



# Determining the Relationships Between Job Satisfaction, Motivation, and Demographic Factors: A Research on 5-Star Chain Hotels<sup>1</sup>

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## Abstract

The study aims to explore the correlation between employee motivation and job satisfaction within the context of the hotel industry. Additionally, it delves into the interplay between demographic factors and motivation/job satisfaction. Utilizing a survey technique, data was collected from 190 employees of a 5-star hotel chain in Turkey in 2013, and ethical approval was not required. Key findings reveal a statistically significant difference in intrinsic satisfaction based on gender. However, no age-related differences were observed in intrinsic, extrinsic, or overall satisfaction. In terms of education, individuals with middle school education exhibited the highest intrinsic satisfaction, while those with primary school education had the lowest. Notably, individuals with tourism-related education reported higher job satisfaction than their counterparts without such education. Furthermore, the study uncovered that married individuals displayed a higher economic motivation average than single individuals. A positive and significant relationship was identified between psychosocial motivation and intrinsic, extrinsic, and overall satisfaction.

**Keywords:** Motivation, Job Satisfaction, Demographic Factors

**Jel Codes:** M31, L10

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**Submitted:** 17/01/2024

**Revised:** 9/02/2024

**Revised:** 28/03/2024

**Accepted:** 16/04/2024

**Online Published:** 15/06/2024

**Citation:** Akbudak, N., (2024). Determining the Relationships Between Job Satisfaction, Motivation, and Demographic Factors: A Research on 5-Star Chain Hotels. *Journal of Tourism Intelligence and Smartness*, 7(1), 1-17.

<http://doi.org/10.58636/jtis.1421545>

## Introduction

In the dynamic landscape of the tourism sector, an industry perpetually shaped by rapidly evolving global dynamics and marked by fierce competition (Zhou, 2022), success extends beyond the mere provision of quality services. Effective workforce management and employee motivation constitute integral components of triumph in this highly competitive environment (Riley, 2014). For hotels aspiring to offer unparalleled experiences to their customers and distinguish themselves within the industry, a strategic focus on physical infrastructure alone is insufficient. Instead, they must emphasize maximizing employee motivation and cultivating a profound passion for work among their staff (Ford and Sturman, 2018). Acknowledging the pivotal role of employee motivation and job satisfaction becomes imperative for hotel establishments navigating the intricacies of the tourism sector (Kim and Jogaratnam, 2010). The ability of employees to deliver exceptional service and create memorable experiences for guests is intricately linked to their motivation levels (Pappas et al., 2023). Beyond the

<sup>1</sup> This study is derived from Nurhak Akbudak's master thesis.

tangible aspects of service provision, the enthusiasm, commitment, and dedication of the workforce play a central role in shaping the overall guest experience (Yusuf et al, 2024).

The swift changes and developments in the tourism sector have directed hotel businesses not only to concentrate on guest satisfaction but also to enhance the happiness and job satisfaction of their own employees (Phillips and Louvireis, 2005). Employee motivation directly impacts job performance, and high performance, in turn, enhances customer satisfaction (Dorta-Afonso et al., 2021). Motivation is a reflection of an employee's interest, energy, and commitment to their job, enabling them to carry out their tasks more effectively (Franco et al., 2002). Job satisfaction, on the other hand, indicates the level of contentment employees derive from their work, affecting their commitment to the job, productivity, and overall quality of life (Buitendach and De Witte, 2005). Therefore, for hotel businesses in the tourism sector, employee motivation and job satisfaction not only contribute to increasing profit margins but also provide a competitive advantage (Pan, 2015).

Demographic variables play a crucial role in the hotel industry by influencing various aspects of workforce dynamics and customer interactions (Avcikurt et al., 2011). Factors such as age, gender, education level, and marital status can impact employee motivation, job satisfaction, and overall performance (Anyango et al., 2013). Understanding these demographic influences enables hotels to tailor human resources strategies, design targeted marketing campaigns, and enhance customer experiences, thereby contributing to the industry's adaptability, competitiveness, and sustained success (Elsharnouby and Elbanna, 2021). The significance of this research lies in its exploration of the intricate relationship between employee motivation, job satisfaction, and demographic factors within the dynamic and competitive landscape of the tourism sector. While the tourism industry continually evolves in response to global dynamics, the success of hotels extends beyond the delivery of quality services (Akarsu et al., 2023). Effective workforce management and employee motivation are pivotal elements influencing the ability of hotels to offer memorable experiences and stand out in a highly competitive market (Shi et al., 2021). Demographic characteristics add another layer of complexity to this scenario. This study recognizes that variables such as age, gender, education level, and marital status can significantly impact employee motivation and job satisfaction. By comprehensively exploring the potential influence of demographic factors, the research aims to empower businesses in the tourism sector to formulate more effective strategic plans. This study aims to comprehensively explore the potential impact of demographic factors on the motivation and job satisfaction of hotel employees, intending to enable businesses to formulate more effective strategic plans. Understanding the influence of demographic variables on individuals' job satisfaction and motivations can contribute to the development of more effective human resources policies, increased employee satisfaction, and the sustained long-term success of businesses (Davidescu et al., 2020).

