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Abstract:

Turnover becomes a major concern for Turkey's tourism sector in which the experienced labour shortages is common. Studying intention to leave and predictors of it will be enlightening for the growing sector. Moving from this point, this study first tries to reveal the job and life satisfaction level of unionized hotel employees, and then test these variables' effect on intention to leave among a selection of unionized hotels in Turkey in an attempt to shed light to an underresearched topic in unionized hotel settings. Respondents (n=1298) are the members of TOLEYIS union dispersed to different touristic regions in Turkey. Employees have moderate level of job satisfaction. Results show that demographic variables and the employing hotel have effects on each satisfaction. The effect of job satisfaction and number of hotel's stars on intention to leave is significant. Implications of the findings and future research directions are discussed.

Keywords: *Unionized Hotel Employees, Turkey, Job Satisfaction, Life Satisfaction, TOLEYIS.*

Introduction

Turkey was a late entrant to the highly developed European tourism business. Over the last two decades Turkey's share in the world tourism market has increased. According to the data from the Turkish Republic State Planning Organization, Turkey had 1,26% of the tourism revenues share in 1990 and the latest figure is around 2.5%. In 2005, it ranks among the world's most visited countries with 21,1 million tourists. Turkish tourism revenues realized as about \$18,2 billion. These figures emphasize the centrality of tourism sector to Turkey's economic success and growth.

Parallel to these developments, number of accommodation facilities has also increased. Accommodation facilities licensed by the Ministry of Tourism was 611 with 65,934 beds in 1983. The number of these facilities increased to 2412 with 483,380 beds in 2006. Nearly 32,000 bed capacity is being added annually which creates a strong demand for employees and increases the competition among these facilities.

Increased competition among Turkish lodging facilities has turned attention of these companies firstly to price, but soon after they realized that satisfaction of customers is more important than the price in fierce competition. Service quality suggested being important for customer retention and for higher profits in previous studies (Backman & Veldkamp, 1995; Bloemer, Ko de Ruyter, & Wetzels, 1999; Baker & Crompton, 2000; Zeithaml & Bitner, 2003 cited in Kouthoris & Alexandris, 2005; 102). This is especially true for unionized hotels, because labour expenditures of these facilities can not be adjusted to the fluctuations of market easily compared to non-unionized ones. Thus, assuring customer satisfaction helps unionized hotels to differentiate themselves from others. To compete by assuring customer satisfaction low turnover rates and high employee satisfaction has to be achieved, because it is premised that satisfied workers will be more

productive and remain with the organization longer, whereas dissatisfied workers will be less productive and exhibit more intention to leave (Sarker, Crossman & Chinmeteepituck, 2003). Lee (1988) mentioned that measuring employee's job satisfaction is the key to customer satisfaction in the hospitality companies. Despite the importance job satisfaction and turnover rate for customer satisfaction, it was largely neglected by the management of lodging facilities and bodies representing labour.

Different from other unions, TOLEYIS union wanted to reveal the job and life satisfaction and intention to leave level among its members in an attempt to determine the effect of working conditions brought about by trade union policies and struggle. TOLEYIS represents the employees in lodging and entertaining sector in Turkey. Out of 315.091 employees in this sector, it represents 43.799 of the employees (13,9% of this sector's employees).

The growth of international and local competition among hotels suggested that it would be useful to examine the intention to leave and predictors of it –demographic factors, job and life satisfaction levels- as the first stage of a more comprehensive research study conducted by the TOLEYIS union in hotels dispersed to 5 different regions in Turkey. Since the employee turnover among employees in Turkey's tourism sector is high, it is crucial to understand it in order to keep the service quality high.

Intention to Leave and Job and Life Satisfaction as Predictors

Intention to leave can be crucial for the success of organizations because turnover intentions associated with job performance (Gerhart, 1990; Baba, Jarnal, & Tourigny, 1998). If an employee exhibits an intention to leave, he/she reduces performance on job and this lowers the productivity of the organization. This situation becomes costly to employers (Gerhart, 1990; Sager, 1990).

