

Impact Of Effort-Reward Imbalance on Job Satisfaction: Research in The Hospitality Sector

Çaba-Ödül Dengesizliğinin İş Tatmini Üzerindeki Etkisi: Konaklama Sektöründe Bir Araştırma

Tarık YALÇINKAYA¹

(Sorumlu Yazar-Corresponding Author)



¹ Çanakkale Onsekiz Mart Üniversitesi, Otel Lokanta ve İkrâm Hizmetleri Bölümü, Turizm ve Otel İşletmeciliği Programı, Çanakkale, Türkiye.

tarik.yalcinkaya@comu.edu.tr

Geliş Tarihi/Received: 06.10.2025

Kabul Tarihi/Accepted: 28.12.2025

Atıf/Cite this article:

Yalçinkaya, T. (2026). Impact Of Effort-Reward Imbalance on Job Satisfaction: Research in The Hospitality Sector. *Erzurum Teknik Üniversitesi Sosyal Bilimler Enstitüsü Dergisi* (24), 58-70.

This article checked by

iThenticate



Content of this journal is licensed under a Creative Commons Attribution-NonCommercial 4.0 International License.

Abstract

Today's labour market pressures hospitality workers with increased competition for jobs, promotions, and pay, resulting in a mismatch between effort and rewards. Dissatisfied employees may ultimately choose to resign from their positions. This phenomenon could lead to increased turnover rates within the service industry, especially in the hospitality sector. Consequently, it is necessary to enhance the understanding of the reasons behind job satisfaction. This study examines how effort-reward imbalance, based on Siegrist's (1996) model, influences job satisfaction in Türkiye's tourism sector. Data collected from 393 questionnaires across 11 five-star hotels in Alanya, one of Türkiye's most popular tourist destinations, indicate that all three model dimensions have a significant impact on satisfaction: Reward boosts satisfaction, while effort and overcommitment decrease it. Findings suggest employees' efforts should be recognised through various rewards, both monetary and non-monetary. The concluding phase of the research discusses practical and theoretical implications and offers suggestions for future research.

Keywords: Effort-Reward Imbalance, Overcommitment, Job Satisfaction, Türkiye, Hospitality Sector.

Öz

Günümüzde mevcut işgücü piyasası, iş, terfi ve ücret için artan rekabetle konaklama sektöründeki çalışanlar için bir baskı unsuru oluşturmakta ve bu durum da çaba ile ödüller arasında uyumsuzluğa yol açmaktadır. İş tatminine sahip olmayan çalışanlar sahip oldukları işlerinden istifa etmeyi tercih edebilmektedir. Bu durum, başta konaklama sektörü olmak üzere hizmet sektöründe işten ayrılma oranlarının giderek artmasına yol açmaktadır. Sonuç olarak, iş tatmininin arkasındaki nedenlerin ne olduğunun anlaşılması gerekmektedir. Bu çalışma, Siegrist'in (1996) modeline dayanan çaba-ödül dengesizliğinin Türkiye turizm sektöründe iş tatminini nasıl etkilediğini incelemektedir. Türkiye'nin en popüler turistik yerlerinden biri olan Alanya'daki 11 beş yıldızlı otelde yapılan 393 anketten toplanan veriler, modelin üç boyutunun da tatmin üzerinde önemli bir etkisi olduğunu ortaya koymaktadır: Ödül tatmini artırırken, çaba ve aşırı bağlılık azaltır. Bulgular, çalışanların çabalarının hem parasal hem de parasal olmayan çeşitli ödüllerle tanınması gerektiğini göstermektedir. Araştırmanın sonuç aşamasında, pratik ve teorik çıkarımlar tartışılmakta ve gelecekteki araştırmalar için öneriler yer almaktadır.

Anahtar Kelimeler: Çaba Ödül Dengesizliği, Aşırı Bağlılık, İş Tatmini, Türkiye, Konaklama Sektörü.

Introduction

In light of technological advancements and the evolving nature of work environments, contemporary employees may encounter challenges in adapting to these changing conditions. Siegrist, Starke, Chandola, Godin, Marmot, Niedhammer, & Peter (2004) indicate that while employment opportunities in mass production are declining, the number of jobs in the service sector continues to increase. In the context of an oversaturated labour market, individuals encounter rising competition at work to retain their jobs, achieve promotions, and earn higher salaries, which fuels the spread of the "involution" culture in workplaces (Wang & Sim, 2025). Following the principle of social exchange, specifically reciprocity, the employee puts in effort and expects rewards in return. However, when there's a mismatch between significant effort and little reward, this normally taken-for-granted routine is disrupted, risking the fulfilment of self-regulatory needs (Van Vegchel, De Jonge, Bosma & Schaufeli, 2005). For example, the work pace varies in response to fluctuations in workload. An imbalanced workload and work tempo are particularly evident among employees engaged on a project basis. Consequently, employees experience fatigue when workload and work tempo are elevated, and feelings of anxiety due to potential income loss and work-related uncertainty when workload and work tempo decline (Küçük & Tınaz, 2022).

Örs & Demirbağ (2024), who concentrated on the relationship between stress factors and effort-reward imbalance within the healthcare sector, proposed that future researchers could explore its relationship with additional variables such as job satisfaction. Abuhanoğlu, Ayanoğlu & Karadağ (2020), who collected data from the accounting sector, indicated that the number of related studies on Turkish samples is relatively limited. The authors suggested that future research should focus on different professional groups. A number of studies concentrating on the relationship between job satisfaction and other dimensions (Tükenmez, 2019). Nonetheless, no national research has been encountered that pertains to the effort-reward imbalance. On the international level, there exist remarkably few studies examining the relationship of job satisfaction and effort-reward imbalance. According to the author's knowledge, no research has been carried out that gathers data from the Turkish tourism sector to analyse the above-mentioned relationship. Nevertheless, the tourism industry is of considerable significance to the country, and given its higher turnover rate, it is reasonable to conduct research into the industry. Younies & Al-Tawil (2021) contend that higher turnover rates within the service industry indicate employee dissatisfaction with working conditions. Job satisfaction in the tourism industry, notably in the hospitality sector, possesses the potential to mitigate the above-mentioned higher rates (Duarte & Silva, 2023).

