

A Study to Determine the Relationship between Job Satisfaction and Tendencies of Employees of 5 Star Hotels Operating 12 Months in Belek

Konaklama İşletmelerinde Çalışanların İş Tatmini ve Empatik Eğilimleri Arasındaki İlişkinin Belirlenmesine Yönelik Belek Bölgesinde 12 Ay Faaliyet Gösteren 5 Yıldızlı Otel İşletmelerinde Bir Araştırma

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ABSTRACT

Keywords: Job Satisfaction, Empathy, Hospitality Managements

Studies suggest the presence of a relationship between empathic tendencies and job satisfaction of people who work in various public and private sectors. In this context, purpose of this study is to determine whether there is a relationship between job satisfaction and empathic tendencies of employees in tourism sector. 200 employees from 5 star hotels operating twelve months in the province of Antalya, Belek participated to the study. According to the results of the study, it is understood that there is a significant and positive correlation between job satisfaction and empathic tendencies of employees, and as empathic tendencies of employees increase, so does their job satisfaction.

ÖZ

Anahtar Kelimeler: İş Tatmini, Empati, Konaklama İşletmeleri

Çeşitli kamu kurumu ve özel sektör çalışanlarının empatik eğilimleri ile iş doyumları arasında bir ilişki olduğu yapılan çalışmalarla ortaya konmuştur. Bu bağlamda araştırmanın amacı, turizm sektöründe çalışanların empatik eğilimleri ve iş doyumları arasında bir ilişkinin var olup olmadığını tespit etmektir. Araştırmaya Antalya ilinin Belek Turizm beldesinde on iki ay faaliyet gösteren 5 yıldızlı otel çalışanları katılmıştır. Araştırma sonucunda çalışanların empatik eğilimleri ile iş doyumları arasında anlamlı ve olumlu yönde bir ilişki olduğu, çalışanların empatik eğilimleri arttıkça iş doyumlarının da arttığı belirlenmiştir

1. INTRODUCTION

Hospitality industry which constitutes one of the most important segments of tourism sector is a labor-intensive industry. Since it is labor-intensive, workers and customers continuously encounter each other face to face. As a result of globalization, fast developing technology, changing cultural values, varying consumer needs, increasing competition conditions, businesses have to use their human resources as well as their material resources in an effective and productive way. The point to emphasize for businesses which desire to be the best and the most successful business against their competitors should be human resources along with technology, product and economical concerns. How to make people work in a more efficient way and how to deliver them satisfaction and take necessary measures in order to realize these goals become increasingly important for businesses. When these points are taken into account, the most important role falls to workers in the fields of high quality service, customer satisfaction and profitability of the business. Empathic tendencies are very important in the work place especially in tourism sector since empathy has a positive contribution in the individual's job satisfaction as well. A worker with a high potential of understanding others and motivation to help, would provide service with a higher quality through planning his/her services in the direction of the needs of service receiver and this would result with job satisfaction from the perspective of the worker and productivity from the perspective of the business.

2. JOB SATISFACTION

One of the most discussed issues in the field of management and organization is job satisfaction. The common point of convergence of the studies concerning job satisfaction is that the success of a business is enabled by maintaining high

levels of job satisfaction for workers at all times. The common statement found in all the studies concerning job satisfaction in hospitality businesses is: "hospitality businesses are labor-intensive organizations and therefore workers have a more important role in the success of the organization compared to technology-intensive sectors." In addition, frequently stated facts are as follows: workers are not only economical beings, they also have social and emotional dimensions, therefore social and emotional expectations of workers should also be addressed along with their economical expectations (Üngüren et al.: 2010).

It is possible to divide the factors influencing job satisfaction level of workers in two groups: personal and organizational factors (Tengilimoğlu, 2005). Personal factors consist of factors such as age, gender, education level, occupational position and seniority, personality, intelligence, duration of service, marital status etc. Organizational factors on the other hand are factors such as the quality of the job, management attitude and form of supervision, the feeling of security, communication, fees, opportunities of development and promotion, competition, physical working conditions, colleagues, organizational environment etc. (Tengilimoğlu, 2005).

Various definitions of job satisfaction have been put forth due to its multidimensional structure. Some of these definitions are given below (Gül et al., 2008: 2). Put in the most simple terms, job satisfaction is definition of how happy a worker is about his/her job (Mrayyan, 2005). In another account, job satisfaction is the emotional reaction to the result of comparison between expectation of a worker from his/her job and the actual job (Samadov, 2006). In theories of organization, satisfaction is usually defined as the balance of contribution and compensation. It is assumed that the more harmonious job's qualities are with the characteristics of the individual, a higher level of job satisfaction will be attained and as disharmony between the two increases, satisfaction level would decrease (İncir, 1990: 50). When "contribution-compensation" balance is achieved, satisfaction level becomes higher (Öz, 2006: 29). Satisfaction of individual is defined as a feeling of contentment due to the harmony between work life and the individual as well as conditions of the work place and as a positive attitude of individual towards his/her job (Ugboro and Obeng, 2000: 254). As seen in various definitions, job satisfaction could be stated as reactions of the individual towards the work place, job, colleagues and employer. Job satisfaction has three distinctive features. First of all, job satisfaction is a kind of emotional reaction against conditions in the work place (Locke, 1976). That is why it can not be seen but only be felt. Therefore, the results of the study shouldn't include definitive judgments since a precise definition of job satisfaction is impossible to make. Secondly, the degree of job satisfaction depends on the degree of outcomes that meet expectations in general (Vroom, 1964). Thirdly, job satisfaction indicates many attitudes towards the job (Smith et al. 1969). In other words, individuals could have positive attitudes towards certain features of the job while having negative ones towards others (Baş, 2002:20).

2.1. The Importance of Job Satisfaction

Due to the developments in technology, private sector firms as well as public organizations desire to go beyond the borders of their own countries. Businesses have changed many methods they had adopted before due to their competitive needs and realized the importance of human resources, therefore started to place more importance on the influence of human resources on the organization and attempted to determine these. Studies conducted on this issue show that there is an important relationship between frequent or long term absence of the worker and job dissatisfaction. On the other hand, a high level of relation has been found between job dissatisfaction and labor turnover rate (Kök,2006:294).

In a study conducted concerning this issue, important increases in worker problems have been recorded in an organization where job satisfaction decreased in the last four years, and it has been observed that complaints have increased in the amount of 38%, discipline punishments have increased in the amount of 44% and labor turnover have increased in the amount of 70%. The most important factor behind these problems was dissatisfaction of the workers (Kahn, 1973: 94). As it is observed, personal and organizational importance of job satisfaction is incontrovertibly high (Kök,2006:294).

2.2. Factors Influencing Job Satisfaction

There are various factors influencing job satisfaction. But in general, job satisfaction could be associated with two main factors (Blenegen, 1993: 37). One of these factors is related to individual's characteristics: nature, feelings, thoughts, desires and needs of the individual as well as the degrees of these. Second factor associated with satisfaction is conditions of the job. These are physical and psychological conditions surrounding the work place as well as the degree of their correspondence to the expectations of the individual (Kök, 2006:193).