Wasmuth and Davis (1983) and Rose (1991) estimated the average cost of an hourly hotel employee leaving the organization was \$1,500 per incident. They estimated that this cost rose to \$3,000 for salaried employees (cited in Feinstein & Vondrasek, 2001).

Turnover is defined as the "voluntary cessation of membership in an organization" in Blackwell Encyclopedic Dictionary of Organizational Behavior (Nicholson, Schuler & Van de Ven, 1995; 588). Intention to leave was mentioned as a predictor of actual turnover in various studies (Mobley, 1977; Williams & Hazer, 1986; Dalessio et al., 1986; Griffeth & Hom, 1988; Locke & Latham, 1990; Hendrix et al., 1999;). These studies show the importance of studying intention to leave and associated factors.

In literature, job satisfaction was linked to intention to leave because dissatisfied employees with their work consider the possibility of quitting (Mobley, 1977; Horner, & Hollingsworth, 1978; Canten & Spector, 1987; Randall, 1990). Job satisfaction defined as the pleasurable or positive emotional state resulting from the appraisal of one's job or experience associated with the job (Locke, 1976). In other words, job satisfaction is overall degree to which an individual likes his /her job (Price & Mueller, 1981 cited in Iverson & Roderick, 1999).

In tourism facilities where turnover and absenteeism have to be reduced, it is useful to study job satisfaction as a predictor of intention to leave. Job satisfaction is found to be an important factor for intention to leave among employees (George & Jones, 1996 cited in Lam et. al., 2002) Findings indicating job satisfaction as a significant predictor to intention to leave is not limited to American studies. There are non-Western studies exhibiting the association between these two variables (Shaw, 1999; Holtom, 2000; Ito et al., 2001). Job satisfaction negatively associated with intention to leave. Therefore, job satisfaction was examined as a predictor of intention to leave in this study.

Life satisfaction can be a factor in predicting

the intention to leave and job satisfaction. Job satisfaction was found to be associated with life satisfaction (Tait et al., 1989). Life satisfaction is a subjective feeling of happiness and contentment with life (Medley 1976 cited in Demerouti et al. 2000). A study by Judge and Watanabe (1993) suggest that job satisfaction and life satisfaction are positively and reciprocally related. Results of research have lead researchers to conclude that job satisfaction is significantly related to, or spills over into overall attitudes towards life satisfaction (Tait et. al., 1989; Rain et. al., 1991). It is expected that life and job satisfaction correlate with each other because for the majority of people, work is a central life activity (Dubin, 1956).

As work becomes a central aspect of most Turkish people and only source of income, job satisfaction effects spill-over onto life satisfaction. Vice versa is also true. Life satisfaction can also be used as a predictor of intention to leave.

RESEARCH QUESTIONS AND METHODOLOGY

Purpose of The Study

The aforementioned points exhibit the importance for exploring unionized hotel employees' job and their general life satisfaction and their effects on intention to leave. Thus, the primary purpose of this study was to determine the extent to which job and life satisfaction are predictive of intention to leave in a sample of unionized hotel employees. The following questions were proposed in the context of the study: Greater job satisfaction scores will be associated with higher general life satisfaction among unionized hotel employees. Higher the job satisfaction among hotel employees the lower the intention to leave will be. It is also proposed that five star employees and palace type of lodging facilities' employees are more satisfied with their job and life, therefore have less intention to leave. Le

Another purpose of this study was to identify individual characteristics that would af-

fect the level of association between overall job satisfaction and intention to leave the current facility. The relationship between employee's demographical features, job and life satisfaction and intention to leave will be revealed in this context because it has been suggested that demographic characteristics have some relationship with life satisfaction level (Linn et al. 1986, Judge & Watanabe 1993, Iwatsubo et al. 1996, Ayela et al. 1999), job satisfaction level.

