

Understanding Employee Satisfaction and Dissatisfaction Through Online Employee Reviews: A Text Mining Analysis of an International Hotel Chain

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Abstract

Online employee reviews have emerged as an important source of information for understanding employees' workplace experiences and organizational practices in the hospitality industry. The primary aim of this study is to identify the factors influencing employee satisfaction and dissatisfaction in an international hotel chain by analysing online employee reviews published on Indeed.com. A qualitative text mining approach was adopted, and the data were systematically analysed using the MAXQDA 18 software. The dataset comprised 6,549 employee reviews posted between September 2013 and July 2024. The findings revealed that employee satisfaction is primarily driven by work environment and culture, economic earnings and incentives, learning and career opportunities, and management policies. In contrast, deficiencies in management policies, work-life imbalance, and inadequate physical and psychological working conditions emerged as the main sources of employee dissatisfaction. While current employees primarily expressed satisfaction with flexible working hours, paid leave, and a supportive work environment, former employees mainly associated their dissatisfaction with poor management, insufficient additional benefits, and high job stress. The findings highlight the strategic role of management practices in enhancing employee commitment, reducing turnover intentions, and promoting sustainable human resource management in the hospitality industry. By employing qualitative text mining to analyse a large-scale dataset of online employee reviews, this study contributes to the growing literature on employee satisfaction and demonstrates the value of online review platforms as a reliable source for organizational research.

Key words: Online Employee reviews, text mining, Indeed

Introduction

Tourism industry plays a vital role in national and international economies. According to the UN Tourism World Tourism Barometer, approximately 1.4 billion international tourist arrivals were recorded worldwide in 2024, representing an 11% increase compared to 2023. Furthermore, international tourist arrivals are expected to grow by 3–5% in 2025. Similarly, the World Travel & Tourism Council (WTTC)

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reported that the tourism industry contributed approximately US\$10.9 trillion to the global economy in 2024, accounting for 10% of global GDP and supporting approximately 357 million jobs worldwide (UN Tourism, 2025; WTTC, 2025).

The hospitality industry is characterised by its labour-intensive structure, making human resources one of the most valuable assets of tourism businesses. Employees play a fundamental role in delivering service quality and creating memorable customer experiences. Consequently, employers and policy makers must develop sustainable employment strategies that attract, motivate, and retain qualified employees. Strong employment policies and effective workforce management practices are essential for ensuring organisational competitiveness and the long-term sustainability of the tourism industry (WTTC, 2024).

Unlike many other industries, hospitality businesses rely heavily on direct employee–guest interactions. Verbal communication, body language, facial expressions, and employees' professional behaviour directly influence customer satisfaction and organisational performance. As highlighted by Yilmaz (2018), most dimensions of service quality in hospitality are closely associated with employee interactions. Therefore, employee satisfaction has become one of the key determinants of organisational success, service quality, and competitive advantage.

The recruitment and retention of qualified employees have become increasingly important challenges for hospitality organisations. Due to seasonality, demanding working conditions, irregular working hours, and limited career opportunities, the tourism industry experiences higher employee turnover rates than many other sectors. High turnover not only increases recruitment and training costs but also negatively affects service quality, organisational commitment, and customer satisfaction. Consequently, understanding the factors influencing employee satisfaction and dissatisfaction is essential for developing effective human resource management strategies within the hospitality industry (Davidson & Wang, 2011; Pearlman & Schaffer, 2013; Aksu et al., 2016).

Recent technological developments have significantly transformed the way employees communicate their workplace experiences. Online employee review platforms enable current and former employees to evaluate their organisations by sharing opinions regarding management practices, working conditions, salaries, career opportunities, organisational culture, and overall job satisfaction. Therefore, online employee reviews have become an increasingly valuable source of information for organisations seeking to improve their management practices while simultaneously influencing potential applicants' employment decisions (Morgan & Chapman, 2024).

Although previous studies have investigated employee satisfaction through online employee review platforms such as Glassdoor and Indeed, relatively limited attention has been paid to comprehensively examining both employee satisfaction and dissatisfaction within international hotel chains using large-scale qualitative text mining techniques. Existing studies have generally focused on specific dimensions of employee satisfaction or individual organisational contexts. Consequently, a comprehensive evaluation of employee experiences based on large-scale online employee reviews remains limited, particularly within the hospitality industry.

Accordingly, the primary aim of this study is to identify the factors influencing employee satisfaction and dissatisfaction by analysing 6,549 online employee reviews collected from Indeed.com between September 2013 and July 2024. To achieve this objective, a qualitative text mining approach was employed, and the employee reviews were systematically analysed using the MAXQDA 18 software.

This study contributes to the hospitality management and organisational behaviour literature in several ways. First, it demonstrates the value of online employee reviews as a reliable qualitative data source for understanding employees' workplace experiences. Second, by analysing a large-scale dataset collected from an international hotel chain, the study provides a comprehensive understanding of the determi-

nants of both employee satisfaction and dissatisfaction. Finally, the findings offer practical implications for hospitality managers by identifying organisational practices that enhance employee satisfaction, strengthen employee commitment, and reduce employee turnover, thereby contributing to more sustainable human resource management practices within the hospitality industry.

Literature Review

The Importance of Job Satisfaction and the Employee Turnover Problem

In order to motivate employees, satisfying them is important. Job satisfaction is a crucial factor affecting employees' expected performance and retention and labour turnover problems (Ehtiyar, 1996). The diversity aspects of jobs need analysis to determine operational outcomes. In case of problems in operations, other processes and the emotional well-being of employees will be affected. Job satisfaction is described as being related to individual values and feelings of satisfaction in their work. According to the study by Kutanis & Bayraktaroglu (2002), management types and the ability to communicate with superiors are important for job satisfaction.