Based on the effort-reward imbalance model put forward by Siegrist (1996), this research tries to analyze the influence of the effort-reward imbalance on job satisfaction in the Turkish tourism sector.

Theoretical Background: Effort-Reward Imbalance Model

Based on the effort-reward imbalance model (Siegrist, 1996), employees anticipate proportional rewards—such as pay, respect, and status—for their efforts. If the balance is disturbed, then it has an adverse effect on their health. Effort-reward imbalance takes place when employees are unfairly treated (von dem Knesebeck & Siegrist, 2003). This model states that if the work pressure is high but the rewards are not determined accordingly, then this situation leads to stress and may end up with long-term health issues (Siegrist, 2016). Even though the number of the studies utilizing the model is increasing, there are still many limitations in the existing literature. One of the limitations is the extent to which the model is applied on different professional groups and cultural backgrounds. More research on various occupational groups is needed to establish the model's relevance and utility (Cho, Chen, Toh & Ang, 2021). In the case of tourism, many businesses laid off staff during the COVID-19 Pandemic to diminish labour expenses, which forced remaining employees to work harder. These individuals had additional responsibilities, which had an adverse effect on their work-life balance and consequently their health without being compensated. Hwang, Cheung, Tun & Chon (2024) indicate that tourism employees quit their jobs due to the imbalance between their efforts and rewards. However, the number of studies applying the model across different occupational groups, including tourism, is relatively scarce. For this reason, this study seeks to add to the current body of literature through empirical data.

Hypotheses Development

Effort and Job Satisfaction

Work effort pertains to the energy individuals invest in a specific task (Bidee, Vantilborgh, Pepermans, Huybrechts, Willems, Jegers & Hofmans, 2013). Van Iddekinge, Arnold, Aguinis, Lang & Lievens (2023) assert that job satisfaction correlates with work effort. Some studies suggest that it precedes and influences effort (e.g., Riketta, 2008; Doğantekin, Boğan & Dedeoğlu, 2023), whereas others indicate that work effort constitutes an antecedent of satisfaction (Brown & Peterson, 1994). For example, positive perceptions of work effort at work contribute to enhanced job satisfaction. Variety in work tasks could increase employees' motivation; however, if the workload is excessive, then it could lead to decreased effectiveness and overall dissatisfaction (Scott-Ladd, Travaglione & Marshall, 2006). Of the limited research in tourism, Yoon Beatty & Suh (2011) suggest that frontline employees' efforts remarkably affect their job satisfaction in a positive way. Also, other research argues that an increase in work effort could cause to reduce job satisfaction. For example, it was found by Kinman & Jones (2008) that a lower level of job satisfaction is associated with extrinsic job factors such as promotion, payment and working hours. These controversial results could stem from studies that fail to distinguish work effort and job performance. Still, job performance and work effort are recognised as different from the employees' perspective. Work effort forms an input to the work; on the other hand, job performance is the output of this effort. If a work effort leads to considerable cost for an individual, it adversely impacts his/her job satisfaction, presenting a contentious issue: employers seek diligent labour while employees would like to have high compensation with minimum effort (Christen, Iyer & Soberman, 2006). Also, Doğantekin et al. (2023) state that the relationship between job satisfaction and effort is mostly omitted in the related literature. Therefore, drawing from the existing research, the below-mentioned hypothesis is suggested:

H1: As employees' perceived work effort increases, job satisfaction decreases.

Reward and Job Satisfaction

Reward and recognition can be employed as a strategic instrument to motivate employees by acknowledging and rewarding those who demonstrate exceptional performance (Younies & Al-Tawil, 2021). Rewards such as remuneration, acknowledgement, and job security are positively correlated with motivation and job satisfaction (Siegrist, 1996; Bakker & Demerouti, 2007). To improve employee performance and productivity, rewards are regarded as quite significant and are also associated with job satisfaction. Similarly, for a better job performance and a higher organisational success, job satisfaction of employees is considered vital (Bowling, Khazon, Meyer & Burrus, 2015; Chi, Vu, Nguyen & Truong, 2023). There is a negative direct influence of insufficient reward and recognition on employee job satisfaction according to Aung, San Santoso & Dodanwala's (2023) results. This kind of impact was proven by a number of tourism-related research in the existing literature (Bustamam, Teng & Abdullah, 2014; Norbu & Wetprasit, 2021). For example, Zerva, Belias, Rossidis & Ntalakos (2024) gathered research data from Greek hotels and found that rewards including financial ones form a considerable motivator, leading to increased employee job satisfaction. Nevertheless, such studies gathering data from Turkish hospitality sector and drawing from the effort-reward imbalance model is quite limited. For this reason, the following hypothesis is suggested:

H2: As the reward level perceived by employees increases, job satisfaction increases.