## **Background and Hypotheses Development**

### **Job Satisfaction**

The term "satisfaction" refers to the emotional state achieved by an individual as a result of efforts exerted towards the successful realization of a desired goal (Locke and Latham, 1990). It can also be defined as a state of happiness arising from the fulfilment of needs (Halsey, 1988). On the other hand, job satisfaction is the expression of the feeling of contentment that emerges as a result of the harmony and balance between an individual's work life and the conditions in the work environment (Dugguh and Dennis, 2014). Additionally, it is associated with an individual's positive attitude towards their job (Ugboro and Obeng, 2000). The concept of job satisfaction first emerged in the 1920s, gained significance in the 1930s and 1940s, and became understandable through the acquisition of systematic information (Judge et al., 2017). Since then, numerous studies (Alrawahi et al., 2020; Dziuba et al., 2020; Vuong et al., 2021) have been conducted on job satisfaction from various perspectives, leading to a wealth of research on the subject (Agho et al., 1993).

The level of job satisfaction in individuals varies depending on their experiences in work life, conditions in the work environment, and personal expectations (Gilmeanu, 2015). In this context, research on job satisfaction is conducted to understand how various factors affect individuals' work lives and to evaluate these effects (Attar et al., 2020; Banerjee, 2015). Among these factors are leadership style, job security, relationships with colleagues, the nature of the job, and career opportunities (Rad and Yarmohammadian, 2006). Particularly, job satisfaction is a significant parameter influencing the overall well-being of individuals in their work lives (Sousa-Poza and Sousa-Poza, 2020). A high level of job satisfaction can enhance employee motivation and commitment, improve performance, and foster a positive atmosphere in the workplace (Raziq and Maulabakhsh, 2015). Therefore, research on job satisfaction can assist businesses in making strategic decisions to enhance employee satisfaction and optimize productivity (Edmans, 2012).

As a result of conducted studies (Ali and Anwar, 2021), it is observed that the factors influencing job satisfaction can be categorized into two main groups. In this regard, our study also examines the elements affecting job satisfaction under two main headings: individual and organizational factors (Alzubi et al., 2023). The factors leading to satisfaction or dissatisfaction vary from person to person. Each individual may not be affected by the same factor to the same extent as others. Therefore, satisfaction or dissatisfaction arises from personal changes within the organization (Özkalp and Kirel, 2001). It is expected that individuals with different personality traits will exhibit different reactions in various situations (Erdoğan, 1999). In this regard, the following hypothesis has been developed and proposed;

*H<sub>1</sub>: There is a relationship between job satisfaction and motivation.*

The genders of employees can lead to variations in the formation of their attitudes towards their work. Provide information about the socio-cultural and individual characteristics of the region where the research was conducted and in the evaluation of the work environment. In numerous studies examining the connection between gender and job satisfaction, it is observed that, when conditions are equal, there is no significant difference in job satisfaction between male and female employees, supporting this view with data (Babin and Boles, 1998; Parry and Urwin, 2011). Compared to female employees, male employees tend to have more opportunities to express themselves and showcase their abilities in the work environment, contributing to an increased sense of value for their work and consequently, an enhancement in their job satisfaction (Bishu et al., 2020; Powell, 1990). In contrast, the decrease in job satisfaction among women has been attempted to be explained by the "being a woman at work" situation. The increased exposure of women to obstacles tends to result in lower job satisfaction levels for them. Additionally, the higher prevalence of conflicts in women's lives due to responsibilities in family and household matters can be considered as factors that reduce their job satisfaction (Mumu et al., 2021). In this regard, the following hypothesis has been developed and proposed;

*H<sub>2</sub>: There is a relationship between gender and job satisfaction.*

Age is recognized as one of the pivotal demographic variables influencing job satisfaction, and it has been a subject of extensive examination in the literature. While certain studies, such as Gragnano et al. (2020), posit that there is no discernible relationship between job satisfaction and age, others, including Demir (2007), argue that a connection does indeed exist. Gonzalez (2008) contributes valuable insights by suggesting that the early years of employment for young individuals are characterized by elevated morale and motivation levels, leading to heightened job satisfaction. However, as employees accumulate more years on the job, there tends to be a noticeable decline in job satisfaction. Interestingly, in the later stages of prolonged employment, job satisfaction demonstrates a tendency to increase once again. Researchers, drawing parallels with these observations, often liken the relationship between age and job satisfaction to a "U"-shaped curve. This conceptualization suggests that job satisfaction follows a trajectory resembling a "U," starting high in the early years, dipping in mid-career, and then rising again in the later stages of an individual's professional journey (Oswald and Warr, 1996). In this regard, the following hypothesis has been developed and proposed;

*H<sub>3</sub>: There is a relationship between age and job satisfaction.*

Noriega et al (2004) revealed a connection between mental disorders and the situation where a married working woman is responsible for all household chores and the spouse does not contribute to domestic tasks. It also highlighted that having children is associated with mental disorders. Job satisfaction is stated to have an inhibitory effect on the development of abilities and creativity, as well as being a preventive factor against mental disorders and fatigue (Noriega et al., 2004). On the other hand, looking at other research findings, it has been determined that job satisfaction is higher among married employees compared to their single counterparts. Married employees tend to have lower absenteeism and are less likely to consider leaving their jobs compared to single employees (Ham, 2021). This indicates why job satisfaction tends to be higher among married employees. Widowed, divorced, or those involved in extramarital relationships tend to have lower levels of job satisfaction and work productivity compared to those who are married (Lam et al., 2001). In this regard, the following hypothesis has been developed and proposed;