Job satisfaction has three dimensions:

- (1) Job satisfaction is an emotional response to the job; this can not be observed, but is just stated,
- (2) Job satisfaction is explaining how expectations are met, and
- (3) Job satisfaction represents contradictory behaviours. Here, job, salary, promotion, management style, and colleagues can all be thought of as examples of contradictory behaviours (Şimsek, 1995).

Generally, a work culture denying empowerment, responsibility, and decision-making powers to employees will contribute to dissatisfaction and disloyalty to their work environment. In contrast, consulting with employees and giving importance to their decisions and emotions will make them more content, loyal, and interested in their business success.

From the employee perspective, job satisfaction means enhancing physical and mental health, increasing productivity from a micro perspective, and gaining economic development taking a macro perspective. Usually, it can be argued that job dissatisfaction negatively impacts an establishment's organizational structure and work flows. Dissatisfaction generally causes:

- Feeling of irrelevance among employees,
- Decline in goods and services,
- Increase in labour absenteeism and labour turnover,
- Increase in work accidents and uneasiness among the employees, and
- Increase in non-conformance to procedures and policies of the touristic business (Aksu & Aktaş, 2005).

As Sibanyoni et al. (2024) noted, employee satisfaction is an individual and specific issue that varies from employee to employee. According to Diaz-Carrion et al. (2020), job satisfaction is a concept that has been measured both nationally and internationally across different sectors. Most of these studies

were conducted without considering the institutional context. Economic conditions, unemployment rates, and national level of inequality of a national territory, among other institutional factors, generate similar working conditions among countries regarding salaries, working hours, job security, and flexibility. According to Polychronidou & Chapsa (2022), employees' job satisfaction directly affects their work and, finally, the services offered to guests.

Among satisfaction factors, satisfaction with work, work security, working conditions, work and life balance, salary and incentives, learning and career opportunities, management policies, psychological factors (motivation, perception of organizational justice, giving value and support to employees), word of mouth related to work, and business reputation can be underlined.

Citing Ferreira et al., (2017), Kong et al.,(2018) stated that researchers have explored the mediating effect of job satisfaction in recent years. Job satisfaction is mainly found to mediate the relationship between task characteristics and employee turnover problems. Employee turnover refers to the rate at which employers add and lose personnel (Chikwe,2009). Turnover rates in the tourism sector are higher than in other sectors, mainly due to seasonality. This requires strategies that account for this reality (Jolliffe & Farnsworth,2003). Besides seasonality, other issues include low salary and performance, bad relationships with people, a lack of or insufficient job guarantees and career planning, and family-related problems. The high competition and dynamism mean that businesses in the tourism sector will continue to experience personnel changes (Pearlman&Schaffer,2013).

Davidson & Wang (2011) described the possible reasons behind turnover, listed below in table 1.

Table 1. *Push and Pull Factors in Turnover*

Push Factors	Pull Factors
Insufficient training	High salary
Bad relationship with supervisors	Better working hours
Insufficient organizational image	Continuous employment
Insufficient terms and conditions	Alternative employment
Irregular work conditions	Better career potential
Low salary	Better training and individual development
Long and irregular working hours	Empowerment
Insufficient autonomy	

Source: Davidson & Wang 2011

Related to employee turnover, the management of businesses must be careful because facing employee turnover not only means changing employees but also, at the same time, means costs for businesses. The tourism sector inherently involves high levels of employee-guest interactions and high turnover rates, which can potentially harm the nature of those relationships, increase costs, and lower revenues. Within the soft calculation approach, separation of existing employees, replacement, productivity loss, and training costs of new employees can be considered (Aksu et al., 2016).

The tourism sector is renowned for its high employee rates and costs, which can significantly hinder business performance, service quality, and reputation (a positive image on the workforce). Job satisfaction can be seen as the main factor affecting employees' decisions to remain with or leave

the business. Focusing on the factors that lead to job satisfaction and turnover problems is vital in developing effective human resource strategies. Business management may reduce job dissatisfaction and turnover intentions by sustaining job pride and a sense of meaning in the work.

Literature Review on Online Employee Review Platforms and Academic Studies

Online employee reviews have a significant effect on both businesses and potential applicants. Together with the latest developments in terms of technology, employees may share their ideas and provide feedback about their business experiences. According to Morgan & Chapman (2024) reading employee reviews is common behaviour during a job search.

Among online review platforms, Glassdoor, Ambitionbox, and Indeed are some examples. As Glassdoor platform, they serve trusted insights and anonymous conversation. As an employee, it is possible to join their community, find and apply for jobs, search company reviews, and compare salaries. Glassdoor makes it easier for employees and businesses to find the perfect match. At the same time, it is possible to enter personal opinions and experiences into the system online. As job seekers, simplifying search, applying for jobs, filtering millions of jobs and ratings, and talking to professionals is possible. As employees, amplifying their voices enhances their workplace experience. Leaving reviews, searching, posting salaries, and joining conversations about life at work are also possible. Regarding employers, sharing their stories, finding and keeping the best talent, posting jobs, responding to reviews, and gaining insights to shape their messaging are possible. Glassdoor has been giving these services since 2007 in more than 20 countries. It is possible to see more than 212 million reviews, salaries, and insights, with employer profiles of more than 2.5 million (<https://www.glassdoor.com/index.htm>).