2.3. Personal Factors (Demographical Characteristics)

One of the most important factors in fulfilling the expectations of worker and providing job satisfaction is personal characteristics of the individual. According to this, personal factors influencing job satisfaction could be listed as personality, standard of judgement, beliefs, expectations, socio-cultural environment's influence on the individual, experience, age, duration of service, gender, education level and intelligence; organizational factors, on the other hand, could be listed as the difficulty level of the job, the importance of the job in society, nature of the job, organization's culture and climate, fees, promotion, status, reward system, social opportunities and working conditions (Karataş and Güleş, 2010: 76).

Gender: Hulin and Smith have found that women experience a lower job satisfaction level compared to men. Sausser and York have confirmed this suggestion in their study on public officers and have reached a similar result (Karcioğlu and

Akbaş, 2010: 146). Inconsistent results are observed when the studies concerning job satisfaction and gender variable conducted in Turkey are reviewed. In a study conducted by Çarıkçı (2004), the most important factor influencing job satisfaction is defined as gender. This study suggested that women experience less job satisfaction compared to men. In a study conducted by Şahin (2003) on job satisfaction of managers, it is concluded that job satisfaction does not differ depending on gender. And Bilgiç (1998) stated that gender has no relation with general job satisfaction but women have lower job satisfaction due to varying fees and physical conditions (Yelboğa,2007:3).

Age: The results of many studies concerning the relationship between age and job satisfaction don't include a significant difference in terms of age. Tu and others have analyzed the relationship between job satisfaction and ages of workers who work for higher education organizations in China and Taiwan, and concluded that differences of age in both countries' educators don't have a significant influence on their levels of job satisfaction (2005:264; Gülmez and Dört Yol, 2009: 29).

Intelligence and Ability: Job satisfaction is influenced by the differences in intelligence levels. There are more workers who experience job satisfaction in jobs that require more skills while this number is lower in people who have routine jobs (Silah, 2001:112).

Personality: Holland indicates that individuals must prefer jobs in line with their desires, purposes, attitudes and abilities due to varying personality structures in every human being. According to Holland, the harmony between personality and the job performed would cause an increase in job satisfaction and decrease in labor turnover rates (Aytaç;2008; Karcıoğlu and Akbaş, 2010:146).

Status: Status is an all-inclusive term since it represents features such as the position of the individual in the organization, prestige of the job and the management level of individual, if manager. The studies prove that there is an important relationship between job satisfaction and status (Uyargil, 1988: 26; Akbal, 2010: 53).

Educational Level : Studies have determined that individuals with higher educational levels experience more job satisfaction compared to the ones with lower educational levels (Baysal, 1981:193; İşcan and Sevimli, 2005).

Seniority: In general, it is observed that job satisfaction increases with the increase in the duration of the work. This could be associated with the development of more realistic expectations regarding the job and adaptation of the individual to work environment (Tekbalkan, 2010: 44).

Socio-Cultural Environment: It has been thought that socio-cultural environment in which the individual was born, raised and lived could influence individual's attitudes towards the job and studies have been conducted in line with this assumption. One of the findings of such studies has been the fact that people from urban environments prefer easier jobs while people coming from the rural environments have an attitude in the opposite direction (Baysal, 1981:194; Sevimli and İşcan, 2005: 56).

2.4. Organizational Factors

Physical Properties: Workers who have a peaceful, comfortable, quiet work place that is suitable for social communication are able to perform more successfully and get better outcomes, and they also experience job satisfaction (Gülmez and Dört Yol, 2009: 30).

Wage: Karaman and Altunoğlu (2007) have emphasized the importance of wages in their study and indicated that academicians in Turkey are paid low wages, and they have assumed that job satisfaction would be influenced in a positive way in case wages of low income workers increase (Gülmez and Dört Yol, 2009: 31).

Nature of the Job: According to job characteristics model (Hackman and Oldham, 1976, 1980), main factor to determine worker's satisfaction is characteristics of the job. If the job includes characteristics such as variety of skills, job integrity, job importance, autonomy and feedback, individual would enjoy the job, find it meaningful, feel responsible and this, in turn, would create worker satisfaction (Kuşluyan and Kuşluyan, 2005: 184).

Promotion Opportunities: Findings of the study conducted by Chen and others could be stated as follows: people with high education focus more on issues such as high wages and fair promotion opportunities (2006:484; Gülmez and Dört Yol, 2009: 31).

Superior-Subordinate Relationship: Managers' behaviors are important in terms of job satisfaction, especially for beginners. If manager does not allow workers to participate in decision making processes, job satisfaction of worker would decrease. The worker whose every move is being monitored, who is restricted in terms of playing an active part in decision making processes and not allowed to decide on his/her own would probably experience job dissatisfaction in time (Akbal, 2010: 59).

Coworkers: In the stage of beginning the job and progressing, worker's relationship with his/her coworkers is also influential along with working conditions (Kitapçı and Sezen, 2002: 229).

Management Style and Supervision: Job satisfaction is influenced by managers' know-how, abilities in human relations, ability to coordinate duties, style of management and bilateral relations with workers. Positive attitude of the manager as well as his/her appreciation of the workers would create job satisfaction (Bingöl, 1998: 202; Akbal,2010: 59).

Communication: The studies show that the lack of healthy communication creates job dissatisfaction while it is observed that communication doesn't have a direct influence on job satisfaction (Blegen,1993; Kuzulugil, 2012:141)

2.5. Relation of Job Satisfaction to Certain Concepts

Job Satisfaction and Job Attitude: Job satisfaction is a general consequence of attitudes and it is a factor related to physical and cognitive well being of the worker (Oshagbemi, 2000a:88). It is possible to express job satisfaction as the general attitude of the worker towards his/her job (Greenberg and Baron, 2000:170; Sevimli and İřcan,2005: 56).

Job Satisfaction and Morale: The needs of individuals determine their values and aims, and all these converge in order to form individual's "ideal" job understanding. The level of job satisfaction and morale is determined according to this "ideal" understanding. Since individuals do not formulize their "ideal" understandings themselves consciously, they may not be able to explain and identify it. For example, the choice of a teacher who prefers working in a multi-national school in the city center rather than a middle class school in the suburbs could give away some tips about his/her "ideal" job understanding (Bayrakçı,2000:4).

Job Satisfaction, Performance (Productivity) and Achievement: Side factors such as expectation of reward and the sense of equality are also important alongside personal characteristics for the relationship between job satisfaction and productivity to be significant. More performance is expected from the workers with a high level of job satisfaction compared to the ones with low levels of job satisfaction (Akıncı, 2002; Gül et al., 2008:4).