*H<sub>4</sub>: There is a relationship between marital status and job satisfaction.*

The interplay between job satisfaction and education, much like its interaction with other factors, is a complex and multifaceted phenomenon (Mamiseishvilli and Rosser, 2011). Rather than adhering to a straightforward positive or negative correlation, this relationship encompasses both dimensions, presenting a nuanced scenario. Individuals with higher levels of education often have the advantage of accessing better working conditions and more satisfying employment opportunities, contributing to an elevated sense of satisfaction in their professional endeavors (Ross and Reskin, 1992). This positive

correlation underscores the intrinsic connection between educational attainment and the quality of work experiences. However, it is essential to recognize the potential negative aspect that education can introduce into the equation of job satisfaction. This negativity stems from the propensity of individuals with higher levels of education to harbor heightened desires and expectations regarding their professional roles (Ganzachy, 2003). As educational attainment increases, employees may develop more ambitious career aspirations, leading to increased expectations for job roles, responsibilities, and overall job satisfaction (Hirschi and Spurk, 2021). Consequently, the potential misalignment between expectations and reality in the workplace can introduce a challenging dynamic, influencing job satisfaction in a way that is not solely positive (Akdere and Egan, 2020). Thus, the relationship between job satisfaction and education unfolds as a dynamic interplay, influenced by a delicate balance between improved job opportunities and the heightened expectations that accompany higher levels of education. In this regard, the following hypothesis has been developed and proposed;

*H<sub>5</sub>: There is a relationship between education level and job satisfaction.*

Previous studies (Belias et al., 2022; Heimeri et al., 2020) in the literature suggest that individuals experience increased job satisfaction in the tourism sector when they receive education related to tourism. Tourism-related education has the potential to enhance an individual's industry-specific knowledge and skills, assist in performing workplace tasks more effectively, and generally positively influence job satisfaction (Fasone et al., 2024). In this context, individuals who have received education related to tourism are likely to have a higher probability of being satisfied with their jobs in the sector (Park and Jones, 2021). Tourism-related education can provide individuals with the opportunity to better understand the intricacies of the industry, customer expectations, and service quality standards (Chen and Yu, 2023). This, in turn, can contribute to individuals performing better in the tourism sector, leading to an increase in job satisfaction. Therefore, individuals who have received education related to tourism are expected to demonstrate a tendency to be more satisfied with their jobs in the industry (Vieira et al., 2020). In this regard, the following hypotheses have been developed and proposed;

*H<sub>6</sub>: There is a relationship between tourism-related education and job satisfaction.*

*H<sub>7</sub>: There is a relationship between education related to tourism and job satisfaction.*

Individuals who work at the same workplace for an extended period may have the advantage of a deeper understanding of the corporate culture, establishing strong relationships with colleagues, and more effectively managing workplace processes (Azeem et al., 2021). In this context, as the duration of time spent at this workplace increases, the individual's experiences and expectations in the workplace may evolve, potentially influencing job satisfaction (Martin et al., 2022). Therefore, based on this, it is assumed that the duration of time spent at this workplace has an impact on individuals' job satisfaction. Individuals who work in the tourism sector for an extended period may be inclined to better comprehend the dynamics of the industry, meet customer expectations more effectively, and enhance their ability to adapt to industry changes more swiftly. In this context, as the duration of time spent in the tourism sector increases, the individual's knowledge and experience related to the sector may also grow, potentially affecting job satisfaction (Viseu et al., 2020). Therefore, it is logical to posit that there is a relationship between the duration of working in the tourism sector and job satisfaction. In this regard, the following hypotheses have been developed and proposed;

*H<sub>8</sub>: There is a relationship between the duration of working at this workplace and job satisfaction.*

*H<sub>9</sub>: There is a relationship between the duration of working in the tourism sector and job satisfaction.*

## **Motivation**

The origin of the concept of motivation, which comes in the meanings of stimulation, initiation, encouragement, and drive in Turkish, is derived from the English and French-origin word "motive" (TDK, 2000). The term motivation, mentioned in various scientific disciplines, carries multiple meanings. Efforts made to continuously mobilize individuals towards a targeted goal are collectively referred to as motivation (Howe et al., 2021). Encompassing impulses, desires, interests, and aspirations, the concept of motivation arises from the stimulation of motives and the activation of the organism, leading the organism's behavior towards the intended goal. If these two characteristics are observed in organism behavior, motivation can be discussed (Cüceloğlu, 1996). Motivation is the sum of efforts made to influence an employee to fulfill their tasks in the desired quantity and quality, with the aim of continuously mobilizing one or more individuals toward a targeted goal, direction, or purpose (Ilham, 2022). Motivation, often associated with behaviors directed towards a specific goal, is a process in which an individual takes action or directs oneself towards a goal (Hattie et al., 2020). Each person has certain needs that they constantly seek to satisfy, and these needs initiate the motivation process. In order to fulfill these needs, individuals will exhibit specific behavioral patterns, and these behaviors will be oriented towards desires and goals to meet those needs (Desmet and Fokkinga, 2020).