As a second platform, Ambitionbox exists. Introducing businesses, reviews, salaries, interviews, jobs, career growth, interview tips and stories, career advice, searching company reviews and ratings, awarding business, browsing businesses by location, browsing businesses by industries, browsing by business size, and introducing popular businesses can be stated among the services given by Ambitionbox. They have been giving these services since 2015. To help their users in their careers, they offer interview questions, salary, and company information (<https://www.ambitionbox.com/>).

Indeed is another popular and global review platform. It has long been a major player in the online job market. It connects millions of job seekers with potential employers. Its strategic adaptations show a transformation in terms of the online recruitment environment. It adapted itself according to the needs of both job seekers and potential employers. Like other platforms, it continues to innovate, address security concerns, and enhance hiring practices.

Glassdoor, Ambitionbox, and Indeed are job search and review websites. Ambition Box is an Indian job search and review website. Glassdoor and Indeed are global job search and review websites. These platforms allow users to search for jobs and read reviews about companies. At the same time as employees, they can share their opinions about their businesses (<https://www.ambitionbox.com/interviews/ambition-box-question/what-is-the-difference-between-ambition-box-glassdoor-and-indeed-db9U7gkR>).

Online employee reviews have become a cornerstone in restructuring business reputation and affecting job seekers' perceptions. According to the written literature, academic studies were conducted about the impacts and effectiveness of online employee reviews, the role of employee status, as well as strategic organizational responses. Online platforms that include employee reviews offer valuable insights into company culture, management practices, and employee satisfaction.

Morgan & Chapman (2024) have studied online employee reviews, focusing on their sentiment and perceived helpfulness. After investigating 24687 Glassdoor reviews, they found out that negative reviews, especially from former employees, are deemed more helpful by readers. These reviews are viewed as

more credible. In addition, reviews that negatively elaborate on specific topics are perceived as less helpful. In other words, it is possible to say that content and source affect users (Morgan & Chapman, 2024).

Regarding job satisfaction factors of employees identified through online employee reviews, Jung & Suh (2019) investigated different factors from 35,063 online employee reviews posted on jobplanet.co.kr. According to the results, there was a relative importance of each star-rated job satisfaction factor on overall job satisfaction.

Stamolampros et al., (2019) investigated job satisfaction and employee turnover determinants through online employee reviews. The data belonged to online reviews from 11,975 US tourism and hospitality firms. The results underlined that leadership, and cultural values are better predictors of high employee satisfaction, while career progression is critical for employee turnover. Sainju et al., (2021) conducted another research on the same topic and found that monetary benefits are mentioned as negative by former employees but as positive for current ones. At the same time, they underlined the importance of management in employee satisfaction and turnover.

Saydam et al., (2024) evaluated the main themes shared in online reviews from food delivery riders, using data from 729 employee reviews posted on the Glassdoor website. According to the results, out of 7 themes, positive concepts are associated with earning, orders, tips, and flexible schedules. Negative themes include apps, cars, and customers.

Zhang et al., (2023) tested the boundary condition of work experience on the effects of star ratings and employer awards on job seekers' application intention. The results have underlined that both star ratings and employer awards are positively related to organizational prestige. The relationship is stronger for novice job seekers than for experienced ones.

Zhang et al., (2025) also investigated how businesses in the hospitality sector respond to online employee reviews. According to the results, only 41.7 percent of businesses respond to reviews. The responses are analytical, standardized, and positive in tone.

Joshi et al., (2024) evaluated employee experiences during the COVID-19 pandemic using online employee reviews. The focus was on key factors affecting employee experiences. The results revealed that while skill development played a major role in shaping overall employee experience, employees perceived salary and growth as having a significant effect.

Ma et al., (2023) investigated how employer reputation in online employee reviews affected labour market behaviours. They received data from Glassdoor.com and Dice.com. The results showed that higher displayed employer ratings significantly enhance businesses' ability to attract applicants. Employers with better reputations respond by posting more new positions and reactivating existing job postings.

To explore the role of employee loyalty in online reputation, Yao et al.,(2024) conducted research in the tourism and hospitality sectors. Results revealed that employee loyalty is positively associated with closed-form evaluations, and the length and readability of open-ended comments are directly and positively associated with review helpfulness.

Organizational perceptions were investigated by Sekar et al., (2023) through online platform reviews. The results showed that employee online reviews exhibit more positive sentiments than negative ones. Positive sentiments have a significant positive effect, while negative sentiments show a significant inverse relationship with overall employee satisfaction.

The research highlights the crucial role of online employee reviews. In this context, businesses are encouraged to engage with online employee reviews actively; they must follow and reply to any feedback from users. In order to catch and manage employee satisfaction and motivate prospective applicants,

they can use valuable information to exist online. They can use this information in their strategic decisions on the way to employer branding. In addition, transparency in addressing any feedback (predominantly negative) and highlighting positive aspects of the business culture may create a balanced and authentic employer image. In fact, online employee reviews offer both challenges and opportunities for businesses. Naturally, businesses that proactively manage their online presence and respond constructively to feedback are better positioned to attract the best applicants.

Methodology

This study aims to determine the issues with which employees are satisfied and dissatisfied in the hospitality sector. For this purpose, the following two main research questions are expected to be answered:

1. What are the factors that contribute to employee satisfaction in the hospitality sector?
2. What are the factors that lead to employee dissatisfaction in the hospitality sector?