Overcommitment and Job Satisfaction

Siegrist (1996) indicated that overcommitment is a constellation of attitudes, behaviours and emotions driven by an intense desire to be successful at work. It is observable among employees, mainly because of the persistent impacts of work pressures and their difficulty in detaching from professional commitments (Fydanidou & Kotsiou, 2025). Such individuals constantly seek significant achievements because of their basic desire for approval and esteem at work (Siegrist, 2010). Overcommitment represents an internal motivational drive that enables employees to put in extra effort even in the absence of sufficient rewards. Consequently, overcommitment leads to an unhealthy attachment to work (Avanzi, Savadori, Fraccaroli, Ciampa & van Dick, 2022). There is an important relationship between overcommitment and burnout, which is correlated with unfavourable organisational conditions such as diminished job satisfaction (Angerer, 2003; Chen & Yu, 2014). Chen, Wang, Du, Liu, Xiao & Wu (2022), who conducted their research in the health sector, contend that job

satisfaction is adversely affected by overcommitment. Despite the existing literature in other professional groups, the relationship between overcommitment and job satisfaction in the tourism sector is underresearched. Overcommitment is expected to be evident among the tourism employees, as well. Therefore, the following hypothesis is suggested:

H3: Job satisfaction decreases as the level of overcommitment increases.

Methodology

Sample and Setting

The questionnaire technique, which is among the most commonly utilised quantitative methods, was employed in this study. Surveys are an ideal data collection tool when administered to a large number of people (Gürbüz & Şahin, 2014). The research population comprises employees within five-star hotels situated in Alanya, one of the most renowned holiday resorts in Antalya, Türkiye (Tunca, 2025). Because of their size in terms of employing a higher number of employees, five-star hotels were determined as the study area (Elkhwesky, Salem & Barakat, 2019). 2024 statistics of Alanya Touristic Hoteliers Association indicates that Alanya possesses 102 five-star hotels (ALTİD, 2025). This research utilized a non-probability sampling method and collected empirical data from 11 different five-star hotels in the region. First, human resource departments of these hotels were contacted to receive the necessary permission, and then questionnaires were delivered in a manual way. The quantity of questionnaires distributed depends on the demand indicated by hotels. They were gathered by hand. Between June 30, 2025 and July 9, 2025, the data gathering process was finalised. Of the 417 questionnaires distributed by the researcher to 11 hotels, 24 were excluded from the analysis since they were incomplete. The analysis process was completed with 393 valid questionnaires. Ethics clearance for the research was given by the Ethics Committee of Çanakkale Onsekiz Mart University (dated November 14, 2024, and numbered 16/21).

Measures

There are 26 questions in the questionnaire with two parts. The former part contains five demographics-related questions: gender, age, department, position, and years of experience. The latter part consists of 19 questions with four dimensions: Effort, Reward, Overcommitment and Job Satisfaction. The initial three dimensions constitute the Effort-Reward Imbalance Scale. Participants were asked to complete the second section utilising a five-point Likert scale. (“1” Strongly Disagree, “2” Disagree, “3” Neither Disagree Nor Agree, “4” Agree, “5” Strongly Agree). Measurement items of the Effort-Reward Imbalance Scale were obtained from Keser, Öngen Bilir & Başol (2024), who translated the items into Turkish from the study conducted by Siegrist & Montano (2014). Because the targeted sampling group is Turkish, there was no need to translate the data collection tool into other languages. Job satisfaction was measured with translated version of the scale developed by Cheung, Kong & Song (2014). The translation was conducted by Davras (2019).

Data Analysis and Findings

Demographics

Table 1 demonstrates that 51.9% of the sample are female, while 48.1% are male. The largest part of participants is from the 18-25 age group, which makes up 36.4% of the sample, followed by the 26-35 age group, which makes up 32.5%. The majority of the research participants are hotel employees (87%), while the other 13% are supervisors or managers. 65.7% have limited professional experience (1-5 years). Almost half of the research participants (47.1%) work for the department of food and beverage, in addition to 38.1% who work for the department of housekeeping.

Table 1. Demographics

Demographics	Categories	n	%
Gender	Female	204	51.9
	Male	189	48.1
Age	18-25	143	36.4
	26-35	128	32.5

	36-45	79	20.1
	46-55	39	10
	56-65	4	1
Position	Staff	342	87
	Supervisor/Manager	51	13
Years of Experience	1-5	258	65.7
	6-10	102	25.9
	11-15	26	6.7
	+16	7	1.7
Department	Front Office	38	9.7
	Food & Beverage	185	47.1
	Housekeeping	150	38.1
	Accounting & Finance	12	3.1
	Human Resources	8	2

Testing the Measurement Model

The dimensions of Effort-Reward Imbalance impacting job satisfaction were analysed using structural equation modelling. The study employed SmartPLS, a ready-made software tool, to examine the relationships among variables based on partial least squares structural equation modelling. The selection of the structural equation model for analysis is attributed to SEM being a robust statistical technique utilised to investigate intricate relationships. It is particularly prevalent in disciplines such as social sciences (Hair, Hult, Ringle, Sarstedt, Danks & Ray, 2021). In the research model, a structural equation model was employed to identify the path coefficients and factor loads among the latent variables and to assess the model's fit. SmartPLS was chosen as the software because it does not require a normal distribution and effectively maximises explained variance with smaller sample sizes. Moreover, SmartPLS emphasises maximising disclosure rates rather than strict compliance and has specific criteria tailored for this purpose (Demir, Hamarat & Sönmez, 2025). The minimum acceptable factor loading should be above 0.70 (Hair, Hult, Ringle & Sarstedt, 2017). In the current model, all factor loadings are above 0.70.