Motivation has two fundamental dimensions: the psychological dimension and the managerial dimension (Shurrab et al., 2018). The psychological dimension is divided into internal motivation and external motivation (Van den Broeck et al., 2021). The psychological dimension of motivation is characterized by the driving force that directs an individual toward a targeted goal during the motivation process and determines the time when satisfaction is formed related to that goal (Steers et al., 2004). The impetus that drives a person to take action and exhibit behavior can sometimes be intrinsic and sometimes extrinsic. Satisfaction, in relation to this, can occur during the effort or, in some cases, after the effort has been made. In this context, motivation is classified as intrinsic and extrinsic (Başaran, 1991). Individuals whose physiological and safety needs, namely lower-level needs, are met no longer find these needs to be a motivation subject for management, as they cannot provide motivation for the satisfaction of these needs (Rasskazova et al., 2016).

The primary goal of the managerial dimension is to find answers to why employees do not exert more than minimal efforts. Despite providing good working conditions, reasonable salary levels, comprehensive social insurance and retirement benefits, and secure employment, the investigation focuses on the reasons why employees perform at a minimum level (Brown and Medoff, 1989). The assurance of employees' security and physiological needs by management inevitably shifts the concept of motivation towards social needs and status-respect needs, which are higher-level needs. The absence of management that addresses employees' higher-level needs in the work environment will lead to dissatisfaction among employees (Kurniawaty et al., 2019). This dissatisfaction will negatively impact the behavior and attitudes of employees. Under these conditions, if management continues to focus on basic physiological needs, its efforts will be fruitless and ineffective (McGregor, 1971). Employees' behaviors can occur without providing motivation for some actions. However, most consciously exhibited behaviors are shaped through motivation (Newstrom and Davis, 1993). Therefore, to achieve what is desired from employees, it is essential to motivate them in the best possible way. All actions and efforts aimed at aligning employees with organizational goals, inspiring them, and persuading those falls within the scope of motivating employees (Qalati et al., 2023).

The gender is associated with complex psychological and social factors that shape individuals' motivation (Wang and Degol, 2013). From a psychological perspective, individuals' motivation levels may be based on emotional, cognitive, and behavioral characteristics associated with gender (Marsh et al., 2008). For instance, gender roles and societal expectations can be effective in determining individuals' motivational goals and guiding their efforts to achieve these goals (Hartman and Barber, 2020). Social factors also play a significant role in the relationship between gender and motivation. Societal norms shape expectations based on gender, and individuals' efforts to conform to these expectations can influence their motivation (Bullough et al., 2022). Additionally, gender-based social roles and relationships can impact individuals' motivational processes. Firstly, factors influencing the motivation of young individuals are often related to career and educational goals, social relationships, and personal development. During this period, individuals often shape their motivation in the context of self-discovery and determining their purposes (Sigmundsson et al., 2022). Motivation in middle-aged individuals may focus on family formation, career development, and material success. During this phase, individuals may often shape their motivation towards taking on more responsibilities and balancing different aspects of their lives (Bakhmutova, 2023). In the elderly phase, motivation is typically related to life satisfaction, social connections, and personal well-being. Individuals in this stage often evaluate past experiences and may redirect their goals towards finding meaning in their lives (Maree, 2022). Understanding that age is a factor influencing individuals' motivation is crucial for grasping lifelong motivational dynamics (Vo et al., 2022). Examining the potential effects of marital status on motivation is significant in the social and psychological context. In married individuals, social support systems are typically stronger. Marriage can provide emotional and practical support, thereby enhancing motivation (Wang et al., 2021). Additionally, motivational factors associated with marriage, such as family-building, achieving common goals, and fulfilling responsibilities, may exist. On the other hand, in unmarried individuals, freedom, independence, and focusing on personal goals may be more pronounced (Bataineh, 2022). Singleness can provide individuals with more control over directing their own lives, consequently increasing motivation to achieve specific goals (Park et al., 2023). In this regard, the following hypotheses have been developed and proposed;

*H<sub>10</sub>: There is a relationship between gender and motivation.*

*H<sub>11</sub>: There is a relationship between age and motivation.*

*H<sub>12</sub>: There is a relationship between marital status and motivation.*

The relationship between education level and motivation establishes a significant research area aimed at understanding how individuals' levels of education influence their overall motivation levels (Ramzan et al., 2023). The connection between obtaining education related to tourism and motivation suggests

that individuals trained in this specific field may approach tourism-related goals, projects, or careers with increased motivation (Sotomayor, 2021). It is believed that the knowledge and skills specific to the tourism sector can enhance individuals' determination and willingness to achieve career goals (Saputra, 2021). Therefore, understanding the relationship between education level in tourism and motivation is crucial for evaluating the impact of educational systems and programs tailored to the tourism sector on individuals. In this regard, the following hypotheses have been developed and proposed;

*H<sub>13</sub>: There is a relationship between education level and motivation.*

*H<sub>14</sub>: There is a relationship between tourism-related education and motivation.*

*H<sub>15</sub>: There is a relationship between education related to tourism and motivation.*

The relationship between the duration of working at this workplace and motivation establishes a significant research area aimed at understanding how the length of employment at a specific workplace influences overall motivation levels (Shkoler and Kimura, 2020). Similarly, Hypothesis 17 proposes that there exists a correlation between the duration of employment in the tourism sector and motivation. This hypothesis posits that individuals who have worked in the tourism sector for a longer period of time may demonstrate distinct patterns of motivation, which can be attributed to their extensive experience and familiarity with the industry (Sesen and Ertan, 2023). Examining these connections is essential for evaluating the impact of employment duration on motivation and can contribute valuable insights to workplace management and strategies for enhancing motivation in the tourism sector (Chien et al., 2020). In this regard, the following hypotheses have been developed and proposed;