Method

Participants

5000 questionnaires were distributed to lodging facilities located in Istanbul, Izmir, Mugla, Ankara, Nevşehir, Bursa, Antalya, and Bolu which employ members of TOLEYIS trade union. These facilities were randomly selected from the TOLEYIS' list comprised of hotels with different number of stars. 28 hotels from 5 different regions ultimately took part. The research sample is big, and representative of all unionized hotels in Turkey.

Before constructing the questionnaire, education level of respondents were investigated for the sake of the research as it was planned to include all level of hotel employees. According to the TOLEYIS' information about the members, employees have low education levels. This reality limits the questionnaire length and therefore this paper does not represent a detailed research on hotel employees. Findings of the study provide a basis for future research.

Participants were asked to participate in an anonymous study examining their perceptions about their job and their overall life satisfaction and intention to leave.

1330 questionnaires were received, 32 of which were excluded from data analysis because of excessive missing data. Therefore, 1298 were valid and used for analysis. The overall response rate was 26%. The demographic characteristics of the sample are presented in Table 1.

Table 1: Demographic Dispersion of The Respondents

76% of the respondents were men. In terms of educational background, 1094 (84,3%) of the hotel employees have primary or secondary degrees. Nearly only one in ten indica-

Gender	Frequency	Percent
Male	987	76,0
Female	237	18,3
Unanswered	74	5,7
Age	Frequency	Percent
Between 20-30	554	42,7
Between 31-40	208	37,8
Between 41-50	54	13,1
51 and above	10	1,5
Unanswered	65	5,0
City	Frequency	Percent
Istanbul	173	13,3
Antalya	428	33,0
İzmir	23	1,8
Mugla	489	37,7
Bolu	76	5,9
Nevşehir	12	0,9
Bursa	42	3,2
Mersin	55	4,2
Education Level	Frequency	Percent
Primary school	587	45,2
Secondary school	507	39,1
Undergraduate / Graduate	142	10,9
Unanswered	62	4,8
Total	1.298	100,0

ted that they have a university degree. 35,4% of the respondents employed by the five star hotels, second biggest group of respondents came from the four star facilities (34,3%) followed by holiday villages (18,3%) and three star hotels (4,9%) and palaces.

Measures

Demographic questions: Participants were asked to indicate their sex, age range, marital status, educational background, number of stars that the facility has, and their duty in the facility.

Job satisfaction: Overall job satisfaction was

measured with the 5-item Brayfield–Rothe (1951) measure. Responses were coded as a 5-point Likert-type scale (1 = "strongly disagree," 5 = "strongly agree"). Higher scores indicate higher job satisfaction.

Life satisfaction: Life satisfaction was measured with the 5-item Satisfaction with Life Scale (Deiner et. al., 1985). Participants were asked to indicate their agreement with statements using a five point Likert-type scale (1=Strongly disagree- 5=Strongly agree).

Intention to leave: Employees' intention to leave was measured with three items from Cammann et al. (1979). These items were rated along a 1 = strongly disagree to 5 = strongly agree Likert-type scale. Responses to the statements were summed to determine turnover intentions. Total scores were used in the present study, and high scores represented strong turnover intentions among employees.

Varimax factor analysis was initiated to verify the factorial structure of job satisfaction, life satisfaction, and intention to leave scales. Factor analysis' results approved that the scales used loaded on one factor. The reliabilities of the scales were estimated with Cronbach's (1951) alpha and satisfactory values of 0.60 or better were obtained for each scale.

Results

Job and Life Satisfaction and Intention to Leave

A one-way analysis of variance (ANOVA) and an independent-t test conducted to describe mean differences between sex, age groups, employer and tenure groups. Results of the independent t-tests and one-way ANOVA tests are displayed in Table 2 and Table 3.