The data for the current study was sourced from the website called “Indeed.com,” which includes online reviews submitted by employees. Indeed is one of the world’s most significant job search engines and serves as an online platform where employees can share their comments about companies and their salary information, besides job postings. Job seekers can access job postings from various sectors, upload their resumes, and directly communicate with employers on Indeed. Employers also actively utilise this platform to manage their recruitment processes, publish job postings, and evaluate potential candidates. In addition, employee reviews and ratings about companies provide valuable insights into corporate culture, working conditions, and employee satisfaction. Indeed.com, an online platform where employees can anonymously share their experiences within their organizations, not only allows individuals to share these experiences with others but also offers employees the opportunity to rate their overall work experience on a scale of 1 to 5 stars. Additionally, employees provide much more comprehensive feedback by rating their employers based on critical criteria such as Work and Social Life Balance, Salary and Benefits, Job Security and Career Opportunities, Management and Leadership, and Company Culture and Values (Tatar et al., 2020). For this reason, Indeed.com was used as a reliable data source to analyse the factors contributing to employee satisfaction and dissatisfaction in the hospitality sector within the scope of the study.

A leading international hotel chain was chosen as the sample in this study. The hotel chain is recognised as a major global brand that owns and operates hotels in many countries. With a wide employee network as one of the major employees in the hospitality industry, this hotel chain serves as a valuable sample to understand the workforce dynamics in the sector. Therefore, analysing the employees’ comments in this hotel chain provides a more in-depth examination of employee experiences in the hospitality industry.

Within the scope of the study, employee reviews on the Indeed platform, published from September 2013 to July 2024, were meticulously collected. A thorough examination was conducted based on three main categories under which employees evaluate their organizations: Positive Aspects, Negative Aspects, and General Feedback Comments. As a result of the process of collecting employee reviews, three distinct sets of data were obtained: Positive Aspects (N= 612), Negative Aspects (N= 978), and General Feedback Comments (N= 4959). As a result, in total, 6549 employee reviews from 2013 to 2024 were analysed.

The study conducted by Chittiprolu et al., (2021) served as the foundation for identifying the themes.

In order to minimize research bias, the coding process was carried out independently by each researcher, and the researchers coded the reviews separately. Subsequently, the researchers came together and compared these codes, discussed the similarities and differences in depth, and ultimately agreed on a standardized final code list based on the themes established by Chittiprolu et al. (2021). At the end of the coding process, employee reviews were classified under two main themes: Positive Aspects (Employee Satisfaction) and Negative Aspects (Employee Dissatisfaction). A total of 15 sub-themes were identified under these central themes, and 73 factors were specified, including determinant factors under each sub-theme. As a result, 6,549 data points were coded, and the analysed data were presented in detail under two main themes, 5 sub-themes, and a total of 73 factors.

Since the online employee reviews obtained within the scope of the research consisted mainly of textual data, the text mining method was used to analyse these data systematically and obtain meaningful information. In the internet age, vast amounts of data are stored and shared everyday as unstructured text on different platforms such as blogs, emails, messages, newspapers, magazines, product or user reviews, and digital libraries. While nearly three-quarters of the world's data is in this format, traditional data mining techniques are inadequate to extract meaningful information from this massive data pool. At this point, text mining comes into play and helps extract valuable information from text documents in the digital world and identify all hidden patterns and trends. This method, which enables the discovery of hidden insights in the big data ocean, accelerates the data analysis process and creates critical decision support mechanisms for businesses, researchers, and different sectors (Gupta & Goyal, 2024). In this study, the text mining method was used to analyse specific patterns, themes, and emotional tendencies in employee feedback in detail, and thanks to this, a comprehensive assessment of organizational dynamics, employee satisfaction, and dissatisfaction was conducted.

As mentioned earlier, the text mining method was used to analyse the data accurately and systematically. In this process, the MAXQDA 18 program, a qualitative data analysis tool commonly preferred by researchers, was used to examine the patterns and themes in employee feedback in detail. MAXQDA is a professional data analysis software frequently preferred in qualitative and mixed methods research. Supporting different materials such as interviews, focus groups, websites, online surveys, images, and audio and video files, MAXQDA allows researchers to bring together different types of data and systematically analyse them (Koçan & Yıldız, 2023). MAXQDA also helps researchers to carry out the data coding processes in a much more holistic way with its ability to visualize both interview texts and codes simultaneously on the same window (Tür et al., 2023). Given the significance of this research, the MAXQDA 18 program was chosen for the data coding process, as it allows for a much more detailed and in-depth analysis of qualitative data.

To ensure the trustworthiness of the qualitative research, the criteria proposed by Guba and Lincoln (1982)—credibility, dependability, confirmability, and transferability—were systematically considered throughout the research process. **Credibility** was enhanced through independent coding of the employee reviews by the researchers, followed by detailed discussions to resolve discrepancies and reach consensus on the final coding framework. **Dependability** was ensured by documenting each stage of the research process, including data collection, coding procedures, theme development, and data analysis, allowing the research process to be transparent and replicable. **Confirmability** was strengthened by basing all codes and themes directly on the employee reviews and by minimizing researcher bias through independent coding and collaborative evaluation of the findings. **Transferability** was supported by providing a detailed description of the research context, data source, sampling process, and analytical procedures, enabling researchers to evaluate the applicability of the findings to similar settings. Furthermore, the use of MAXQDA 18 facilitated a systematic, transparent, and well-documented qualitative analysis process, contributing to the overall trustworthiness of the study.