Table 2. Model's Fit Values

Values	Dimensions	OVC	EFF	REW	JSN
Fornell-Larcker criteria	Overcommitment (OVC)	0,843			
	Effort (EFF)	0,527	0,908		
	Reward (REW)	0,141	0,282	0,882	
	Job Satisfaction (JSN)	-0,371	-0,410	0,087	0,873
AVE (Average Variance Extracted)		0,711	0,825	0,779	0,762
Cronbach's α (CA)		0,919	0,895	0,954	0,922

rho_A	0,931	0,914	0,982	0,930
Composite reliability (CR)	0,936	0,934	0,961	0,941
Heterotrait-monotrait Ratio of Correlations (HTMT)	Overcommitment (OVC)			
	Effort (EFF)			
	0,581			
	Reward (REW)			
	0,156	0,318		
	Job Satisfaction (JSN)			
	0,390	0,439	0,085	
Maximum VIF (Variance Inflation Factor)	4,828			
SRMR (Standardised Root Mean Square Residual)	0.058			
NFI (Normed Fit Index)	0.802			

The Fornell–Larcker criterion evaluates discriminant validity by determining whether the Average Variance Extracted (AVE) of a particular construct surpasses the shared variance between that construct and others (Fornell & Larcker, 1981). All constructs in the model exhibit an AVE exceeding the shared variance with other constructs. Furthermore, the HTMT value was below 0.90, indicating sufficient discriminant validity (Henseler, Ringle & Sarstedt, 2015).

Composite Reliability (CR) and Cronbach's Alpha (CA), along with convergent and discriminant validity, need to be confirmed, with all values above 0.70 (Hair et al. 2017). The lowest CR value is 0,934, and the lowest CA value is 0,895. The AVE (Average Variance Extracted) for each construct should be over 0.50, as advised by Fornell & Larcker (1981). The smallest AVE value observed in the model is 0,711.

Model Fit Criteria

The SRMR (Standardised Root Mean Square Residual) measures the difference between the observed and estimated covariances, with lower values indicating a better fit. A value near zero suggests a perfect fit. Values below 0.05 are considered good, while SRMR values under 0.08 or 0.10 suggest the model fits acceptably well (Bayram 2016; Demir et al., 2025). The SRMR value was computed as 0.058. Based on the SRMR statistics, it can be concluded that the model is appropriate.

The normed fit index (NFI) indicates how the current model compares relative to the saturated and independent models (Meydan & Şeşen, 2015). If the NIF value falls within the range of 0.80 to 0.95, it is deemed acceptable/marjinal (Uğurlu 2015; Hidayat & Wulandari, 2022; Alfira & Tuti, 2025; Syamsudin, Eliyana, Nurdin, Sudrajat, Giyanto, Emur & Zahar, 2022).

Testing the Structural Model

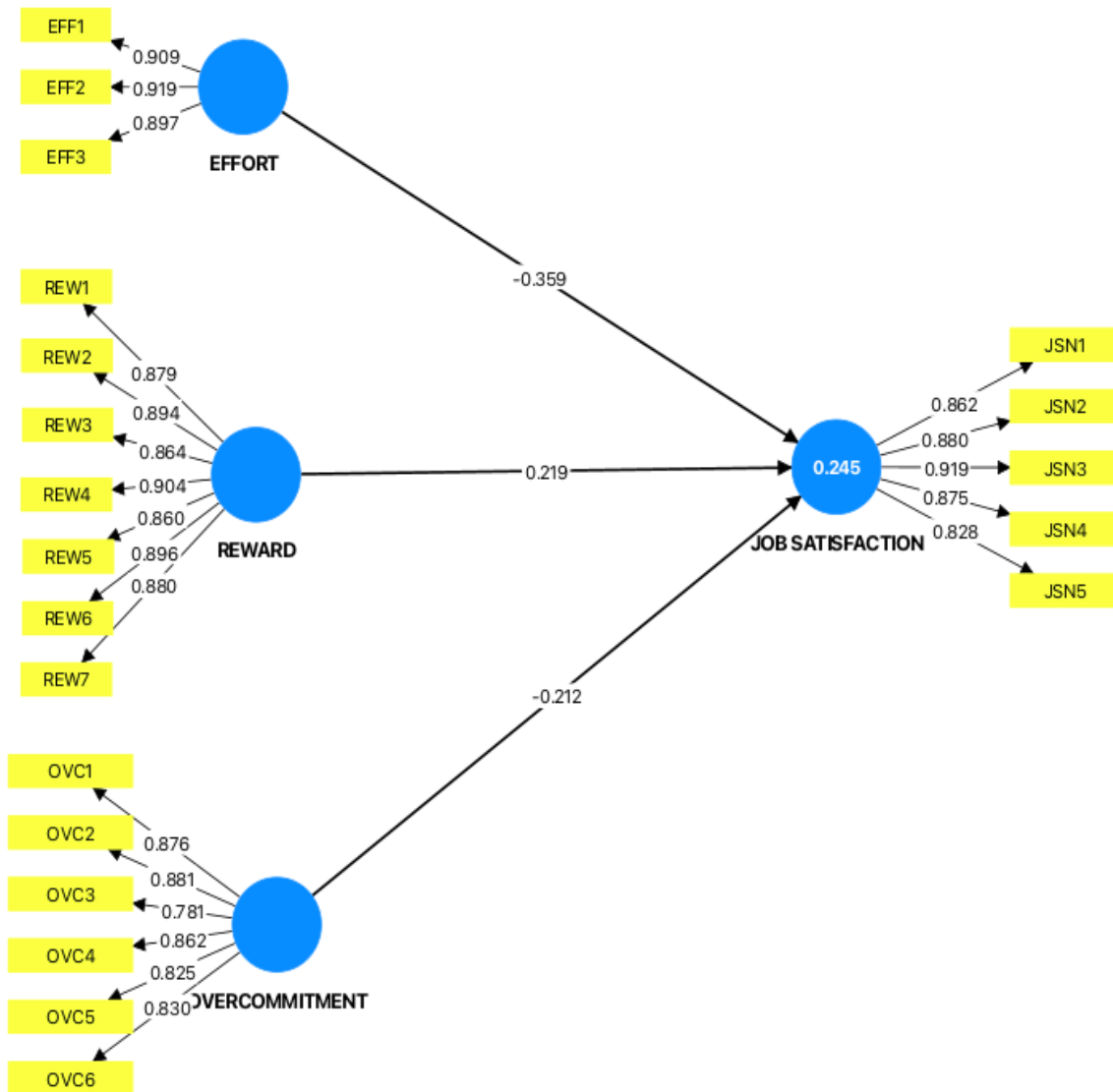
It should be assessed whether multicollinearity exists among the variables in the model. The Variance Inflation Factor (VIF) can be used to check for multiple linear correlations. If the VIF is less than 5, it indicates that there is no multicollinearity between the variables (Hair et al., 2017). The maximum VIF value was 4.828. No multicollinearity was detected among the observed variables in the model. The R^2 value quantifies the proportion of variability in endogenous (intrinsic) variables that can be explained by exogenous (external) variables. Additionally, the effect size measure f^2 represents the ratio of variance attributed to exogenous variables relative to the endogenous variable. An effect size of 0.02 or higher signifies a small effect; a value of 0.15 or higher indicates a medium effect; and a value of 0.35 or higher denotes