T test revealed no significant differences in job and life satisfaction between male and female employees ($p > 0,05$). Previous study reported higher life satisfaction for women (Judge & Watanabe 1993). Also women were reported to be more happy than men (Clark, 1997). Also, in a study conducted by Burke,

Koyuncu and Fiksenbaum (2008) among female and male managers in 12 five-star hotel chains in Turkey found that female managers did not significantly differ from their male counterparts. Parallel with this study's result that was conducted in Turkey, our study also found no significant difference between life and job satisfaction between women and men.

Respondents' job satisfaction level differ significantly with age, education level, tenure and the number of stars that the hotel has. Respondents in the 31-40 age group had a mean score of 3,64, and had significantly higher job satisfaction than other age groups ($M_{20-30}=3,49$; $M_{41-50}=3,46$; $M_{>50}=3,45$) ($F=3,59$, $p=0.001$). For the life satisfaction, respondents in the 41-50 age group (Mean=2,54) have lower scores compared to other age groups ($M_{20-30}=2,70$; $M_{31-40}=2,82$; $M_{>50}=3,07$).

The results of the one-way ANOVA test indicate there were statistically significant differences between groups in their job satisfaction levels based on the respondents' employer ($F=10,38$, $p=0,000$). The results of the Tukey post-hoc test indicated that the respondents employed in palaces and four star hotels had statistically significantly higher job satisfaction levels than other respondents. One star hotel employees had the lowest satisfaction levels (Mean=2,80). On the other hand, life satisfaction level of employees working in one star ($M=2,29$) and three star hotel ($M=2,60$) are also significantly lower than the other groups ($M_{4s}=2,80$; $M_{5s}=2,75$; $M_{HV}=2,70$; $M_P=3,43$). This can be bind to the fact that with the workplace play in employees' life.

The results of the one-way ANOVA test indicate statistically significant differences in job satisfaction level between groups based on the subject's education level ($F=4,34$, $p=0,01$). The results of the Tukey' post-hoc test indicate employees with a primary and secondary school degree had significantly higher satisfaction than respondents with a university and master degree. Studies revealed similar results for the job satisfaction

association with education level (Clark & Oswald, 1996; Clark, 1997).

The results of the one-way ANOVA test indicate that there were statistically significant differences between groups' job satisfaction based on the employees' tenure ($F=4.11$, $p=.000$). The results of the Tukey post-hoc test indicate that the means of total job satisfaction of hotel employees were statistically significant to tenure. Employees with 16-20 years tenure had a mean score of 3,74 and this mean score is statistically higher than other groups (Mean<1=3,61; Mean1-5=3,51; Mean6-10=3,42; Mean11-15=3,67; Mean>20=3,58). No statistically significant difference was found for tenure according to life satisfaction.

ANOVA and independent t test were also conducted for intention leave. Results are displayed in Table 3.

Results suggest that respondents' intention to leave level shows significant differences with gender, age, educational level and tenure. It appears that male employees exhibit more intention to leave than their female counterparts. These findings may be attributed to the fact that most female are not the only breadwinner in a typical Turkish family because of this they have lower intention to leave than male. 20-30 aged respondents have higher intention to leave when compared to other age groups. Intention leave differ with age because young employees think that they are more mobile and undecided about the current employer generally searching for better jobs which is enabled by the expanding tourism industry in Turkey. Hellman (1997) mentioned that older employees have high levels of job satisfaction and low intention to leave the organization. Findings of Hellman are in line with our study fin-