Findings of the Research

In this section of the study, after conducting a detailed analysis of data obtained from Indeed.com, various factors affecting the satisfaction and dissatisfaction levels of employees in the hospitality sector were examined. The findings are summarized in Table 2, and the key elements that shaped employees' work experiences in the hospitality sector were discussed in the in-depth analysis of this data. As a result of the analysis of the research data, the main factors that motivated employees in the hospitality sector and the issues they complained about the most became clear. These findings undoubtedly provide valuable information for the hospitality sector to take the necessary steps to improve the workplace environment and enhance employee satisfaction.

Table 2. Factors Categorised as Positive and Negative Aspects: The Voice of Employees

Determinant Factors	Frequency	Percentage	Ranking
Pros (Positive Aspects) / Employee Satisfaction			
<i>Work-Life Balance</i>	51		6
Regularity of Working Hours	1	0,02	5
Flexible Working Hours	24	0,37	1
Work-Life Balance	16	0,24	2
Leave Policies	3	0,05	4
Working Conditions	7	0,11	3
<i>Psychological Factors</i>	53		5
Motivation	1	0,02	4
Supporting Employees	11	0,17	2
Valuing Employees	38	0,58	1
Perception of Organizational Justice	3	0,05	3
<i>Economic Earnings and Incentives</i>	495		2
Salary	21	0,32	3
Fair Wage Policy	1	0,02	6
Bonuses and Overtime Payments	10	0,15	5
Free Meals	30	0,46	2
Free Transportation	0	0	7
Social Facilities	21	0,32	4
Additional Benefits	412	6,29	1
<i>Management Policies</i>	131		4
Successful Human Resources Management Policies	9	0,14	3
Strong Organizational Policies	15	0,23	2
Supportive Management Behaviours	107	1,63	1
<i>Learning and Career Opportunities</i>	281		3
Career Development Opportunities	73	1,11	2
Support for Personal Development	33	0,50	4
Training Programs	72	1,10	3
Talent Development Opportunities	103	1,57	1
<i>Work Environment and Culture</i>	2.525		1

Positive Work Environment	1,200	18,32	1
Strong Team Bonds	174	2,66	6
Friendly Colleagues	286	4,37	3
Adequate Physical Environment	103	1,57	7
Strong Executive Relations	3	0,05	8
Strong Corporate Culture	202	3,08	5
Commitment to Ethical Values	1	0,02	9
Productivity	265	4,05	4
Effective Communication	291	4,44	2
Overall Job Satisfaction	763	11,65	
Cons (Negative Aspects) / Employee Dissatisfaction			
Problems in Management Policies			
Poor Human Resources Management Policies	769	5,47	1
Deficiencies in Managerial Behaviours	358	5,59	2
Weak Organizational Policies	366	0,69	1
	45		3
Work-Life Imbalance		0,24	
Work-life Imbalance		4,23	
High Work Intensity	332	0,21	2
Irregular Working Hours	16	0,15	2
Working Conditions	277	0,12	1
Insufficient Leaves	14	0,11	3
Flexible Working Hours	10		4
Poor Work Environment and Culture	8	2,87	5
Negative Work Environment	7	0,21	6
Weak Team Bonds	308	0,38	3
Unprofessional Behaviours of Colleagues	188	0,69	1
Inadequate Physical Environment	14	0	5
Poor Manager Relations	25	0,31	3
Weak Corporate Culture	45	0,08	2
Lack of Adherence to Ethical Values	0	0,17	9
Lack of Communication	20		4
Limited Learning and Career Opportunities	5	0,73	8
Lack of Career Development Opportunities	11	0	6
Insufficient Support for Personal Development	62	0,21	6
Inadequate Training Programs	48	0	1
Lack of Talent Development Opportunities	0		3
Low Economic Earnings and Incentives	14	1,27	2
Unsatisfactory Salary Policy	0	0	4
Variable Wage Structures	126	0,40	5

Problems with Bonuses and Overtime Payments	83	0	1
Absence of Free Meals	0	0	4
Lack of Transportation Support	26	0	2
Insufficient Social Facilities	0	0,26	5
Inadequate Additional Benefits	0	0	6
Poor Raise Policies	0		7
<i>Psychological Factors</i>	17	0,15	3
Mobbing	0	0,09	8
Lack of Motivation	217	0,98	4
Underappreciation of Employees	10	0,26	6
Lack of Support for Employees	6	1,19	7
High Work Stress	64	0,24	2
Injustice	17	0,34	4
Discrimination	78	0,06	1
Challenges of the Hotel Industry	16		5
<i>Job Insecurity</i>	22	0,02	3
Lack of Job Rotation Opportunities	4	0,32	8
High Employee Turnover Rates	47	0,12	7
Unfair Dismissal Policies	1	0,26	4
Lack of Physical Job Security	21	5,94	1
Overall Job Dissatisfaction	8		3
	17		2
	389		
Total	6.549	100	

According to the findings of the study, the factors that most significantly increased the satisfaction levels of hotel employees are the factors found under the theme of “**Work Environment and Culture**” (n=2,525). Within the Work Environment and Culture theme, the factor “positive work environment” (n=1,200) was revealed to motivate employees the most. In addition, it was found that factors such as “effective communication” and “friendly colleagues” were also highlighted to enhance employees’ satisfaction levels. These findings illustrate that hotel employees place great importance not only on individual success and performance but also on psychosocial elements such as a positive working atmosphere, effective team communication, friendly relationships, and trust-based social interactions. In fact, the quality of internal communication, namely the presence of effective communication and the psychosocial structure of the work environment, is considered one of the most crucial elements shaping employees’ commitment to their institution and job satisfaction levels within the hotel industry. A study by Tanković et al., (2022) on the hospitality industry has shown that employees’ job satisfaction levels significantly increase when both managerial and horizontal communication processes are conducted effectively based on the principles of openness, transparency, and mutual feedback. In short, providing a positive work atmosphere, along with the ability for employees to build friendly relationships through effective communication, motivates hotel employees and positively influences their satisfaction levels.