a large effect (Hair et al. 2017). The job satisfaction dimension explains a low portion of the variance, with an R² value of 24.5%. The f² coefficients were analysed to evaluate the effect sizes of the variables within the model. F² values of 0.02, 0.15, and 0.35 are categorised as small, medium, and large effect sizes, respectively (Cohen, 1988). The f² small effect sizes of effort, reward, and overcommitment in relation to job satisfaction are 0,116, 0,058, and 0,043, respectively.

Hypotheses Tests

As seen in Figure 1, path coefficients were computed employing bootstrapping to examine the hypotheses. The assessment was based on established critical thresholds: a t value of 2.58 and a p value of 0.01 (p<0.05). This analysis incorporated 5000 resamples (Hair, Ringle & Sarstedt, 2011).

Figure 1. The Structural Model of the Research



Hypothesis 1: It is concluded that there exists a statistically significant effect of $\beta = 0.219$ units in the same direction between reward and job satisfaction among hospitality employees ($t = 6.767, p = 0.000$). According to this effect, an increase in work effort corresponds with a decrease in job satisfaction among employees. Hence, H1 is supported as seen in Table 3.

Table 3. Hypothesis Test Results

Directions	β	SD	t	P	Hypothesis
H1: Effort > Job Satisfaction	-0.359	0.053	6.767	0.000	Supported
H2: Reward > Job Satisfaction	0.219	0.053	4.161	0.000	Supported
H3: Overcommitment > Job Satisfaction	-0.212	0.056	3.753	0.000	Supported

Hypothesis 2: It is concluded that there exists a statistically significant positive effect of $\beta = -0.359$ units between effort and job satisfaction among hospitality employees ($t = 4.161$, $p = 0.000$). According to this effect, an increase in reward correlates with an increase in job satisfaction among employees. Therefore, H2 is supported.

Hypothesis 3: It is concluded that there is a statistically significant negative effect of $\beta = -0.212$ units between overcommitment and job satisfaction among hospitality employees ($t = 3.753$, $p = 0.000$). This means that higher overcommitment is associated with lower job satisfaction. Therefore, H3 is supported.

Discussion

Theoretical Implications

This research aims to analyse the influence of effort-reward imbalance as suggested by Siegrist's (1996) model, on job satisfaction in Turkish tourism industry. The existing body of research demonstrates that the model has not been widely applied across different occupations including tourism sector. This research is a respond to the future research suggestions of Cho et al. (2021) for further scientific research based on the model in different occupational groups.

Results of this research through the structural equation modelling suggest that increased work effort of employees in the hospitality sector is related to decreased job satisfaction. Nonetheless, some studies contend that work effort is positively associated with job satisfaction (Yoon et al., 2001; Van Iddekinge et al., 2023). For instance, Brown & Peterson (1994) stated that an extensive effort in sales work positively affects job satisfaction. Or Van Iddekinge et al. (2023) argue that positive perceptions of work effort improve job satisfaction, and that offering enough variety in work tasks may lead to engagement among employees. On the other hand, these scientists also warn that if the intensity of these work tasks is too high, then it harms their ability to show their performance in an effective way, resulting in reduced satisfaction. This study's results are supported by Scott-Ladd et al. (2006) who regarded that intensity of work tasks could lead to a decrease in individual performance and effectiveness. The positive effect of work effort on job satisfaction could be linked to other sectors than tourism.

The results demonstrated that rewards affirmatively affect job satisfaction in the hospitality sector. Reward and recognition could function as strategic tools to make employees motivated (Younies & Al-Tawil, 2021). Theoretically, job performance could lead to tangible rewards like bonuses and intangible rewards like peer recognition, thereby contributing to an increase in job satisfaction (Bowling et al., 2015). Aung et al. (2023), who conducted their research in the construction industry, found a negative direct influence of insufficient reward and recognition on job satisfaction. They argue that such situations are a significant demotivator for managers in the sector. Likewise, Norbu & Wetpravit (2021) state that reward and recognition are among the factors affecting hotel employees' satisfaction, including monetary and non-monetary rewards. They believe that monetary rewards such as raises in payment, awards for employee of the month, service charges, and bonuses could increase the motivation and job satisfaction of employees. On the other hand, non-monetary rewards through awards, certificates and opportunities for professional development are also regarded equally important. Collecting data from Greek hotels, Zerva et al. (2024) concluded that rewards such as financial incentives are among the essential motivational factors that could improve employee job satisfaction

When individuals encounter difficulties in avoiding their professional commitments and the negative influences on their individual lives, they experience feelings of overcommitment. (Fydanidou & Kotsiou, 2025). This study's findings show that overcommitted hospitality employees are associated with decreased job satisfaction. Increase in overcommitment, is

related to a decline in their well-being (Avanzi et al., 2022), thereby causing lower job satisfaction (Ruckmani, 2024). Drawing on the same model, Chen et al. (2022) found that greater overcommitment end up having reduced job satisfaction in the health sector.