*H<sub>16</sub>: There is a relationship between the duration of working at this workplace and motivation.*

*H<sub>17</sub>: There is a relationship between the duration of working in the tourism sector and motivation.*

## Method

### Data Collection Tools

The survey technique was employed as the data collection tool in the study. The questionnaire consists of three main sections. The first section includes questions related to individuals' demographics and employment status, the second section comprises questions regarding job satisfaction, and the third section involves questions related to motivation. To measure job satisfaction, the Minnesota Satisfaction Questionnaire (Weiss et al., 1967), adapted into Turkish by Oran (1989), was utilized. The Cronbach's Alpha reliability coefficient for the scale in this study was determined to be 0.96. For measuring motivation, the motivation scale from the study "Organizational Motivation and Factors Motivating Public Employees" by Öztürk and Dündar (2003) was used. The scale includes three dimensions: psychosocial motivation tools, organizational and managerial motivation tools, and economic motivation tools. In this study, the Cronbach's Alpha reliability coefficient for the scale was found to be 0.92. The data for the study was collected in 2013, so ethical approval is not required. In data analysis, frequency, percentage, t-test, ANOVA, and correlation analysis were employed. Since the t-test and ANOVA are tests that rely on the assumption of homogeneity, Mann-Whitney U and Kruskal-Wallis tests were applied for scales that did not exhibit homogeneity based on the LEVENE test results. Skewness and Kurtosis values were examined to check data suitability for factor analysis, and the data showed a normal distribution.

### Population and Sample

The research population is employees working at 5-star chain hotel in Antalya, Turkey. The research sample comprises employees of a 5-star chain hotel operating in Turkey. The sample is selected from the employees working within a 5-star chain hotel operating in Turkey. The accuracy and continuity of the data collection process were closely monitored. The process concluded after reaching the predetermined sample size, which took place over one week in November 2013. After the collection phase, data records with missing patterns were cleansed. The result was a refined dataset that included 190 participants (Yazıcıoğlu and Erdoğan, 2004). The research was conducted in a hotel; therefore, data were collected from 190 participants based on the total number of employees. The research reached 190 employees within its scope, and a questionnaire was administered. The demographic characteristics of the participants are provided in Table 1.

**Table 1:** Demographic Characteristics of the Participants

	Frequency	Percentage
<b>Gender</b>		
Female	65	34.2
Male	125	65.8
<b>Age</b>		
18-25	125	65.8
26-32	39	20.5
33-42	15	7.9
43-50	7	3.7
51 and above	4	2.1
<b>Marital Status</b>		
Married	12	6.3
Single	178	93.7
<b>Education Level</b>		
Elementary School	8	4.2
Middle School	15	7.9
High School	53	27.9
Graduate	102	53.7
Post-Graduate	12	6.3

Table 1 presents the demographic characteristics of the participants. Examining the gender distribution, the percentage of female participants is determined as 34.2%, while the male participants constitute 65.8% of the total. In terms of age distribution, the majority of participants fall into the "18-25 ages" range, accounting for 65.8% of the total. Regarding marital status, the majority of participants are single, with a percentage of 93.7%. Looking at the education level, participants with a bachelor's degree represent the largest group, constituting 53.7% of the total.

The working characteristics of the participants are provided in Table 2.

**Table 2:** Working Characteristics of the Participants

	Frequency	Percentage
<b>Tourism Education</b>		
Yes	118	62.1
No	72	37.9
<b>Education Level About Tourism</b>		
Tourism High School	27	22.9
Tourism Associate Degree	41	34.7
Tourism Bachelor's Degree	40	33.9
Tourism Master	10	8.5
<b>Years of Employment in This Hotel</b>		
Below 1 year	69	36.3
1-3 years	85	44.7
4-6 years	26	13.7
7-9 years	8	4.2
10 years and above	2	1.1
<b>Years of Employment in Tourism Sector</b>		
Below 1 year	34	17.9
1-5 years	71	37.4
6-10 years	63	33.2
11-15 years	12	6.3
16 years and above	10	5.3

The majority of participants (62.1%) have received tourism education, while 37.9% have not. Regarding education level about tourism, the participants are distributed across various categories: 22.9% have completed Tourism High School, 34.7% have an Associate Degree in Tourism, 33.9% hold a Bachelor's Degree in Tourism, and 8.5% have a Master's in Tourism. In terms of years of employment in the current hotel, 36.3% of participants have been working for below 1 year, 44.7% for 1-3 years, 13.7% for 4-6 years, 4.2% for 7-9 years, and 1.1% for 10 years and above. Regarding the years of employment in the tourism sector, 17.9% have been employed for below 1 year, 37.4% for 1-5 years, 33.2% for 6-10 years, 6.3% for 11-15 years, and 5.3% for 16 years and above.