Job Satisfaction and Motivation: There is a mutual relationship between job satisfaction and motivation. Job satisfaction arises out of the situation in which desires of the workers and impressions they get from the work environment complement each other. The satisfaction of the outcome obtained as a result of the worker's performance and the satisfaction worker experiences while performing the job are two separate things. The satisfaction that comes from the outcome obtained as a result of performance is defined as "extrinsic satisfaction," while the satisfaction worker feels while performing the job is defined as "intrinsic satisfaction." Worker is motivated when he/she reaches a sufficient job satisfaction (Şimşek et al., 2001:138; Yüksel, 2005:192).

3. EMPATHY

Empathy is to put oneself in the shoes of the other while communicating, to try to understand feelings and thoughts of the other from their perspective and to behave in a caring manner (Pala,2008: 14). Empathy has been regarded as an inborn talent before, but now writers and educators see empathical communication as a skill to be taught and learned. Levine (2006) states that many people regard empathy as a character trait, but in reality, empathy is a social skill to be taught in schools, while Plomin (1990) argues that empathy is related to genetic structure, indicating that identical twins show more similar empathic reactions compared to fraternal twins (Pala,2008: 14).

The most important factor for success in hospitality business is to empathize, i.e. to put oneself in the shoes of the customer. For that to happen, it is very important to determine what is more important for the customer and to focus on that during the sale (Abbey, 1993: 274 ; Emir, 2007:36).

3.1. Gradual Classification of Empathy

According to Dökmen's gradual classification of empathy introduced in 1988, three main empathy stages consist of "them, me and you." Dökmen divides these three empathy stages to ten substages. First one corresponds to "them;" the stages of 2, 3, 4, 5, and 6 correspond to "me" and tenth corresponds to "you." These are:

1. What would others think and feel about the problem: A person attempting to empathize makes some generalizations, may refer to proverbs and philosophical opinions and evaluates the other person according to society's standard of judgment.
2. Critique: listener critiques and judges the person who tells his/her problem from his/her own perspective.
3. Giving advice: listener gives advice, says what should be done.
4. Diagnosis: listener diagnoses the person who has a problem or the problem that has been put forth.
5. I have the same problem: listener says he/she has a similar problem and starts telling his/her problem.
6. My feelings: listener expresses his/her own feelings about the problem that has been told.
7. Support: listener expresses that he/she understands and supports what the other says without repeating his/her words.
8. Focusing on the problem: listener focuses on the problem that has been put forth, asks questions about the problem in order to understand it better.
9. Repeating: listener summarizes the problem using words of the other when necessary, adds emotions that he/she noticed as well and expresses it to the other party.
10. Understanding deep feelings: at this stage, the empathizing person puts himself/herself in the shoes of the other, perceives all the feelings and thoughts the other has expressed or not and expresses these to the other.

Stage of “Them”: At this stage, reacting person does not think about the problem that has been told to him/her, does not pay attention to feelings and thoughts of the one with the problem, does not talk about his/her own feelings and thought about the problem. The person who listens gives a feedback that expresses opinions of third parties (society) who are present in the conversation. At this stage the person who reacts makes some generalizations and uses proverbs. For example, if I say “stretch your arm no further than your sleeve will reach” to a person who is complaining of squandering his/her money, this means that I give an empathical reaction in the stage of “them.” In these words, there are no thoughts or feelings which belong to me or to the person with the problem, but only the reflection of the opinion of society (<http://www.genbilim.com/content/view/1568/38>, 10.05.2012).

Stage of “Me”: At this stage, the person reacting in an empathical way is egocentric; critiques and advises the person with the problem instead of trying to understand his/her feelings and thoughts, and sometimes even starts to talk about his/her own problems.

Stage of “You”: At this stage, the person reacting empathically enters to the role of the person telling the problem, tries to look at the events from his/her perspective. In other words, focuses on feelings and thoughts of the other person and tries to understand what he/she thinks and feels instead of expressing opinions of society or himself/herself (Çelik, 2008:66; Katman, 2010:40).

3.2. Empathic Tendency and Empathic Skill

Dökmen (1996) discusses empathy with regard to its two features: empathic tendency (ET) and empathic skill (ES). Empathic tendency shows the emotional dimension of empathy, i.e. the potential of the individual to empathize. Empathic skill, on the other hand, shows the state of being able to empathize. Empathic tendency, that is the potential to empathize in daily life, includes the ability to understand and to be affected by the feelings of others and also the will to help (Dökmen,1996: 11).

3.3. Relationship between Empathic Tendency and Job Satisfaction

Forming empathic relationships is required in order to have healthy relationships (Antoniu et al., 2003). People who have high empathic skills with a sensitivity towards their environment are loved and respected by the society (Cengiz,2008). Taşdemir suggested that there is a negative relationship between empathic tendency level and general job satisfaction. In other words, dissatisfaction levels increase as empathic tendency levels decrease (Taşdemir,2009: 56)

3.4. Studies Concerning Job Satisfaction and Empathy

Table 1 shows the findings collected from the studies concerning job satisfaction and empathy.

Table 1. Literature Review Regarding the Studies Concerning Job Satisfaction and Empathy

Writer(s)	Purpose(s)	Finding(s)
Kara (2010)	To analyze the relation between empathic tendency and job satisfaction in hemodialysis (HD) nurses.	Nurses who work in hemodialysis centers are observed to have significantly higher average of general and intrinsic job satisfaction points than the ones working in state hospitals. Nurses who had training in empathy had significantly higher average of empathic tendency points than the ones who did not have training.
Çimen and Şahin (2000)	To determine the level of job satisfaction of health personnel working in an organization.	The lowest job satisfaction levels belonged to nurses while the highest belonged to health managers. It is observed that job satisfaction increases in direct proportion with age, women have lower satisfaction levels than men and having children influences job satisfaction positively.
Alver (1998)	To analyze relations between individuals’ adaptation levels and empathic skill levels together with the variables of gender and educational fields.	It is concluded that there is no significant relationship between adaptation and subadaptation levels of the students of faculty of education and their empathic skills, and no significant difference is found in empathic skill and general adaptation level in terms of gender and educational field.

(Continued)

Table 1. Continued.