Practical Implications

This research's results confirm that employees in the hospitality sector experience a high level of effort-reward imbalance and the feeling of overcommitment due to work pressure. Managers in the sector should ensure that hotels have detailed human resources standards to mitigate motivational drivers in order to guarantee a more balanced relationship between effort and reward. Otherwise, the imbalance may end up with having job dissatisfaction. The work efforts of employees should deserve recognition, both monetary and non-monetary rewards. Monetary ones could be a rise in income, tips, service charges, and additional income, while non-monetary rewards could be certificates, employee of the month rewards, opportunities for promotion and professional development. Non-monetary rewards are of equal significance to monetary ones, as suggested by Norbu & Wetprasit (2021), who argue that workforce diversity is also essential in the development a reward and recognition system. These authors contend that managers could employ the strategy of linking incentives with performance while considering various workforce characteristics. This strategy could be implemented for either individuals or teams. These systems need to be developed with careful consideration of the distinctive features of the hospitality employees.

Conclusion and Limitations

This research is the first one to test the Effort-Reward Imbalance Model suggested by Siegrist (1996) in the Turkish hospitality sector. Due to the labor-intensive features of the sector, it is essential to analyse working conditions in future studies. Sector practitioners could argue that job satisfaction among hospitality employees is a complex phenomenon to understand. However, it could be ensured by diminishing the imbalance level specified in the model.

The results indicate that effort-reward imbalance is not only a personal perception, but a systematic problem rooted in the working conditions of the hospitality sector. In the case of Turkish hospitality, characterised by non-standard working hours and a higher workload, the validation of the model underscores the necessity for more ideal human resource practices. Referring to the effort-reward imbalance could be critical to ensure long-term organizational performance by improving employee satisfaction and service quality in the first place. For this reason, this research recommends that both scholars and sector stakeholders ought to regard the effort-reward imbalance framework as a strategic tool to understand the current situation and improve it in the sector.

From a practical perspective, this research emphasize that managers in the hospitality sector should focus more on balancing effort-reward of the hotel employees. They are encouraged to perform equitable compensation systems, distribute reasonable workload among employees, and recognise employee contributions in order to reduce the imbalance between effort and reward. In addition, more transparent policies for promotion and professional development may facilitate a more balanced perception among employees. By implementing these measures, managers could both enhance job satisfaction and boost service quality, which is crucial for maintaining competitiveness in the sector.

This research possesses certain limitations. First of all, research data was collected via questionnaires in Alanya, Türkiye. Further research is required both in the country and on an international level in order for a broader generalisation. The theoretical model is supposed to be tested by a higher number of studies focusing on the tourism sector. Future research could analyse different variables other than job satisfaction such as job performance by utilising the model. Also, future researcher may gather data from 4-star and 3-star hotels.

Yazar Katkıları: *Tek Yazar Fikir ; Tasarım Denetleme ; Kaynaklar ; Veri Toplanması ve/veya İşlemesi ; Analiz ve/ veya Yorum; Literatür Taraması ; Yazıyı Yazan ; Eleştirel İnceleme*

Hakem Değerlendirmesi: *Dış bağımsız.*

Çıkar Çatışması: *Yazar, çıkar çatışması olmadığını beyan etmiştir.*

Finansal Destek: *Yazar, bu çalışma için finansal destek almadığını beyan etmiştir.*

Etik Kurul Belgesi: *Çanakkale Onsekiz Mart Üniversitesi, 14.11.2024 tarih ve 16/21 sayılı evrak kaydı ile etik kurul onayı alınmıştır.*

Author Contributions: *Sole Author Concept ; Design ; Supervision-Resources; Data Collection and/or Processing; Analysis and/or Interpretation ; Literature Search ; Writing Manuscript ; Critical Review*

Peer-review: Externally peer-reviewed.

Conflict of Interest: The author has no conflicts of interest to declare.

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

Ethical Committee Approval: Ethics clearance for the research was given by the Ethics Committee of Çanakkale Onsekiz Mart University (dated November 14, 2024 and numbered 16/21).