The second most important theme significantly impacting employee satisfaction is “**Economic Earnings and Incentives**” (n=495). Within this theme, it is seen that the factor identified as “additional benefits” (n=412) directly motivated employees the most. In fact, the research conducted by Agbo & de Okeoma (2022) in the hospitality industry also supports the findings of the current research. Their study, which investigated the effects of additional benefits on employees’ performance within the hospitality industry, indicated that additional benefits, such as retirement plans, had a significant impact

on employee performance. According to the findings of the study, additional benefits enhanced hotel employees' motivation and positively affected their job performance. In summary, if hotels go beyond salary policies and support the economic assurances they offer to their employees with various advantageous benefits, employee motivation increases, and overall satisfaction levels are significantly boosted.

Another striking theme referred to as **"Learning and Career Opportunities"** (n=281) stands out as another important factor influencing employee satisfaction. Within the Learning and Career Opportunities theme, it was found that the factor identified as "talent development opportunities" (n=103) motivated employees the most. Furthermore, it is seen that the factors identified as "career development opportunities" and "training programs" within the theme were found to be as effective as the factor called "talent development opportunities" in enhancing employee satisfaction levels. Indeed, similar to the findings of this study, studies conducted in the hospitality sector show that training and development opportunities offered to employees improve their motivation and job satisfaction. For example, a study conducted by Poulston (2008) concluded that inadequate training and development opportunities increased employee turnover intentions. This result reveals that training and career development opportunities offered to employees boost their work motivation and strengthen their commitment to the organization.

The research findings also indicate that the **"Management Policies"** theme (n=131) was defined as an area that enhanced employees' motivation and satisfaction. Within this theme, it is seen that the factor labelled as "supportive managerial behaviours" (n=107) motivated employees the most. Indeed, current literature reveals that supportive managerial attitudes in the hospitality industry significantly strengthen not only employees' motivation but also their sustainable work performance and commitment to the organization. A study by Zhu, Obeng, & Azinga (2023) on hotel employees concluded that managers' supportive and positive behaviours towards their employees contributed to employees' perception of their duties as more meaningful and valuable, which significantly increased employees' commitment and helpful behaviours within the organization. The findings of the current study and those of the study by Zhu, Obeng, & Azinga suggest that managers' constructive, supportive, and participatory approaches toward their employees are effective in fostering positive attitudes by enhancing employees' motivation.

In light of all these findings, it is noteworthy that the factors that enhance the motivation of hotel employees are multidimensional and interrelated. It is clear that a positive work environment in psychosocial terms, effective communication channels within the organization, opportunities for personal and professional development, economic assurances including additional benefits, and managerial support are the basic building blocks of employee satisfaction. In particular, research findings show that hotel employees are more motivated in an organizational structure where they feel valued, where investment is made in their development, where they are empowered by open and effective communication within the organization, and especially where they are supported by supportive management principles, rather than just relying on economic incentives like salary or basic compensation systems. For this very reason, hotel businesses today need to adopt strategic management policies that can evaluate the expectations and needs of their employees in a multidimensional way to achieve sustainable success.

In addition to the positive factors that affect satisfaction by improving employee motivation, several significant dissatisfaction factors draw attention in the hospitality sector. In this context, the following section will discuss the main factors that lead to employee dissatisfaction by focusing on the issues that hotel employees frequently complain about in the light of the research findings.

According to the research findings, the factors about which hotel employees most complained and expressed their dissatisfaction are collected under the theme of **"Problems in Management Policies"** (n=769). Within this theme, employees complained about the factors of "deficiencies in managerial behaviours" (n=366) and "poor human resources management policies" (n=358) almost equally. On the

other hand, “weak organizational policies” (n=45) was the factor that least affected employees’ dissatisfaction with their jobs within this theme. Similar results were observed in the study by Karadal & Adigüzel (2017), which also highlighted that management policies have adverse effects on employee satisfaction. In that study, it was revealed that the despotic leadership style leads to increased job dissatisfaction among employees and affects their turnover intentions and that individuals do not want to continue their jobs and develop negative attitudes towards their jobs in work environments where this type of management style is dominant. On the other hand, it has been determined that turnover intentions significantly decline, and employee satisfaction rises in organizations where strategic human resources management policies are adopted. In short, the findings from both studies demonstrate that deficiencies in management policies considerably reduce employee motivation and negatively affect employees’ commitment to the organization and job satisfaction levels.