## Findings

### Relationship between Job Satisfaction and Motivation

When the relationship between job satisfaction and motivation is examined through Pearson correlation analysis, (others are non-parametric analyses, because variables are categorical) a statistically significant relationship is observed between psychosocial motivation and the sub-dimensions of job satisfaction ( $p < 0.05$ ). Results are provided in Table 3. There is a significant and positive relationship between psychosocial motivation and internal satisfaction, external satisfaction, and overall satisfaction. This indicates that an increase in individuals' psychosocial motivation is associated with an increase in internal satisfaction, external satisfaction, and overall satisfaction.

**Table 3:** The Relationship between Job Satisfaction and Motivation

		Motivation				
			Psychosocial	Organizational	Economic	General Motive
Job Satisfaction	Internal	Pearson Correlation	0.194*	-0.057	-0.072	0.132
		P	0.009	0.451	0.337	0.081
	External	Pearson Correlation	0.204*	-0.056	-0.128	0.131
		P	0.006	0.449	0.084	0.078
	General Satisfaction	Pearson Correlation	0.226*	-0.095	-0.128	0.136
		P	0.003	0.209	0.090	0.073

\* $p < 0.05$

### The Relationship between Job Satisfaction and Demographic Variables

When examining the relationship between gender and job satisfaction, there is no statistically significant difference between external satisfaction and overall satisfaction concerning gender, while there is a statistically significant difference between internal satisfaction and gender ( $p < 0.05$ ). Results are provided in Table 4. The satisfaction averages of male working in the tourism sector are higher than those of female. This indicates that female in the tourism sector have lower internal satisfaction than male. Male workings in the tourism sector are more internally satisfied with their jobs compared to female. This situation suggests those males are more inclined to embrace working in the tourism sector than female.

**Table 4:** The Relationship between Gender and Job Satisfaction

	Gender	$\bar{x}$	t-value	p
Internal Satisfaction	Female	22.06	-2.342	0.020
	Male	25.18		
External Satisfaction	Female	18.51	1.049	0.290
	Male	17.26		
General Satisfaction	Female	40.80	-0.799	0.426
	Male	42.55		

When examining the relationship between age and job satisfaction, the levels of internal satisfaction, external satisfaction, and overall satisfaction do not show significant differences according to the age variable ( $p > 0.05$ ). However, individuals between the ages of 43-50 perceive the lowest levels of internal satisfaction, external satisfaction, and overall satisfaction. This situation indicates the job fatigue experienced by individuals in this age group. When investigating the relationship between marital status and job satisfaction, there is no significant difference in the levels of internal satisfaction, external satisfaction, and overall satisfaction based on marital status ( $p > 0.05$ ). Married and single individuals have similar perceptions regarding job satisfaction.

Examining the relationship between education level and job satisfaction reveals a significant relationship between internal satisfaction, external satisfaction, overall satisfaction, and education level ( $p < 0.05$ ). Results are provided in Table 5. When the relationship between internal satisfaction and education level is examined, individuals with a middle school education have the highest perception, while those with an elementary school education have the lowest perception. The lower job positions held by individuals with elementary school education may be a reason for their lower internal job satisfaction. In terms of external satisfaction, individuals with postgraduate education have the highest perception, while those with a high school education have the lowest perception. The limited career advancement opportunities for individuals with a high school education may lead to a decrease in their external satisfaction. When considering overall satisfaction based on education level, individuals with a middle school education have the highest perception, while those with a high school education have the lowest perception.



**Table 5:** The Relationship between Education Level and Job Satisfaction: Kruskal-Wallis Test

	Education Level	$\bar{x}$	$\chi^2$ Statistic	p
<b>Internal Satisfaction</b>	Elementary School	18.50	20.773	<b>0.000</b>
	Middle School	33.55		
	High School	21.68		
	Graduate	25.08		
	Postgraduate	23.00		
<b>External Satisfaction</b>	Elementary School	18.00	36.406	<b>0.000</b>
	Middle School	16.53		
	High School	13.01		
	Graduate	19.77		
	Postgraduate	21.33		
<b>General Satisfaction</b>	Elementary School	36.50	25.928	<b>0.000</b>
	Middle School	51.66		
	High School	34.70		
	Graduate	45.01		
	Postgraduate	44.33		

When examining the impact of participants' education related to tourism on job satisfaction, a significant relationship is found between external satisfactions and receiving education related to tourism. Results are provided in Table 6. Accordingly, individuals who receive education related to tourism tend to have higher job satisfaction compared to those who do not receive such education. This situation indicates that individuals with tourism-related education are more successful in their jobs, positively influencing their job satisfaction.

**Table 6:** The Relationship between Tourism Related Education and Job Satisfaction\*

	Tourism Education?	$\bar{x}$	t Statistic	p
<b>Internal Satisfaction</b>	Yes	25.15	-0.823	0.411
	No	22.29		
<b>External Satisfaction</b>	Yes	19.05	3.283	<b>0.001</b>
	No	15.43		
<b>General Satisfaction</b>	Yes	44.22	-1.915	0.055
	No	38.03		

\*Mann Whitney U test

When examining the relationship between education related to tourism and job satisfaction, it is observed that there is no significant difference in the levels of internal satisfaction, external satisfaction, and overall satisfaction based on tourism-related education ( $p > 0.05$ ). Individuals with tourism-related education have similar perceptions of job satisfaction regardless of the type of education received. When analyzing the relationship between the duration of employment at the current workplace and job satisfaction, there is no significant relationship between internal satisfaction and overall satisfaction with the duration of employment. However, there is a significant relationship between external satisfaction and the duration of employment at the workplace ( $p < 0.05$ ). Results are provided in Table 7. Individuals employed for 7-9 years have the lowest perception of job satisfaction.