Writer(s)	Purpose(s)	Finding(s)
Karlıdağ et al. (1998)	To determine the relation between job satisfaction and burnout levels in doctors.	Lecturer/academician doctors had a significantly higher job satisfaction level than practitioners, research assistants and specialists. The factors influencing this are as follows: practitioners do not get what they've expected from the job, they encounter vagueness and conflicts in their occupational roles, they cannot receive any feedback for their efforts and they are very much affected by the disorder of their organizational structure.
Şahin (1997)	To analyze the relation between empathic tendencies, help seeking behaviors and psychological symptoms in university students.	Especially interpersonal sensitivity, hardship, feeling need and belief in consultation were determined to be influenced by empathic tendency and psychological symptoms based on help seeking behaviors.
Yıldırım and Ergene (1994)	To analyze job satisfaction according to empathic tendency levels of primary school inspector candidates.	It is determined that increase in empathic tendency level causes increase in job satisfaction levels and that there is a significant relation between empathic tendency and job satisfaction.
Aştı (1993)	To determine the relation between losses of work day, its causes and frequency, and job satisfaction in working nurses.	It is observed that day working and high income earning married nurses with a bachelor's degree have a higher level of job satisfaction and this group experiences less work day loss.
Jönsson and Svensson (2003)	To study the role of mimics related to face to face communication in empathy.	As a result of the study, individuals with higher empathy levels are observed to react to the images instantaneously while individuals with lower empathy levels did not. Individuals with lower empathy levels have smiled to images with angry faces.
Panmunin (1993)	To determine job satisfaction levels of hotel workers in Thailand.	Workers indicated that the improvement of working conditions, the courses of English and the removal of the statement of "tips are included in the price" from the brochures motivated them.
Simons(1995)	To learn what hotel workers expect of their jobs.	Hotel workers have indicated 3 things they want most from their employers: good weekly wage, job security and promotional opportunities.
Spinelli and Gray (1998)	To determine job satisfaction levels of employees working at the same chain shops in 6 different cities in housekeeping, sales and marketing and food departments.	According to the results of the study, the highest satisfaction level belonged to the workers of Sales and Marketing department, second was housekeeping and third was food and beverages. Additionally, they indicated that job dissatisfaction would arise out of low wages, but still good wages for the job would not cause an increase in job satisfaction.

4. STUDY

This section includes the model and hypotheses of the study, its population and sample, data gathering tools and analysis of data.

This study is modelled according to descriptive method and relational screening model. Descriptive method is a research method aimed at describing an existent situation as it was or still is. The important thing is to observe and determine the point that needs to be learned. In this context, the study relies on descriptive screening model since the purpose is to describe empathic tendencies and job satisfactions of workers. Relational screening models are research models aimed at determining a presence of variance and/or its degree between two or more variables. Since relations are analyzed based on relationship between empathic tendencies and job satisfaction of workers and their demographic characteristics, the study relies on relational screening model.

Alternative hypotheses which have been formulated for the main problems of the study are given below.

Main hypotheses of the study:

H₁: There is a significant relationship between empathic tendency and job satisfaction.

H_{1-a}: There is a significant relationship between empathic tendency and organizational policy and strategies.

H_{1-b}: There is a significant relationship between empathic tendency and realization of oneself.

H_{1-c}: There is a significant relationship between empathic tendency and general work quality.

H_{1-d}: There is a significant relationship between empathic tendency and interpersonal communications.

H_{1-e}: There is a significant relationship between empathic tendency and leadership/management.

H_{1-f}: There is a significant relationship between empathic tendency and opportunities of logistics and development.

In addition, study also analyzes whether empathic tendency and job satisfaction vary according to participants' demographic characteristics.

Population of this study consists of individuals who lived in Serik and worked in 5 star hotels here in 2012. Sample consists of 250 people who belong to the age range of 18-65. The specific location was the tourism destination of Belek. But, since there would be some difficulties of time and resources in reaching the population, random sampling method has been chosen to represent the defined population. There are thirty nine 5-star hotels in Serik Center including Belek area. Many hotels have been visited in order to conduct the survey but only a few answered positively. Approvals of six different hotels have been obtained for the survey. The majority of participation to the survey study consists of working personnel of these hotels. The names of hotels and participants are confidential in all studies. The sample of the study consists of 200 hotel employees in total, 93 female and 107 male, working in these hotels that were randomly selected from the population. Survey form has been distributed to 250 people but only 80% of them have been returned. There was no invalid survey.

Data Gathering Tools: This section introduces the survey form that has been distributed to hotel employees. Form consists of three main sections: Personal Information Form, Empathic Tendency Inventory and Job Satisfaction Inventory.

Personal Information Form: It consists of questions aimed at determining demographical characteristics of employees.

Empathic Tendency Inventory: This is an inventory developed by Prof. Dr. Üstün Dökmen in 1988 with the purpose of measuring empathy potentials of the individuals in their daily lives. Inventory is a 5 point likert type inventory consisting of the following: 1=Totally incompatible, 2=Quite incompatible, 3=Indecisive, 4=Quite compatible, 5=Totally compatible. Empathic Tendency Inventory has been tested with regard to its reliability and its reliability coefficient has been found as 0.82. Inventory consists of 20 items, and the highest score that could be obtained is 100 while the lowest is 20. Empathic tendency increases with the increase in total score. Some of the statements in empathic tendency inventory have been expressed negatively in order to prevent some people's tendency to say "yes" and these are reversed statements. The statements found in items 3, 6, 7, 8, 11, 12, 13, 15 are expressed as negative to prevent the tendency to say yes.

Job Satisfaction Inventory: Parameters of "General Satisfaction" developed by Taylor and Bowers in 1972; "Minnesota Satisfaction Questionnaire" developed by Weiss, Dawis, England and Lofquist in 1967; "Overall Job Satisfaction" developed by Warr, Cook and Wall in 1979 and "Job satisfaction inventory" developed by Şahin and Durak (1997) was utilized in the present study.

Analysis of Data: Data required by the study was transferred to computer. SPSS 16.0 (Statistical Package for The Social Science) program was used for the purpose of the study. Kolmogorov-Smirnov normality test was applied in order to analyze whether the obtained data was normally distributed or not. Since inventories showed normal distributions, they were subjected to correlation analysis using Pearson Correlation coefficient. Empathic tendency and job satisfaction variances according to demographic and occupational variables were analyzed with the aid of parametric tests. Analyses were applied taking significance levels of 0.01 and 0.05 in account.

5. FINDINGS

5.1. Frequency Distributions of Demographic Characteristics

Table 2. Demographic Profile of Participants

Characteristics		f	%
Gender	Female	93	46,5
	Male	107	53,5
	Total	200	100,0
Age	25 and younger	29	14,5
	Age range of 26-30	90	45,0
	Age range of 31-35	48	24,0
	Age range of 36-40	26	13,0
	41 and more	7	3,5
	Total	200	100,0
Marital Status	Married	84	42,0
	Single	116	58,0
	Total	200	100,0
Number of Children	No children	123	61,5
	One child	43	21,5
	Two children	28	14,0
	Three children	6	3,0
	Total	200	100,0
Educational Level	Vocational High School	45	22,5
	Associate degree	46	23,0
	Bachelor's degree	77	38,5
	Graduate degree	32	16,0
	Total	200	100,0
Choosing the occupation willingly or not	Yes	153	76,5
	No	47	23,5
	Total	200	100,0
Work schedules	Fully Daytime	84	42,0
	Fully Nighttime	6	3,0
	Working in Shifts	110	55,0
	Total	200	100,0

Choosing the department	Willingly	164	82,0
	Without willing	36	18,0
	Total	200	100,0
Being satisfied with the department	Yes	150	75,0
	No	19	9,5
	Partially	31	15,5
	Total	200	100,0
In-service training	Yes	130	65,0
	No	70	35,0
	Total	200	100,0
Influence of work life on social life	Yes	67	33,5
	No	84	42,0
	Sometimes	49	24,5
	Total	200	100,0