Table 2: Variance Analysis Results of Job and Life Satisfaction

		<i>Job Satisfaction</i>				<i>Life Satisfaction</i>			
		<i>Mean</i>	<i>SD</i>	<i>z/F</i>	<i>p</i>	<i>Mean</i>	<i>SD</i>	<i>z/F</i>	<i>p</i>
Gender	Female	3,57	0,80	0,40	0,69	2,76	0,95	0,30	0,76
	Male	3,55	0,88			2,74	0,98		
Age	20-30	3,49	0,84	3,59	0,01*	2,70	0,94	4,59	0,00**
	31-40	3,64	0,81			2,82	0,96		
	41-50	3,46	1,01			2,54	1,05		
	51 and above	3,45	1,00			3,07	1,22		
Education	Primary Education	3,61	0,90	4,34	0,01*	2,70	1,01	1,47	0,23
	Secondary Education	3,53	0,81			2,80	0,95		
	University	3,38	0,85			2,71	0,90		
	Graduate/Graduate								
Tenure	Less than 1 year	3,61	0,84	4,11	0,00**	2,75	0,89	1,86	0,10
	1-5 years	3,51	0,80			2,75	0,96		
	6-10 years	3,42	0,93			2,63	1,01		
	11-15 years	3,67	0,87			2,83	1,00		
	16-20 years	3,74	0,78			2,86	0,95		
	More than 20 years	3,58	0,77			2,86	0,95		
Star	One star	2,80	0,94	10,38	0,00**	2,60	0,94	3,94	0,00**
	Three star	3,13	1,36			2,29	1,11		
	Four star	3,69	0,78			2,80	0,92		
	Five star	3,39	0,84			2,75	1,02		
	Holiday Village	3,67	0,80			2,70	0,93		
	Palace	3,90	0,44			3,43	0,87		

Table 3: Variance Analysis Result of Intention To Leave

		<i>M</i>	<i>SD</i>	<i>z/F</i>	<i>p</i>
Gender	Female	2,36	1,18	-2,63	0,01*
	Male	2,59	1,24		
Age	20-30	2,68	1,22	3,84	0,01*
	31-40	2,45	1,16		
	41-50	2,46	1,38		
	51 and above	2,19	1,36		
Education	Primary Education	2,45	1,25	5,26	0,01*
	Secondary Education	2,58	1,19		
	University Graduate/Graduate	2,81	1,24		
Tenure	Less than 1 year	2,46	1,12	4,62	0,00**
	1-5 years	2,60	1,21		
	6-10 years	2,73	1,24		
	11-15 years	2,44	1,27		
	16-20 years	2,21	1,22		
	More than 20 years	2,27	1,15		
Star	One star	3,08	1,45	11,30	0,00**
	Three star	3,07	1,47		
	Four star	2,27	1,10		
	Five star	2,79	1,25		
	Holiday Village	2,53	1,22		
	Palace	1,92	1,33		

dings. Older employees have obligations to their families for providing income and they do not want to lose the gains provided by tenure.

As expected, employees working in palaces have the lowest intention to leave scores ($M=1,92$), while employees working for one and three star hotels have the highest intention to leave (in order $M=3,08$ and $3,07$). These employees can leave these facilities for better salaries or better promotion opportunities.

Correlation Between Variables

Mean values and standard deviations of job and life satisfaction and intention to leave scales are presented in Table 4. Employees' job satisfaction level was close to partial satisfaction ($M= 3,53$) while life satisfaction was lower than job satisfaction ($M=2,73$). Among all the variables, the lowest mean score was achieved by intention to leave

($M=2,53$). Employees don't exhibit strong intention to leave. Employee's low intention to leave can source from the security provided by the union membership.

A positive correlation was found between job and life satisfaction ($r=0,37$). This result indicates that the higher the job satisfaction, the lower the employees intention to leave. There was a significant negative correlation between intention to leave and all the variables. There was a moderate negative relation between job satisfaction and intention to leave ($r=-0,50$).

Regression Analysis Results

Impact of job satisfaction and life satisfaction on intention to leave the current lodging facility was investigated using regression analysis. The two independent variables totally explained 25% of variance of employees' intention to leave the organization. The total explanatory power on dependent variable is significant beyond the 0.001 level.