**Table 7:** The Relationship Between the Duration of Employment at the Current Workplace and Job Satisfaction\*

		$\bar{x}$	F Statistic	p
<b>Internal Satisfaction</b>	Less than 1 year	22.70	8.767	0.067
	1-3 years	24.53		
	4-6 years	22.42		
	7-9 years	37.12		
	10 years and above	18.50		
<b>External Satisfaction</b>	Less than 1 year	15.12	31.829	<b>0.000</b>
	1-3 years	20.08		
	4-6 years	19.15		
	7-9 years	8.62		
	10 years and above	20.00		
<b>General Satisfaction</b>	Less than 1 year	37.91	2.133	0.079
	1-3 years	44.76		
	4-6 years	41.57		
	7-9 years	45.75		
	10 years and above	38.50		

\*Kruskal Wallis

When the relationship between the duration of employment in the tourism sector and job satisfaction is examined, there is no significant relationship between internal satisfaction and overall satisfaction with the duration of employment in the tourism sector. However, there is a significant relationship between external satisfaction and the duration of employment in the tourism sector ( $p < 0.05$ ). Results are

provided in Table 8. Individuals with 16 years and more of experience have the highest perception, while those with 11-15 years of experience have the lowest perception.

**Table 8:** The Relationship between the Duration of Employment at Tourism Sector and Job Satisfaction

		$\bar{x}$	X <sup>2</sup> Statistic	p
<b>Internal Satisfaction</b>	Less than 1 year	22.74	3.014	0.555
	1-5 years	22.24		
	6-10 years	24.71		
	11-15 years	30.50		
	16 and above	30.37		
<b>External Satisfaction</b>	Less than 1 year	14.25	25.442	<b>0.000</b>
	1-5 years	17.15		
	6-10 years	19.39		
	11-15 years	13.09		
	16 and above	27.22		
<b>General Satisfaction</b>	Less than 1 year	37.55	4.314	0.365
	1-5 years	39.58		
	6-10 years	44.11		
	11-15 years	43.63		
	16 and above	57.50		

**The Relationship between Motivation and Demographic Variables**

When examining the relationship between gender and motivation, no statistically significant difference was found between psychosocial motivation, organizational and managerial motivation, economic motivation, and overall motivation concerning gender ( $p > 0.05$ ). When exploring the relationship between age and motivation, no statistically significant difference was observed between psychosocial motivation, organizational and managerial motivation, economic motivation, and overall motivation based on age ( $p > 0.05$ ).

Examining the relationship between marital status and motivation, no statistically significant difference was found between psychosocial motivation, organizational and managerial motivation, and overall motivation concerning marital status ( $p > 0.05$ ). However, the difference between economic motivation and marital status is statistically significant. Results are provided in Table 9. When examining the averages of economic motivation and marital status, it is determined that the average of married individuals is higher than that of single individuals. This suggests that married individuals perceive that economic rewards contribute more to job satisfaction compared to single individuals. The contributions that married individuals try to make to the family budget and the economic responsibilities they bear compared to single individuals are among the reasons that elevate this perception.

**Table 9:** The Relationship Between Marital Status and Motivation\*

	Marital Status	$\bar{x}$	t Statistic	p
<b>Psychosocial Motivation</b>	Married	38.50	0.601	0.559
	Single	36.27		
<b>Organizational and Managerial Motivation</b>	Married	14.58	0.745	0.470
	Single	13.17		
<b>Economic Motivation</b>	Married	9.50	-2.203	<b>0.028</b>
	Single	8.12		
<b>General Motivation</b>	Married	65.58	1.299	0.216
	Single	57.47		

\*Mann Whitney U test

When examining the relationship between education level and motivation, no statistically significant difference was found between psychosocial motivation, organizational and managerial motivation, economic motivation, and overall motivation based on education level ( $p > 0.05$ ). When investigating the impact of participants' education related to tourism on motivation, no statistically significant difference was found between psychosocial motivation, organizational and managerial motivation, economic motivation, and overall motivation based on the status of receiving tourism education ( $p > 0.05$ ). Examining the impact of education related to tourism on motivation, no statistically significant difference was found between psychosocial motivation, organizational and managerial motivation, economic motivation, and overall motivation based on the status of receiving education related to tourism ( $p > 0.05$ ).

When analyzing the relationship between the duration of employment at the current workplace and motivation, no statistically significant difference was found between psychosocial motivation, organizational and managerial motivation, economic motivation, and overall motivation with the duration of employment at the current workplace ( $p > 0.05$ ). When examining the relationship between

the duration of employment in the tourism sector and motivation, no statistically significant difference was found between psychosocial motivation, organizational and managerial motivation, economic motivation, and overall motivation with the duration of employment in the tourism sector ( $p>0.05$ ).

## Conclusion and Suggestions

When examining the relationship between internal satisfaction and gender, a statistically significant difference is present. The satisfaction averages of men working in the tourism sector are higher than those of women. This indicates that women in the tourism sector have higher internal satisfaction compared to men (Koc, 2020). When delving into the correlation between age and job satisfaction, it is observed that there are no discernible discrepancies in the levels of internal satisfaction, external satisfaction, and overall satisfaction across different age groups. Nevertheless, it is noteworthy that individuals falling within the age bracket of "43-50" exhibit the lowest perception of internal satisfaction, external satisfaction, and overall satisfaction in comparison to other age cohorts.