(Continued)

Hotel employees constituting the sample were 46.5% female and 53.5% male. 14.5% of employees constituting the sample were 25 years old or younger, 45.0% were in the age group of 26-30, 24.0% were in the age group of 31-35, 13.0% were in the age group of 36-40 and 3.5% were 41 years old or older. Weighted age group of the sample was 26-30. 42.0% of the employees in the sample were married and 58.0% were single. Single employees are observed to constitute the majority of the sample. 61.5% of the employees within the sample did not have any children while 21.5% had one child, 14.0% had two children and 3.0% had three children. Employees without any children are observed to constitute the majority of the sample. 22.5% of the employees were graduates of vocational (tourism) high school, 23.0% of them had associate degree, 38.5% had bachelor's degree and 16.0% had graduate degree. Employees who have bachelor's degree are observed to constitute the majority of the sample. 76.5% of the employees constituting the sample indicated that they have chosen their occupation willingly and 23.5% indicated that they did not choose it willingly. Employees who have chosen their occupation willingly are observed to constitute the majority of the sample. Related graphic is given in Figure 6.

42.0% of the employees in the sample group was working during daytime, 3.0% was working during night time and 55.0% was working in shifts. Employees who are working in shifts are observed to constitute the majority of the sample. Related graphic is given in Figure 7. 82.0% of the employees in the sample group have chosen their own department while 18.0% were assigned at the department they work unwillingly. Related graphic is given in Figure 8. 75.0% of employees in the sample group indicated that they are satisfied with the unit they work for, 9.5% indicated that they are not satisfied with their unit and 15.5% indicated that they are partially satisfied with the unit they work for. Related graphic is given in Figure 9. 65.0% of employees in the sample group had in-service training, 35.0% did not have in-service training. Majority of employees in the sample group had in-service training. Related graphic is given in Figure 10. 33.5% of employees in the sample group indicated that their work life influences their social life, 42.0% indicated that their work life does not influence their social life and 24.5% indicated that their work life sometimes influences their social life.

Findings Related to Inventories

Descriptive Statistics Related to Empathy Inventory

Inventory is grouped as follows with lowest point being 1 and highest point being 5.

1.00–2.33= Low Level of Empathy

2.34–3.367= Average Level of Empathy

3.68–5.00=High Level of Empathy

Table 3. Descriptive Statistics of Empathy Inventory

No	Item	Average	Standard deviation
E-1	I have many friends	4,2450	0,95894
E-2	When I am watching a movie, my eyes fill with tears sometimes	3,1500	1,11972
E-3	I often feel lonely	3,8750	1,27179
E-4	People tell me their troubles and I relieve them	3,9350	1,08936
E-5	Other people's problems concern me as much as my own problems	3,7750	1,25789
E-6	I find it hard to express my feelings to others	3,5900	1,46377
E-7	I think crying while watching a movie is strange	3,7900	0,87735
E-8	Sometimes when I argue with someone, I focus more on the answers I plan to give rather than what the other person says	2,9800	1,09342
E-9	I am quite popular	3,8200	0,82523
E-10	I feel relieved when movies on TV end happily	3,2800	1,28837
E-11	Sometimes I have difficulty communicating my thoughts to others	3,6400	1,19480
E-12	Most of the people are selfish	3,0250	0,85911
E-13	I am short-tempered	3,2450	0,93775
E-14	I generally trust people	3,2250	0,92664
E-15	People do not understand me exactly	3,2600	0,99365
E-16	I am an assertive person	4,0300	1,02683
E-17	Telling my troubles to my acquaintances makes me feel relieved	3,5400	0,82572
E-18	I am satisfied with my life in general	4,1200	0,95927
E-19	My friends often tell me about their troubles	4,0300	1,02683
E-20	I am generally in a good mood	4,1200	0,93271

Hotel employees are observed to approach the following statements with a middle level of empathy: "When I am watching a movie, my eyes fill with tears sometimes," "I find it hard to express my feelings to others," "Sometimes when I argue with someone, I focus more on the answers I plan to give rather than what the other person says," "I feel relieved when movies on TV end happily," "Sometimes I have difficulty communicating my thoughts to others," "Most of the people are selfish," "I am short-tempered," "I generally trust people," "People do not understand me exactly" and "Telling my troubles to my acquaintances makes me feel relieved".

Hotel employees are observed to approach the following statements with a high level of empathy: "I have many friends," "I often feel lonely," "People tell me their troubles and I relieve them," "Other people's problems concern me as much as my own problems," "I think crying while watching a movie is strange," "I am quite popular," "I am an assertive person," "I am satisfied with my life in general," "My friends often tell me about their troubles" and "I am generally in a good mood."

Descriptive Statistics Related to Job Satisfaction Inventory

Job satisfaction inventory is grouped as follows, lowest point being 1 and highest point being 5.

1.00-2.33= Low Level of Job Satisfaction; 2.34-3.367= Middle Level of Job Satisfaction; 3.68-5.00=High Level of Job Satisfaction.

Table 4. Descriptive Statistics of Job Satisfaction Inventory

No	Item	Average	Standard deviation
Organizational Policy and Strategies			
ID-6	Material earnings you obtain from your work considering your skills and efforts you make in performing your job	3,4750	1,37799
ID-7	Clarity of the definition of duty/role	3,4700	0,96110
ID-10	Way of performance evaluation	3,5100	1,34497
ID-11	Your promotion opportunities in the work place	3,4700	1,40319
ID-13	Your participation to decisions that concern you	3,7750	1,22141
ID-14	Methods of appreciation and rewarding	3,4800	1,41051
ID-15	Job security provided by your organization	3,8850	1,19537
ID-20	Your belief in consideration of your opinions and suggestions	3,5200	1,31844
ID-21	Balance of your responsibilities and authorities	3,7200	1,16550
Self Realization			
ID-9	Variety/clarity of the job you perform	3,7600	1,12639
ID-12	Enjoyment you experience while performing your job	3,9150	1,16385
ID-22	Conformity of the job you perform to your characteristics	3,7450	1,39272
General Quality			
ID-17	Your degree of control on the job you perform	4,0250	0,96906
ID-18	Information you are provided about your job (feedback)	3,4050	0,81504
ID-19	Social opportunities provided by your organization	3,7700	1,17644
Interpersonal Communications			
ID-1	Your communications with your close coworkers	4,3900	0,66340
ID-2	Communications between your close coworkers	3,2600	0,78452
Leadership/Management			
ID-3	Management skill of the manager you work for	2,9600	1,24344
ID-4	Leadership characteristics of the manager you work for	3,0050	1,22576
Opportunities of Logistics and Development			
ID-5	Technological resources provided for you in your work place	3,8800	1,24230
ID-8	Professional development opportunities in your work place	3,8900	1,11990
ID16	Physical conditions of your work place	3,9850	1,23385

Hotel employees are observed to be satisfied of “Material earnings you obtain from your work considering your skills and efforts in performing your job,” “Clarity in definition of duty/role,” “Way of performance evaluation,” “Your promotion opportunities in the work place,” “Methods of appreciation and rewarding” and “Your belief in consideration of your opinions and suggestions” statements concerning the dimension of organizational policy and strategies at a middle level while they are observed to be satisfied of “Your participation to decisions that concern you,” “Job security provided by your organization” and “Balance of your responsibilities and authorities” at a high level.

