 3.56 and the median value was 3.62. The skewness value of the scale was  $-0.439$  while the kurtosis value was  $-0.009$ . According to these values, it is concluded that the data had normal distribution.

The minimum value of the intention to turnover scale was 1.00 and the maximum value was 5.00. The mean value of the scale was 3.19 and the median value was 3.07. In the present study, whether the groups showed normal distribution was investigated. Skewness and Kurtosis values were examined for normality test. The skewness value of the scale was  $.333$  while the kurtosis value was  $-0.831$ . In line with these values, it is concluded that the data had normal distribution.

Finally, the minimum value of the Job Satisfaction Scale was 1.00 and the maximum value was 5.00. The mean value of the scale was 2.39 and the median value was 2.33. The skewness value of the scale was  $-0.150$  whereas the kurtosis value was found to be  $-0.555$ . In line with these values, it is concluded that the data showed normal distribution.



As a result of t test, a significant difference was revealed only between the organizational commitment levels of the employees and their gender.

As a result of the t test a statistically significant difference was revealed between the organizational commitment levels of females and males ( $t(236) = -3.077, p < 0.05 = 0.002$ ). Accordingly, females' organizational commitment levels ( $\bar{X} = 2.549$ ) were higher than those of males ( $\bar{X} = 2.227$ ). According to the results, the research hypothesis was supported. All details can be seen in Table 11 below.

**Table 11. T-Test Results by Gender**

	N	Mean	Standard Deviation	t	df	P
Female	124	2.5490	1.10658	-3.077	236	.002
Male	114	2.2274	1.15489			

As a result of Anova Test, a significant difference was detected only between the job satisfaction levels of the employees and their ages.

Regarding the homogeneity of variance, significance value was found to be  $p < 0.05 = 0.312$ . When the ANOVA table is examined, significance value is  $p < 0.05 = 0.021$ .

**Table 12. ANOVA Table for Job Involvement**

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	7.598	3	2.533	3.287	.021
Within Groups	180.302	234	.771		
Total	187.900	237			

**Table 13. Descriptive Statistics for Job Involvement**

	N	Mean	Standard Deviation
18-30	88	3.3186	.08724
31-40	103	3.2326	.08709
41-50	44	2.8979	.14906
50+	3	2.3333	.22713
Total	238	3.1912	.05772

**Table 14. Multiple Comparisons for Job Involvement**

		Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
18-30	31-40	.08597	.12742	.907	-.2437	.4157
	41-50	.42071*	.16207	.049	.0013	.8401
	50+	.98527	.51536	.226	-.3483	2.3188
31-40	18-30	-.08597	.12742	.907	-.4157	.2437
	41-50	.33474	.15809	.151	-.0743	.7438
	50+	.89930	.51412	.301	-.4310	2.2296
41-50	18-30	-.42071*	.16207	.049	-.8401	-.0013
	31-40	-.33474	.15809	.151	-.7438	.0743
	50+	.56456	.52379	.703	-.7908	1.9199
50+	18-30	-.98527	.51536	.226	-2.3188	.3483
	31-40	-.89930	.51412	.301	-2.2296	.4310
	50+	-.56456	.52379	.703	-1.9199	.7908

As a result of the ANOVA analysis, it was found that job satisfaction levels of the employees differed between those aged between 18 and 30 and those aged between 41 and 50, and job satisfaction levels of the employees who were in the 18-30 age range was higher than those who were in the 41-50 age range.

As a result of ANOVA test, no statistically significant difference was revealed between the variables and the educational background of the employees.

According to ANOVA test, a significant difference was found only between the job satisfaction levels of the employees and their job level in the company.

As a result of the ANOVA analysis, a significant difference was observed between the job levels of the employees and their job satisfaction levels ( $F(2,37) = 4.246, p < 0.05 = 0.015$ ). Post-Hoc test results are given in Table 17.