References

- Abuhanoğlu, H., Ayanoğlu, Y., & Karadağ, M. (2020). Çaba-ödül dengesizliğinin tükenmişlik üzerine etkisi: Ankara'daki muhasebe meslek mensupları üzerinde bir araştırma. *Muhasebe ve Denetim Bakış*, 19(59), 19-36.
- Alfira, H., & Tuti, M. (2025). From menu to memory: Enhancing repurchase intentions through menu variety and customer experience. *International Journal of Scientific Research and Management (IJSRM)*, 13(02), 8463-8470.
- ALTİD (2025, July 13). *Alanya Tesis Kapasite*. Accessed: <https://www.altid.org.tr/bilgi-hizmetleri/alanya-tesis-kapasite-2/>
- Angerer, J. M. (2003). Job burnout. *Journal of Employment Counseling*, 40(3), 98-107
- Aung, Z. M., San Santoso, D., & Dodanwala, T. C. (2023). Effects of demotivational managerial practices on job satisfaction and job performance: Empirical evidence from Myanmar's construction industry. *Journal of Engineering and Technology Management*, 67, 101730.
- Avanzi, L., Savadori, L., Fraccaroli, F., Ciampa, V., & van Dick, R. (2022). Too-much-of-a-good-thing? The curvilinear relation between identification, overcommitment, and employee well-being. *Current Psychology*, 41(3), 1256-1266.
- Bakker, A. B., & Demerouti, E. (2007). The job demands-resources model: State of the art. *Journal of Managerial Psychology*, 22(3), 309-328.
- Bidee, J., Vantilborgh, T., Pepermans, R., Huybrechts, G., Willems, J., Jegers, M., & Hofmans, J. (2013). Autonomous motivation stimulates volunteers' work effort: A self-determination theory approach to volunteerism. *Voluntas: International Journal of Voluntary and Nonprofit Organizations*, 24, 32-47.
- Bilir, B. Ö., & Başol, O. (2024). Çaba-Ödül dengesizliği ölçeğinin Türkçe geçerlik ve güvenilirlik çalışması. *Is, Güc: Endüstri İlişkileri ve İnsan Kaynakları Dergisi*, 26(1), 25-40.
- Bowling, N. A., Khazou, S., Meyer, R. D., & Burrus, C. J. (2015). Situational strength as a moderator of the relationship between job satisfaction and job performance: A meta-analytic examination. *Journal of Business and Psychology*, 30, 89-104.
- Brown, S. P., & Peterson, R. A. (1994). The effect of effort on sales performance and job satisfaction. *Journal of Marketing*, 58(2), 70-80.
- Bustamam, F. L., Teng, S. S., & Abdullah, F. Z. (2014). Reward management and job satisfaction among frontline employees in hotel industry in Malaysia. *Procedia-Social and Behavioral Sciences*, 144, 392-402.
- Chen, C. F., & Yu, T. (2014). Effects of positive vs negative forces on the burnout-commitment-turnover relationship. *Journal of Service Management*, 25(3), 388-410.
- Chen, J., Wang, Y., Du, W., Liu, S., Xiao, Z., & Wu, Y. (2022). Analysis on the relationship between effort-reward imbalance and job satisfaction among family doctors in China: a cross-sectional study. *BMC Health Services Research*, 22(1), 992.
- Cheung, C., Kong, H., & Song, H. (2014). How to influence hospitality employee perceptions on hotel brand performance? *International Journal of Contemporary Hospitality Management*, 26(8), 1162-1178.
- Chi, H., Vu, T. V., Nguyen, H. V., & Truong, T. H. (2023). How financial and non-financial rewards moderate the relationships between transformational leadership, job satisfaction, and job performance. *Cogent Business & Management*, 10(1), 2173850.
- Cho, E., Chen, M., Toh, S. M., & Ang, J. (2021). Roles of effort and reward in well-being for police officers in Singapore: The effort-reward imbalance model. *Social Science & Medicine*, 277, 113878.
- Christen, M., Iyer, G., & Soberman, D. (2006). Job satisfaction, job performance, and effort: A reexamination using agency theory. *Journal of Marketing*, 70(1), 137-150
- Cohen, J. (1988). *Statistical Power Analysis For The Behavioral Sciences*. USA, Routledge.
- Davras, Ö. (2019). İşveren markasının marka bağlılığı, çalışan memnuniyeti ve örgütsel kariyer yönetimi üzerindeki etkileri: Otel çalışanları üzerinde bir araştırma. *Journal of Tourism and Gastronomy Studies*, 7(4).
- Demir, B., Hamarat, B., & Sönmez, G. (2025). Exploring the role of well-being, mindfulness, life satisfaction, and subjective happiness in the professional development of language teachers. *Psychology in the Schools*, 62(6), 1641-1658.
- Doğantekin, A., Boğan, E., & Dedeoğlu, B. B. (2023). The effect of customer incivility on employees' work effort and intention to quit: Mediating role of job satisfaction. *Tourism Management Perspectives*, 45, 101071.
- Duarte, A. P., & Silva, V. H. (2023). Satisfaction with internal communication and hospitality employees' turnover intention: Exploring the mediating role of organizational support and job satisfaction. *Administrative Sciences*, 13(10), 216.
- Elkhwesky, Z., Salem, I. E., & Barakat, M. (2019). Diversity management in hotels: The moderating role of empowerment and capability development. *Journal of Hospitality and Tourism Insights*, 2(2), 166-185.