Hotel employees are observed to be highly satisfied of the following statements concerning self realization: “Variety/clarity of the job you perform,” “Enjoyment you experience while performing your job” and “Conformity of the job you perform to your characteristics.”

Hotel employees are observed to be satisfied of statements of “Information you are provided about your job (feedback)” related to general quality dimension at the middle level, while they are observed to be highly satisfied of statements of “Your degree of control on the job you perform” and “Social opportunities provided by your organization” related to general quality dimension.

Hotel employees are observed to be satisfied of the statement of “Communications between your close coworkers” related to interpersonal communications dimension of job satisfaction at the middle level, while they are observed to be highly satisfied of the statement of “Your communications with your close coworkers.”

Hotel employees are observed to be satisfied of statements of “Management skill of the manager you work for” and “Leadership characteristics of the manager you work for” related to leadership/management dimension of job satisfaction at the middle level.

Hotel employees are observed to be highly satisfied of statements of “Technological resources provided for you in your work place,” “Professional development opportunities in your work place” and “Physical conditions of your work place” related to opportunities of logistics and development dimension of job satisfaction.

Analysis of Reliability

Table 5. Reliability Test Results of Inventories

Inventory	Question Number	Cronbach's Alpha
Empathy	20	0,716
Job Satisfaction	22	0,939
Organizational Policy and Strategies	9	0,841
Self Realization	3	0,837
General Quality	3	0,798
Interpersonal Communications	2	0,702
Leadership/Management	2	0,934
Opportunities of Logistics and Development	3	0,891

Table 5 shows that Empathy inventory is quite reliable while job satisfaction inventory is highly reliable.

Normality Test

Kolmogorov-Smirnov Z test which is commonly used in literature was applied in order to test whether total scores of empathy and job satisfaction inventories conform to normal distribution or not.

Table 6. Results of Kolmogorov-Smirnov Z Test Related to Inventories

Inventory	Kolmogorov-Smirnov Z	Sig.
Empathy	1,156	0,138
Job Satisfaction	0,871	0,431

Total scores obtained in relation with inventories are observed to conform to normal distribution (Sig.>0.05). In this case, parametric tests were used during the implementation of statistical analyses.

Table 7. Results of Correlation Analysis between Empathy and Job Satisfaction

		Empathy
Job Satisfaction (General)	Correlation Coefficient	0,496**
	Sig.	0,000
	N	200
Organizational Policy and Strategies	Correlation Coefficient	0,521**
	Sig.	0,000
	N	200
Self Realization	Correlation Coefficient	0,491**
	Sig.	0,000
	N	200
General Quality	Correlation Coefficient	0,553**
	Sig.	0,000
	N	200
Interpersonal Communications	Correlation Coefficient	0,253**
	Sig.	0,000
	N	200
Leadership/Management	Correlation Coefficient	-0,233**
	Sig.	0,000
	N	200
Opportunities of Logistics and Development	Correlation Coefficient	0,304**
	Sig.	0,000
	N	200

The correlation coefficient of 0.496 obtained in order to determine the relationship between empathic tendency and job satisfaction was observed to be statistically significant at the level of 0.01 (Sig.= 0.000<0.01). In other words, a positive relation was observed between empathic tendencies of hotel employees and their job satisfaction. According to this, job satisfaction of employees increases as their empathic tendencies increase. So, H₁ alternative hypothesis was approved.

The correlation coefficient of 0.521 obtained in order to determine the relationship between empathic tendency and job satisfaction at the dimension of organizational policy and strategies was observed to be statistically significant at the level of 0.01 (Sig.= 0.000<0.01). In other words, a positive relation was observed between empathic tendencies of hotel employees and their job satisfaction at the dimension of organizational policy and strategies. According to this, job satisfaction at the dimension of organizational policy and strategies of employees increases as their empathic tendencies increase. So, H_{1-a} alternative hypothesis was approved.

The correlation coefficient of 0.491 obtained in order to determine the relationship between empathic tendency and job satisfaction at the dimension of self realization was observed to be statistically significant at the level of 0.01 (Sig.= 0.000<0.01). In other words, a positive relation was observed between empathic tendencies of hotel employees and their job satisfaction at the dimension of self realization. According to this, job satisfaction at the dimension of self realization of employees increases as their empathic tendencies increase. So, H_{1-b} alternative hypothesis was approved.

The correlation coefficient of 0.553 obtained in order to determine the relationship between empathic tendency and job satisfaction at the dimension of general quality was observed to be statistically significant at the level of 0.01 (Sig.= 0.000<0.01). In other words, a positive relation was observed between empathic tendencies of hotel employees and their job satisfaction at the dimension of general quality. According to this, job satisfaction at the dimension of general quality of employees increases as their empathic tendencies increase. So, H_{1-c} alternative hypothesis was approved.

The correlation coefficient of 0.253 obtained in order to determine the relationship between empathic tendency and job satisfaction at the dimension of interpersonal communications was observed to be statistically significant at the level of 0.01 (Sig.= 0.000<0.01). In other words, a positive relation was observed between empathic tendencies of hotel employees and their job satisfaction at the dimension of interpersonal communications. According to this, job satisfaction at the dimension of interpersonal communications of employees increases as their empathic tendencies increase. So, H_{1-d} alternative hypothesis was approved.

The correlation coefficient of -0.233 obtained in order to determine the relationship between empathic tendency and job satisfaction at the dimension of leadership/management was observed to be statistically significant at the level of 0.01 (Sig.= 0.000<0.01). In other words, a negative relation was observed between empathic tendencies of hotel employees and their job satisfaction at the dimension of leadership/management. According to this, job satisfaction at the dimension of management of employees decreases as their empathic tendencies increase. So, H_{1-e} alternative hypothesis was approved.

The correlation coefficient of 0.304 obtained in order to determine the relationship between empathic tendency and job satisfaction at the dimension of opportunities of logistics and development was observed to be statistically significant at the level of 0.01 (Sig.= 0.000<0.01). In other words, a positive relation was observed between empathic tendencies of hotel employees and their job satisfaction at the dimension of opportunities of logistics and development. According to this, job satisfaction of employees at the dimension of opportunities of logistics and development increases as their empathic tendencies increase. So, H_{1-f} alternative hypothesis was approved.