**Table 15. ANOVA Table for Job Involvement**

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	6.553	2	3.276	4.246	.015
Within Groups	181.347	235	.772		
Total	187.900	237			

**Table 16. Descriptive Statistics for Job Involvement**

	N	Mean	Standard Deviation
Entry level	152	3.1135	.86977
Intermediate level	77	3.2547	.89374
Senior level	9	3.9603	.89508
Total	238	3.1912	.89041

**Table 17. Multiple Comparisons for Job Involvement**

		Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Entry level	Intermediate level	-.14124	.12288	.485	-.4311	.1486
	Senior level	-.84684*	.30136	.015	-1.5577	-.1360
Intermediate level	Entry level	.14124	.12288	.485	-.1486	.4311
	Senior level	-.70560	.30946	.061	-1.4355	.0243
Senior level	Entry level	.84684*	.30136	.015	.1360	1.5577
	Intermediate level	.70560	.30946	.061	-.0243	1.4355

As a result of the ANOVA analysis, it was found that the job satisfaction levels of the employees differed between senior level employees and entry level employees, and that the job satisfaction levels of senior level employees were higher than those of entry level employees. Additionally, correlation analysis results are given in Table 18.

**Table 18. Correlation Analysis between Job Involvement, Organizational Commitment, Intention to Turnover and Job Satisfaction**

		Job Involvement	Organizational Commitment	Intention to Turnover	Job Satisfaction
Job Involvement	Pearson Correlation	1	.761**	-.204**	.217**
	Sig. (2-tailed)		.000	.002	.001
	N	238	238	238	238
Organizational Commitment	Pearson Correlation	.761**	1	-.200**	.374**
	Sig. (2-tailed)	.000		.002	.000
	N	238	238	238	238
Intention to Turnover	Pearson Correlation	-.204**	-.200**	1	-.199**
	Sig. (2-tailed)	.002	.002		.002
	N	238	238	238	238
Job Satisfaction	Pearson Correlation	.217**	.374**	-.199**	1
	Sig. (2-tailed)	.001	.000	.002	
	N	238	238	238	238

According to the results, a significant relationship was observed among job involvement, commitment, turnover and satisfaction.

Regression analysis are given in Table 19.

**Table 19. The Impact of Job Involvement, Organizational Commitment and Job Satisfaction on Intention to Leave**

Dependent variable	R <sup>2</sup>	Independent variable	B	t	P	VIF
Intention to turnover	0.067	(Constant)	3.891	10.395	.000	
		Job Involvement	-.197	-1.501	.135	2.404
		Organizational Commitment	-.038	-.292	.771	2.663
		Job Satisfaction	-.199	-2.272	.024	2.404

## Discussions and Conclusions

In this study, which consisted of the employees of 5-star hotels operating in the region of Antalya, 52.1% (124 people) were female and 47.9% (114 people) were male.

Based on the results obtained from the analyses, it was concluded that females had higher levels of organizational commitment to their establishments ( $\bar{X} = 2.549$ ) than males ( $\bar{X} = 2.227$ ), the employees aged between 18 and 30 ( $\bar{X} = 3.318$ ,  $Sd = .872$ ) had higher levels of job satisfaction than the employees aged between 41 and 50 ( $\bar{X} = 2.879$ ,  $Sd = .227$ ), and senior level employees had higher levels of job satisfaction than entry level employees ( $\bar{X} = 3.113$ ,  $Sd = .869$ ). As it can be seen from the results, the employees' commitment to the establishment where they work and their satisfaction levels could differ by gender, age and job level of the employees.

In addition, correlation analysis was conducted to figure out whether there was a relationship between the employees' job involvement, organizational commitment, intention to turnover, and job satisfaction levels. According to the analysis, all variables were concluded to be interrelated. Sample size and time pressure during research are limitations of the study.

## Recommendations

The findings of the research is essential especially for hotels which employ too many workers to carry out the necessary steps and continuously improve their current working conditions in order to help their employees get involved in their job and be satisfied with their job and increase their organizational commitment to their establishments.

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