Upon scrutinizing the interplay between internal satisfaction and education attainment, it becomes evident that individuals with a middle school education exhibit the most elevated perception of internal satisfaction, juxtaposed with those with an elementary school education who register the lowest perception. This discrepancy in satisfaction levels might be attributable to the typically higher job positions held by individuals with a middle school education, thus engendering greater internal job satisfaction. Conversely, individuals with an elementary school education may find themselves occupying lower-tier job positions, potentially contributing to their comparatively diminished internal satisfaction. Transitioning to the realm of external satisfaction, individuals with postgraduate education emerge as harboring the loftiest perception, whereas those with solely a high school education present the lowest perception. This variation in satisfaction levels can be attributed to myriad factors, including the potential for individuals with postgraduate education to secure more prestigious or intellectually stimulating positions, thereby fostering greater external satisfaction. Conversely, those with a high school education may encounter limitations in career advancement or opportunities for professional growth, consequently dampening their external satisfaction. The limited career advancement opportunities for individuals with a high school education may lead to a decrease in their external satisfaction (Ramlawati et al., 2021). When considering overall satisfaction based on education level, individuals with a middle school education have the highest perception, while those with a high school education have the lowest perception. Individuals who receive education related to tourism have higher job satisfaction compared to those who do not receive such education (Belias et al., 2022). This suggests that individuals with tourism-related education are more successful in their jobs, positively influencing their job satisfaction.

There is a significant relationship between external satisfaction and the duration of employment in the tourism sector. Individuals employed for 16 years and more have the highest perception, while those employed for 11-15 years have the lowest perception. The difference between economic motivation and marital status is statistically significant. When examining the averages of economic motivation and marital status, it is determined that the average of married individuals is higher than that of single individuals. This suggests that married individuals perceive that economic rewards contribute more to job satisfaction compared to single individuals (French et al., 2020). The contributions that married individuals try to make to the family budget and the economic responsibilities they bear compared to single individuals are among the reasons that elevate this perception (Sabri et al., 2020).

Upon rigorous analysis, it has been discerned that there exists no statistically significant disparity across various dimensions of motivation—namely psychosocial motivation, organizational and managerial motivation, economic motivation, and overall motivation—regardless of whether individuals have received formal education in tourism, education specifically related to the tourism sector, or the duration of their employment within the tourism industry. This suggests that these factors do not inherently influence the levels of motivation experienced by individuals working within the realm of tourism. However, amidst this landscape of motivation, a notable correlation emerges: a significant and affirmative relationship between psychosocial motivation and the dimensions of internal satisfaction, external satisfaction, and overall satisfaction. This implies that individuals who are driven by psychosocial factors, such as a sense of belonging, fulfillment, and camaraderie in their work environment, tend to report higher levels of satisfaction across various facets of their job experience. This correlation underscores the intrinsic link between motivational factors rooted in interpersonal dynamics, emotional fulfillment, and overall satisfaction levels experienced by individuals within the tourism sector. This indicates that an increase in individuals' psychosocial motivation is associated with an increase in internal satisfaction, external satisfaction, and overall satisfaction (Tang et al., 2020). The findings suggest that conducting job satisfaction surveys not only for employees in the tourism sector but for all organizations at certain intervals has become a necessary measure to improve satisfaction.

Individuals who have received education related to tourism have been found to have higher job satisfaction (Viseu et al., 2020). Therefore, providing individuals with education related to tourism will enhance their job satisfaction. Employees particularly emphasized that economic rewards positively influence job satisfaction (Kumari et al., 2021). In this regard, efforts can be made by the management to address dissatisfaction related to salary by creating opportunities.

It is important for managers to receive the necessary training to enhance the job satisfaction and motivation of employees. Additionally, employees should undergo in-service training to elevate their job satisfaction and motivation. The goals of the business and the goals of employees should be shaped to align with each other. This way, the internal motivation of employees will increase, and their job satisfaction levels will rise. Practices in the business may not meet the desires of all employees. Therefore, employees should be grouped, and practices should be organized accordingly. The management style in businesses, the attitude of management towards employees, and the implementation of rules in the workplace affect the job satisfaction of employees. One of the most important practices for managers in businesses is to involve employees in the decision-making process. Participation will ultimately fulfill an individual's need for self-respect and recognition, which will raise the levels of job satisfaction and motivation.

Research has limitations. Data collected only in a 5-star operating in Antalya. A thorough examination can be conducted to understand gender-based satisfaction factors in other cities. Interventions focusing on age-related satisfaction levels can also be addressed in future studies. Understanding the relationship between education level and job satisfaction, and identifying satisfaction factors based on education levels, can guide education and career development programs. Studies aimed at comprehending the relationship between economic motivation and job satisfaction among married individuals can assist in understanding the impact of family responsibilities on job satisfaction. Developing strategies to enhance psychosocial motivation and better understanding its positive effects on job satisfaction can shed light on future research endeavors.

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**Conflict of interests:**

The author has no conflict of interest to declare.

**Grant Support:**

The author declared that this study has received no financial support.

**Ethics Committee Approval:**

The data for the study was collected in 2013, so ethical approval is not required.