The second theme causing employee dissatisfaction is identified as “**Work-Life Imbalance**” (n=332). Within this theme, most employees complained about the “high work intensity” factor (n=277). This result confirms the labour-intensive structure of the hospitality sector once again. As a matter of fact, research conducted in the hospitality sector, similar to the current research, shows that work-life imbalance reduces employee motivation and adversely affects employee satisfaction. For instance, a comprehensive study conducted by Andrade, Miller, & Westover (2021) in 37 countries concluded that employees’ job satisfaction in the hospitality sector decreases due to work-life imbalances, which negatively affects their overall job satisfaction. In fact, researchers emphasize that the relationship between work-life balance and job satisfaction is much stronger in jobs in the hospitality sector compared to other professions. Similarly, in a study conducted by Patel & Roy (2023) to explore the views and experiences of interns who were completing their university education by gaining an internship experience of at least six months to one year in a tourist hotel, it was concluded that work-life balance had a significant effect on employees’ job satisfaction and intention to stay in the organization. The study found that when work-life balance is achieved, employees’ job satisfaction rises, and their retention rates increase. This situation once again underlines the importance of hotel businesses developing policies that consider and support employees’ work-life balance in the success of their businesses. All these findings indicate that hotel employees’ work-life balance can be disrupted due to factors such as long working hours or irregular shifts, which can directly lead to employee dissatisfaction. Work-life imbalance not only reduces employees’ work motivation but can also bring about serious negative consequences such as apathy at work, increased turnover intentions, or burnout. Therefore, in order to minimize the adverse effects of work-life imbalance on employee dissatisfaction in the hospitality sector, it is essential to adopt successful human resources management policies that include fair and predictable shift planning as well as offering flexible working hours considering employees’ personal lives. Such management policies will support hotel employees’ physical and psychological well-being and considerably increase their job motivation and satisfaction levels, which will significantly increase their overall job satisfaction.

In addition, according to the research findings, the theme of “**Poor Work Environment and Culture**” (n=308) was also identified as another area that employees frequently complained about and experienced dissatisfaction with. Within this theme, employees mostly complained about the “negative work environment” (n=188). In addition to the negative work environment, which is considered a psychological factor, employees also voiced their dissatisfaction with the “inadequate physical environment” (n=45). Similarly, a study conducted by Tag-Eldeen et al., (2017) in Hilton Hotels to examine the impact of the physical work environment on employee satisfaction and productivity demonstrated that basic physical environment elements such as sound, lighting, colour, liveliness, design of the workspace, and arrangement of the equipment used affect employee satisfaction, performance, and behaviour directly. According to the results of this research, it was observed that employees with a more favourable physical working environment were more satisfied with their jobs and, thus, much more productive compared to other employees. Likewise, a study conducted by Ahmad (2024) on hotel employees in Malaysia to

examine how the work environment affected employees' job stress, burnout, and job satisfaction revealed that poor working conditions increased their job stress and burnout levels, which reduced their job satisfaction. Considering all these studies, it is clearly seen that improving both physical and psychological working conditions in the hospitality sector, which is known for its labour-intensive structure, plays a critical role in increasing employee satisfaction. Therefore, when managers adopt strategies to improve the physical and cultural work environment, employee motivation and job satisfaction will increase, which ultimately enhances their overall job satisfaction levels.

The findings obtained within the scope of the research indicate that the main areas where hotel employees complained about and experienced dissatisfaction centre around three main themes: deficiencies in management policies, a poor work environment and culture, and work-life imbalance. Each of these factors can directly reduce employee motivation while negatively affecting their commitment to the organization and job satisfaction. Specifically, deficiencies in managerial behaviours, long and irregular working hours, unfair management policies, and unfavourable physical and psychological working conditions are among the factors that increase employees' dissatisfaction levels. The findings, also supported by other studies in the relevant literature, emphasize that the human resources management approach in the hospitality sector should be characterized by more sustainable human resources policies that focus on employees' well-being. In short, hotel businesses must move away from a focus solely on service quality and customer satisfaction and instead adopt a management style that is much more sensitive to and supportive of employees' expectations and needs. Ultimately, this approach will foster efficiency and stability in the hospitality sector and achieve more sustainable success.

Theoretical Implications

In line with the findings, the current study significantly contributes to theoretical knowledge and management practice. The study makes a theoretical contribution to the studies conducted on employee satisfaction and dissatisfaction in the relevant literature in three key areas. First, by analysing online employee reviews through text mining instead of relying on traditional and frequently preferred survey-based methods, this study provides an opportunity to reveal employee voice in a much more natural, original, and, most importantly, contextually rich manner. From this perspective, the study demonstrates that online comments should be considered a valuable data source that is not limited to quantitative data and can make a more meaningful contribution to the organizational behaviour literature.

Secondly, this study not only evaluates employee satisfaction and dissatisfaction in the hospitality sector at an individual level but also analyses the possible impact of managerial policies and organizational structures on employees' experiences in a multidimensional manner. In particular, through the themes and subthemes obtained by analysing employees' online comments, it has been revealed that structural factors such as supportive administrative behaviours, learning and career development opportunities, and positive organizational culture play a decisive role in employee satisfaction. In this respect, the study moves beyond individual psychological factors in employee satisfaction and helps to offer a deeper contextual and sectoral perspective on aspects such as the relationship between psychological and physical work environment and employee satisfaction, which have previously been explored in a limited way within the organizational behaviour literature.

Finally, and perhaps most importantly, the present study reframes the concept of quality in the service sector by highlighting the internal customer, that is, the employee perspective, as an alternative to customer-oriented approaches in service quality assessments. Thus, it establishes a strong connection between human resources management and service marketing disciplines by emphasizing the strategic impact of employee experiences on organizational performance.

Practical Implications

The research findings not only make theoretical contributions to the academic literature but also provide significant practical insights for practitioners. Particularly, systematically analysing and examining employee reviews on online platforms offers a holistic perspective on how employee perceptions can evolve and change over time within the industry for human resources managers and professionals in the hospitality sector.

The findings of the study have revealed that factors such as career development opportunities, perception of justice, positive work environment, work-life balance, additional benefits, and supportive managerial behaviours positively affect employee satisfaction. These findings make practical contributions to the sector by guiding tourism sector managers and professionals about developing sustainable human resources policies.