Table 8. T Test Results Related to Empathy and Job Satisfaction Variance Based on Gender

Inventory	Gender	N	Average	Standard deviation	T statistics	Sig.
Empathy	Female	93	3,7801	0,42510	3,483	0,001**
	Male	107	3,5664	0,43954		
Job Satisfaction	Female	93	3,8016	0,84598	2,570	0,011*
	Male	107	3,5178	0,69307		

T statistics value of 3.483 calculated in order to determine whether there is a variance in empathic tendencies of hotel workers based on their genders, is considered to be statistically significant at the level of 0.01 (Sig.=0.001<0.01). According to this, female employees are observed to have higher empathy feelings compared to male employees.

T statistics value of 2.570 calculated in order to determine whether there is a variance in job satisfactions of hotel workers based on their genders, is considered to be statistically significant at the level of 0.05 (Sig.=0.011<0.05). According to this, female employees are observed to have higher job satisfaction levels compared to male employees.

Table 9. Anova Results Related to Empathy and Job Satisfaction Variance Based on Age

Inventory	Age	N	Average	Standard deviation	F statistics	Sig.
Empathy	25 and younger	29	3,7052	0,46509	10,262	0,000**
	Age range of 26-30	90	3,8422	0,41570		
	Age range of 31-35	48	3,4104	0,34285		
	Age range of 36-40	26	3,5596	0,44789		
	41 and more	7	3,3786	0,30394		
Job Satisfaction	25 and younger	29	3,9655	0,49341	23,303	0,000**
	Age range of 26-30	90	4,0076	0,76003		
	Age range of 31-35	48	3,1998	0,60424		
	Age range of 36-40	26	3,2098	0,44907		
	41 and more	7	2,4610	0,46163		

F statistics value of 10.261 calculated in order to determine whether there is a variance in empathic tendencies of hotel workers based on their ages is considered to be statistically significant at the level of 0.01 (Sig.=0.001<0.01). LSD, one of Multiple Comparison tests, was applied in order to determine age groups creating the difference. As a result of LSD test, empathic tendencies of employees in the age group of 26-30 are observed to be higher than the ones in the age groups of 31-35, 36-40 and 41 and older.

F statistics value of 23.303 calculated in order to determine whether there is a variance in job satisfactions of hotel workers based on their ages is considered to be statistically significant at the level of 0.01 (Sig.=0.001<0.01). As a result of LSD test, hotel employees who are 25 years old and younger and the ones in the age group of 26-30 are observed to have higher job satisfaction levels than the ones in the age groups of 31-35, 36-40 and 41 years and older.

Table 10. Anova Results Related to Empathy and Job Satisfaction Variance Based on Education Level

Inventory	Education Level	N	Average	Standard deviation	F statistics	Sig.
Empathy	Vocational High School	45	3,3322	0,37691	34,299	0,000**
	Associate degree	46	3,4380	0,44287		
	Bachelor's degree	77	3,8714	0,33721		
	Graduate degree	32	3,9672	0,26046		
Job Satisfaction	Vocational High School	45	3,0323	0,65703	30,708	0,000**
	Associate degree	46	3,3666	0,59678		
	Bachelor's degree	77	3,9268	0,70438		
	Graduate degree	32	4,2585	,55134		

F statistics value of 34.299 calculated in order to determine whether there is a variance in empathic tendencies of hotel workers based on their education levels is considered to be statistically significant at the level of 0.01 (Sig.=0.001<0.01). As a result of LSD test, employees who graduated from vocational high school and the ones who have associate degree are observed to have lower empathic tendencies compared to the ones who have bachelor's degree and graduate degree.

F statistics value of 30.708 calculated in order to determine whether there is a variance in job satisfactions of hotel workers based on their educational levels is considered to be statistically significant at the level of 0.01 (Sig.=0.001<0.01). As a result of LSD test, vocational high school graduates are observed to have lower job satisfaction levels compared to the employees with associate degree, bachelor's degree and graduate degree, while the ones who have associate degree are observed to have lower job satisfaction levels compared to the employees with bachelor's degree and graduate degree.

Table 11. T Test Results Related to Empathy and Job Satisfaction Variance Based on the Status of Willingly Choosing the Job

Inventory	State	N	Average	Standard deviation	T statistics	Sig.
Empathy	Yes	153	3,7418	0,44239	5,125	0,000**
	No	47	3,4181	0,35698		
Job Satisfaction	Yes	153	3,8990	0,66423	9,984	0,000**
	No	47	2,8385	0,53697		

T statistics value of 5.125 calculated in order to determine whether there is a variance in empathic tendencies of hotel workers based on their status of willingly choosing the job is considered to be statistically significant at the level of 0.01 (Sig.=0.001<0.01). According to averages, the ones who have chosen their occupations willingly are observed to have higher empathic tendencies compared to the ones who did not chose their occupations willingly.

T statistics value of 9.984 calculated in order to determine whether there is a variance in job satisfaction levels of hotel workers based on their status of willingly choosing the job is considered to be statistically significant at the level of 0.01 (Sig.=0.001<0.01). According to averages, the ones who have chosen their occupations willingly are observed to have higher job satisfaction levels compared to the ones who did not chose their occupations willingly.

Table 12. Anova Results Related to Empathy and Job Satisfaction Variance Based on Work Schedules

Inventory	Work Schedule	N	Average	Standard deviation	F statistics	Sig.
Empathy	Fully Daytime	84	3,8839	0,34328	20,905	0,000**
	Fully Night Time	6	3,5083	0,26157		
	In shifts	110	3,5077	0,45293		
Job Satisfaction	Fully Daytime	84	4,3068	0,47907	106,364	0,000**
	Fully Night Time	6	3,3409	0,17428		
	In shifts	110	3,1649	0,59711		

F statistics value of 20.905 calculated in order to determine whether there is a variance in empathic tendencies of hotel workers based on their work schedules is considered to be statistically significant at the level of 0.01 (Sig.=0.001<0.01). As a result of LSD test, employees working fully in daytime are observed to have higher empathic tendencies compared to the ones working fully in night time as well as the ones working in shifts.

F statistics value of 106.364 calculated in order to determine whether there is a variance in job satisfactions of hotel workers based on their work schedules is considered to be statistically significant at the level of 0.01 (Sig.=0.001<0.01). As

a result of LSD test, employees working fully in daytime are observed to have higher job satisfaction levels compared to the ones working fully in night time as well as the ones working in shifts.

Table 13. T Test Results Related to Empathy and Job Satisfaction Variance Based on the Status of Willingly Choosing the Unit

Inventory	State	N	Average	Standard deviation	T statistics	Sig.
Empathy	Yes	164	3,7284	0,44701	5,652	0,000**
	No	36	3,3806	0,30409		
Job Satisfaction	Yes	164	3,8210	0,73182	10,232	0,000**
	No	36	2,8699	0,43978		

T statistics value calculated in order to determine whether there is a variance in empathic tendencies of hotel workers based on their status of willingly choosing the unit to work for is considered to be statistically significant at the level of 0.01 (Sig.=0.001<0.01). According to averages, the ones who have chosen their units willingly are observed to have higher empathic tendencies compared to the ones who did not chose their units willingly.