- Fornell, C., & Larcker, D. F. (1981). Evaluating structural equation models with unobservable variables and measurement error. *Journal of Marketing Research*, 18(1), 39-50.
- Fydanidou, A., & Kotsiou, O. S. (2025). Evaluation of work-related stress, moral reward and job satisfaction among healthcare professionals in the postpandemic era. *Journal of Advanced Nursing*.
- Gürbüz, S., & Şahin, F. (2014). *Sosyal bilimlerde araştırma yöntemleri*. Ankara: Seçkin Yayıncılık.
- Hair Jr, J. F., Hult, G. T. M., Ringle, C. M., Sarstedt, M., Danks, N. P., & Ray, S. (2021). An introduction to structural equation modeling. In *Partial least squares structural equation modeling (PLS-SEM) using R: a workbook* (pp. 1-29). Cham: Springer International Publishing.
- Hair, J. F., Ringle, C. M., & Sarstedt, M. (2011). PLS-SEM: Indeed a silver bullet. *Journal of Marketing Theory and Practice*, 19(2), 139-152. <https://doi.org/10.2753/MTP1069-6679190202>
- Hair, J.F., Hult, G.T.M., Ringle, C.M. & Sarstedt, M. (2017) *A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM)*. 2nd Edition, Sage Publications Inc., Thousand Oaks, CA.
- Hidayat, R., & Wulandari, P. (2022). Data analysis procedures with structural equation modelling (SEM): Narrative literature review. *Open Access Indonesia Journal of Social Sciences*, 5(6), 859-865.
- Hwang, Y., Cheung, S. Y., Tung, V. W. S., & Chon, K. (2024). Cross-industry career mobility of hospitality and tourism graduates: Motivations and transferrable skills. *Journal of Hospitality and Tourism Management*, 61, 261-269.
- J. Henseler, C. M. Ringle & M. Sarstedt (2015) "A new criterion for assessing discriminant validity in variance-based structural equation modeling," *Journal of the Academy of Marketing Science*, vol. 43, no. 1. doi: 10.1007/s11747-014-0403-8.
- Keser A., Öngen Bilir B. & Başol O. (2024). Çaba-Ödül Dengesizliği Ölçeğinin Türkçe geçerlik ve güvenilirlik çalışması, *İş, Güç, Endüstri İlişkileri ve İnsan Kaynakları Dergisi*, 26 (1). 25-40.
- Kinman, G., & Jones, F. (2008). A life beyond work? Job demands, work-life balance, and wellbeing in UK academics. *Journal of Human Behavior in the Social Environment*, 17(1-2), 41-60.
- Krause, N., Rugulies, R., & Maslach, C. (2010). Effort–reward imbalance at work and self-rated health of Las Vegas hotel room cleaners. *American Journal of Industrial Medicine*, 53(4), 372-386.
- Küçük, N., & Tınaz, P. (2022). Gig ekonomide psikososyal riskler "nitel bir analiz". *Beykoz Akademi Dergisi*, 10(1), 103-126.
- Meydan, C. H. & Şeşen, H. (2015). *Yapısal Eşitlik Modellemesi AMOS UYGULAMALARI*. Detay Yayıncılık: Ankara.
- Norbu, J., & Wetprasit, P. (2021). The study of job motivational factors and its influence on job satisfaction for hotel employees of Thimphu, Bhutan. *Journal of Quality Assurance in Hospitality & Tourism*, 22(2), 245-266.
- Örs, Ş., & Demirbağ, O. (2024). Do we burnout by being overcommitted testing an extended effort-reward imbalance model. *Karadeniz Teknik Üniversitesi Sosyal Bilimler Enstitüsü Sosyal Bilimler Dergisi*, 14(27), 77-96.
- Rasoolimanesh, S. M. (2022). Discriminant validity assessment in PLS-SEM: A comprehensive composite-based approach. *Data Analysis Perspectives Journal*, 3(2), 1-8.
- Ricketta, M. (2008). The causal relation between job attitudes and performance: a meta-analysis of panel studies. *Journal of Applied Psychology*, 93(2), 472.
- Ruckmani, V. S. (2024). Impact of psychological well-being on job satisfaction among school teachers. *Journal of Psychosocial Research*, 19(2).
- Scott-Ladd, B., Travaglione, A., & Marshall, V. (2006). Causal inferences between participation in decision making, task attributes, work effort, rewards, job satisfaction and commitment. *Leadership & Organization Development Journal*, 27(5), 399-414.
- Siegrist, J. (1996). Adverse health effects of high-effort/low-reward conditions. *Journal of Occupational Health Psychology*, 1(1), 27.
- Siegrist, J. (2010). Effort-reward imbalance at work and cardiovascular diseases. *International journal of Occupational Medicine and Environmental Health*, 23(3), 279.
- Siegrist, J., Li, J., & Montano, D. (2014). Psychometric properties of the effort-reward imbalance questionnaire. *Department of Medical Sociology, Faculty of Medicine, Duesseldorf University, Germany*, 4, 1-4.
- Siegrist, J., Starke, D., Chandola, T., Godin, I., Marmot, M., Niedhammer, I., & Peter, R. (2004). The measurement of effort–reward imbalance at work: European comparisons. *Social Science & Medicine*, 58(8), 1483-1499.
- Siegrist, J., Wahrendorf, M., & Siegrist. (2016). *Work stress and health in a globalized economy*. Springer Berlin Heidelberg.
- Syamsudin, N., Eliyana, A., Nurdin, N., Sudrajat, A., Giyanto, B., Emur, A. P., & Zahar, M. (2022). Are job satisfaction and role breadth self-efficacy the links to proactive work behavior?. *Heliyon*, 8(1).
- Tunca, S. (2025). Exploring visitor sentiment trends at Alanya Cleopatra Beach using natural language processing techniques: insights from online reviews. *Tourism Recreation Research*, 1-20.

- Tükenmez, G. (2019). *Çaba-ödül dengesizliğinin iş tatmini ile arasındaki ilişkinin araştırılması* (Master's thesis, Bursa Uludag University (Turkey)).
- Uğurlu, C. T. (2015). İnfomal İletişim Ölçeği: Geçerlik ve güvenilirlik çalışması. *İnönü Üniversitesi Eğitim Fakültesi Dergisi*, 15(3), 83-100. <https://doi.org/10.17679/iuefd.64723>.
- Van Iddekinge, C. H., Arnold, J. D., Aguinis, H., Lang, J. W., & Lievens, F. (2023). Work effort: A conceptual and meta-analytic review. *Journal of Management*, 49(1), 125-157.
- Van Vegchel, N., De Jonge, J., Bosma, H., & Schaufeli, W. (2005). Reviewing the effort–reward imbalance model: drawing up the balance of 45 empirical studies. *Social Science & Medicine*, 60(5), 1117-1131.
- von dem Knesebeck, O., & Siegrist, J. (2003). Reported nonreciprocity of social exchange and depressive symptoms: extending the model of effort–reward imbalance beyond work. *Journal of Psychosomatic Research*, 55(3), 209-214.
- Wang, X., & Sim, J. (2025). The relationship between work stress and compensatory tourism consumption: Exploring new directions for individual sustainable tourism. *Sustainability*, 17(4), 1606.
- Yoon, M. H., Beatty, S. E., & Suh, J. (2001). The effect of work climate on critical employee and customer outcomes: An employee level analysis. *International Journal of Service Industry Management*, 12(5), 500–521.
- Younies, H., & Al-Tawil, T. N. E. (2021). Hospitality workers' reward and recognition. *International Journal of Law and Management*, 63(2), 157-171.
- Zerva, S., Belias, D., Rossidis, I., & Ntalakos, A. (2024). Examining the impact of leadership on job satisfaction in Greek luxury hotels. *Journal of Human Resources in Hospitality & Tourism*, 23(3), 439-464.