Finally, a thorough analysis of employee comments can yield valuable practical contributions not only for identifying existing problems but also for gaining a competitive advantage. Especially in the hospitality sector, which is one of the sectors where the human element can directly influence service quality, considering the experiences of current and former employees as a strategic factor can have positive effects on many different but interrelated factors, such as corporate reputation, employee commitment to the organization, and customer satisfaction.

Conclusion & Discussion

Discussion of Employee Satisfaction Determinants

Employee satisfaction is generally defined as employees' overall evaluation of their work experiences, reflecting the extent to which their expectations, needs, and values are fulfilled within the organisational environment. In the hospitality industry, employee satisfaction is widely recognised as a key determinant of service quality, organisational commitment, employee retention, and overall organisational performance.

Against this conceptual background, this study examined the factors contributing to employee satisfaction and dissatisfaction by analysing online employee reviews of an international hotel chain published on Indeed.com using a qualitative text mining approach. The findings revealed that employee satisfaction is primarily influenced by multidimensional factors, including the work environment and culture, economic earnings and incentives, learning and career opportunities, and management policies. In particular, a positive work atmosphere, effective corporate communication, supportive managerial behaviours, and opportunities for personal development were identified as the key factors enhancing employee motivation and overall job satisfaction.

These findings are consistent with previous studies in the hospitality literature. For example, Jung and Suh (2019) identified the work environment, wage level, management quality, and career development opportunities as the main determinants of employee satisfaction based on online employee reviews. Likewise, Chittiprolu et al. (2021) reported that a friendly work environment, learning and career development opportunities, flexible working hours, and a healthy work-life balance are among the primary factors enhancing employee motivation and satisfaction. Similarly, Stamolampros and Dousios (2023) emphasized that supportive management practices, flexible working arrangements, career development opportunities, positive workplace environments, and strong social relationships play a significant

role in improving employee satisfaction in the post-pandemic hospitality industry.

Discussion of Employee Dissatisfaction Determinants

In contrast, deficiencies in management policies, work-life imbalance, and inadequate physical and psychological working conditions emerged as the primary sources of employee dissatisfaction. These findings demonstrate that management practices remain one of the most influential determinants shaping employees' workplace experiences and overall perceptions of their organisations.

The results support previous empirical studies. Jung and Suh (2019) highlighted senior management quality, additional benefits, and salary as critical factors influencing employee satisfaction and dissatisfaction. Similarly, Sainju et al. (2021) concluded that management practices play a central role in shaping both employee satisfaction and dissatisfaction. Chittiprolu et al. (2021) also reported that poor management, low wages, office politics, job insecurity, and limited career development opportunities constitute the major reasons for employee dissatisfaction.

Similar themes have also been highlighted in studies focusing on the post-pandemic hospitality industry. Stamolampros and Dousios (2023) demonstrated that work-life balance and managerial behaviours became even stronger predictors of employee dissatisfaction following the COVID-19 pandemic. Furthermore, the findings of this study are consistent with the HENEX model proposed by Xia et al. (2023), which identifies low salaries, excessive workloads, lack of flexibility, and work-life imbalance as the major contributors to negative employee experiences. According to the model, the impact of these factors on employee dissatisfaction has become even more pronounced in the post-pandemic period.

Implications for Employee Turnover in the Hospitality Industry

A notable finding of this study is the difference between current and former employees' evaluations. While current employees mainly expressed satisfaction with flexible working hours, paid leave, and a supportive work environment, former employees primarily associated their dissatisfaction with poor management, inadequate additional benefits, and high job stress. These findings suggest that management practices directly influence employee commitment, organisational loyalty, and turnover decisions.

Considering the persistent employee turnover problem in the hospitality industry, the findings indicate that hotel organisations should prioritise supportive leadership, fair compensation systems, career development opportunities, employee well-being, and work-life balance initiatives. Strengthening these organisational practices may increase employee commitment, reduce turnover intentions, improve service quality, and contribute to the long-term sustainability of hospitality businesses.

Concluding Remarks

Overall, this study contributes to the hospitality literature by providing large-scale empirical evidence based on 6,549 online employee reviews collected from Indeed.com. By employing a qualitative text mining approach, the study systematically identified the key determinants of employee satisfaction and dissatisfaction and demonstrated the value of online employee review platforms as reliable data sources for organisational research.

The findings provide important theoretical contributions by extending the existing literature on employee satisfaction in the hospitality industry while offering practical implications for hotel managers seeking to improve employee well-being, organisational commitment, and long-term organisational performance. Consequently, organisations that invest in effective management practices, supportive work environments, and employee-centred human resource strategies are more likely to enhance employee satisfaction, reduce turnover, and achieve sustainable competitive advantage.

Limitations of the Research and Suggestions for Future Studies

The present study has several limitations. First of all, the study data is based solely on online reviews on the Indeed.com platform, which means that the findings only reflect the opinions of employees who commented on this platform. In addition, the sample of this current research was restricted to an international hotel chain, and no comparisons were made with hotel businesses of varying sizes, which may make it difficult to generalize the results to all hotel types in the sector.

Regarding methodology, although text mining is a powerful tool for extracting meaningful patterns from qualitative data, the lack of interpretative context in reviews may be insufficient to explain the background of specific themes and subthemes thoroughly. In future research, it is recommended to gather data from various online platforms (e.g., Glassdoor, Kununu, Dice.com), conduct a comparative analysis of hotel businesses across different cultural contexts, and use more in-depth data collection techniques such as interviews in addition to reviews. This approach may help develop a multi-layered, cross-cultural, and contextually holistic perspective on employee satisfaction and dissatisfaction.

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