T statistics value calculated in order to determine whether there is a variance in job satisfaction levels of hotel workers based on their status of willingly choosing the unit to work for is considered to be statistically significant at the level of 0.01 (Sig.=0.001<0.01). According to averages, the ones who have chosen their units willingly are observed to have higher job satisfaction levels compared to the ones who did not chose their units willingly.

Table 14. Anova Results Related to Empathy and Job Satisfaction Variance Based on the Status of Being Satisfied of the Unit

Inventory	State	N	Average	Standard deviation	F statistics	Sig.
Empathy	Yes	150	3,7700	0,43720	19,569	0,000**
	No	19	3,3395	0,36499		
	Partially	31	3,3613	0,25649		
Job Satisfaction	Yes	150	3,9252	0,63250	60,699	0,000**
	No	19	2,9569	0,58983		
	Partially	31	2,7419	0,54310		

F statistics value calculated in order to determine whether there is a variance in empathic tendencies of hotel workers based on their status of being satisfied of the unit is considered to be statistically significant at the level of 0.01 (Sig.=0.001<0.01). As a result of LSD test, employees who are satisfied of their units are observed to have higher empathic tendencies compared to the ones who are partially satisfied with their units and the ones who are not satisfied with their units.

F statistics value calculated in order to determine whether there is a variance in job satisfaction levels of hotel workers based on their status of being satisfied of the unit is considered to be statistically significant at the level of 0.01 (Sig.=0.001<0.01). As a result of LSD test, employees who are satisfied of their units are observed to have higher job satisfaction levels compared to the ones who are partially satisfied with their units and the ones who are not satisfied with their units.

Table 15. T Test Results Related to Empathy and Job Satisfaction Variance Based on the Status of In-Service Training

Inventory	State	N	Average	Standard deviation	T statistics	Sig.
Empathy	Yes	130	3,7400	,39778	3,296	0,001**
	No	70	3,5279	,49517		
Job Satisfaction	Yes	130	3,6941	,82362	1,157	0,249
	No	70	3,5675	,68660		

T statistics value calculated in order to determine whether there is a variance in empathic tendencies of hotel workers based on their status of in-service training is considered to be statistically significant at the level of 0.01 (Sig.=0.001<0.01). According to this, hotel employees who had in-service training had an empathy average of 3.7400 while the ones who did not have in-service training had an empathy average of 3.35279; so, the ones who had in-service training are observed to have higher empathic tendencies compared to the one who did not have in-service training.

T statistics value calculated in order to determine whether there is a variance in job satisfaction levels of hotel workers based on their states of having in-service training is considered to be statistically significant at the level of 0.05 (Sig.=0.249<0.05). In other words, having in-service training did not influence job satisfaction significantly.

Table 16. Anova Results Related to Empathy and Job Satisfaction Variance Based on Influence of Work Life on Social Life

Inventory	State	N	Average	Standard deviation	F statistics	Sig.
Empathy	Yes	67	3,4724	0,36900	26,931	0,000**
	No	84	3,9065	0,32234		
	Partially	49	3,5173	0,52664		
Job Satisfaction	Yes	67	3,1635	0,54258	101,981	0,000**
	No	84	4,3009	0,43254		
	Partially	49	3,1985	0,71261		

F statistics value calculated in order to determine whether there is a variance in empathic tendencies of hotel workers based on the influence of work life on social life is considered to be statistically significant at the level of 0.01 (Sig.=0.001<0.01). As a result of LSD test, employees who indicated that their work life influences their social life and the ones who indicated that their work life sometimes influences their social life are observed to have lower empathic tendencies compared to the ones who indicated that their work life doesn't influence their social life.

F statistics value calculated in order to determine whether there is a variance in job satisfaction levels of hotel workers based on the influence of work life on social life is considered to be statistically significant at the level of 0.01 (Sig.=0.000<0.01). As a result of LSD test, employees who indicated that their work life influences their social life and the ones who indicated that their work life sometimes influences their social life are observed to have lower job satisfaction levels compared to the ones who indicated that their work life doesn't influence their social life.

CONCLUSION

The present study is aimed at analyzing the relationship between empathic tendencies and job satisfaction levels of hotel employees. A sample of 200 hotel employees was chosen in order to find an answer to the main problem of the study. The gathered data was analyzed through SPSS 16.0 program. Since total scores obtained from empathy and job satisfaction inventories conformed to normal distribution, parametric tests was used in analysis. The results obtained are summarized below.

A positive relation was observed between empathic tendencies of hotel employees and their job satisfaction. Job satisfaction levels of employees increased as their empathic tendencies increased.

There are relations in a positive direction between empathic tendencies of hotel employees and job satisfaction levels at the dimensions of organizational policy and strategies, self realization, general quality, interpersonal communications, and opportunities of logistics and development. But there is a relation in a negative direction between empathic tendencies and job satisfaction at the dimension of leadership/management.

Gender, age and education level are influential factors on empathic tendency and job satisfaction. Female employees have higher levels of empathic tendencies and job satisfaction compared to male employees. Employees in the age group of 26-30 have higher empathic tendencies compared to the ones in the age groups of 31-35, 36-40 and 41 years and older while employees who are 25 years old or younger have higher empathic tendencies compared to the ones in the age group of 31-35. Hotel employees who are 25 years old or younger and the ones who belong to the age group of 26-30 have higher levels of job satisfaction compared to the ones belonging to the age groups of 31-35, 36-40 and 41 years old and older while employees in the age group of 31-35 and 36-40 have higher levels of job satisfaction compared to the ones who are 41 years old and older. Empathic tendencies of vocational high school graduates and associate degree graduates are lower compared to the ones with bachelor's degree and graduate degree. Employees with vocational high school degree have lower job satisfaction levels compared to the ones with associate degree, bachelor's degree and graduate degree; ones with associate degree have lower job satisfaction levels than the ones with bachelor's degree and graduate degree; employees with bachelor's degree experience lower job satisfaction levels compared to the ones with graduate degree.

The status of willingly choosing the occupation, work schedule, the status of willingly choosing the unit to work, the status of being satisfied with the unit in which one works, the status of having in-service training and the influence of work life on social life are important occupational factors, influencing empathic tendency and job satisfaction. Employees who have chosen their occupation willingly have higher empathic tendencies and job satisfaction levels compared to the one who did not choose their occupation willingly. The ones who work fully during daytime have higher empathic tendencies and job satisfactions compared to the ones who work fully during night time and the ones who work in shifts. Employees who have chosen their units willingly have higher empathic tendencies and job satisfaction levels compared to the ones who did not choose their units willingly. Hotel employees who are satisfied with their units have higher empathic tendencies and job satisfactions compared to the ones who are not satisfied with their units and who are partially satisfied with their units. Employees with in-service training have higher levels of empathic tendencies compared to the ones who did not have in-service training. Having in-service training is observed not to be influential on job satisfaction. Employees who have indicated that their work life influences their social life and the ones who said their work life sometimes influences their social life have lower empathic tendencies and job satisfaction levels compared to the ones who have indicated that their work life does not influence their social life.

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