Table 4: Correlation Matrix

	Mean	SD	Life Satisfaction	Job Satisfaction	Intention to Leave
Life Satisfaction	2,73	0,99	1		
Job Satisfaction	3,53	0,86	0,37**	1	
Intention to Leave	2,53	1,23	-0,21**	-0,50**	1

**p<0,01

The beta coefficients reveal that employees' job satisfaction was the most powerful predictor of their intention to leave.

Job Satisfaction accounted for %25 of the variance in intention to leave. Effect of job satisfaction on intention to leave is not significant. Table 4 shows the regression analysis result.

In addition to this regression, a further regression analysis was conducted.

We attempted to account for the effects of the demographic variables, features of employer and job and life satisfaction in relation to intention to leave. Dummy codes were created for the education level, tenure, gender, age, hotel star variable, duration of hotel operation because they were categorical. According to results, seven significant models were achieved. The model which has the

Table 5: Regression Analysis

Model	R ²	Adj. R ²	F	Sig	Dependent Variables	Standardized Beta	p
1	.25	.25	429.764	.000	Constant		.000
					Life Satisfaction	-.032	.216
					Job satisfaction	-.489	.000

Table 6: Turnover Intentions Model Summary

	B	SE	St.Beta	t	p
(Constant)	5,36	0,14		37,18	0,00**
Job Satisfaction	-0,68	0,38	-0,10	-3,44	0,00**
Number of star the hotel has: Four star					
(Ref: Palace)	-0,26	0,77	-0,10	-2,39	0,00**
Duration of Hotel Operation					
(Ref: Whole year)	-0,41	0,91	-0,15	-4,57	0,00**
Gender					
(Ref: Woman)	-0,22	0,76	-0,72	-2,98	0,00**
Life satisfaction	-0,79	0,33	-0,06	-2,39	0,01*
Age 41-50)	-0,19	0,87	-0,05	-2,27	0,02*

**p<0,01 *p<0,05

highest explanation power was taken into consideration. The variables assessed in the model explain the variability in intention to leave by 30% ($F=77,36$; $p=0,00$). Intention to leave mostly effected by job satisfaction, whether the hotel is four star hotel or not, and open whole year or not. Job satisfaction, the star of the hotel, duration of hotel operation, life satisfaction and gender have negative effect on intention to leave. Among the variables, job satisfaction was the most influential variable on intention to leave. On the other hand, employees working in four star hotels affect life satisfaction level negatively compared to palace type facilities.

Conclusions

The research questions of this study addressed the factors influencing unionized hotel employees' intention to leave the organization by focusing on job satisfaction, and life satisfaction, features of the hotel and demographic variables. The results of regression analysis indicated that job satisfaction was the strongest predictor of intention to leave the organization for unionized hotel employees. The mean values clearly show that unionized hotel employees have lower intention to leave and moderate levels of job satisfaction which could benefit the organization by assuring the service quality. Findings of this study is in line with the other study reporting the job satisfaction level of Turkish manager in tourism (Aksu & Aktaş, 2005). Aksu and Aktaş also reported general level of satisfaction like our study. Further studies can include job satisfaction facet and individually assess these facets effect on intention to leave. Undoubtedly, it is believed that job security is an important determinant of intention to leave in countries where the job security is scarce. So trade union membership provides this security to employees. We believe that trade unions should make periodical analysis to strength their position against the employers while the employers have to look at these issues for service quality. On the other hand, unionized workers in hotel industry are full-time workers. Further studies shall investigate the employment

status as a predictor of job satisfaction. Difference in job satisfaction can be found when the full-time and part-time or temporary employees are compared, because in Turkish hospitality precarious employment is dominant.

In addition, employees working in palaces have higher life satisfaction. This may be due to the characteristic of employer and the work environment. On the other hand, duration of hotel operation effect intention to leave. Hotels operating whole year effect the intention to leave among employees. So this finding is in line with the employees need for job security.

There is still much to be learned about unionized hotel employees' turnover intention and its antecedents and outcomes. This study made a contribution to previous research on turnover intention and associated variables in Turkish tourism sector.

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