NEAR EAST UNIVERSITY
GRADUATE SCHOOL OF SOCIAL SCIENCES
TOURISM AND HOTEL MANAGEMENT PROGRAMME

THE IMPACT OF JOB SATISFACTION AND ORGANIZATIONAL COMMITMENT ON HOTEL STAFF: A CASE STUDY OF 5 STAR HOTELS IN NORTH CYPRUS

MASTER`S THESIS

MEMORY TORIRO

NICOSIA

JUNE 2018

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MASTER`S THESIS

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JUNE 2018

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28/ 05 /2018

Has been found satisfactory for the award of degree of

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ACKNOWLEDGEMENTS

ABSTRACT

THE IMPACT OF JOB SATISFACTION AND ORGANIZATIONAL COMMITMENT ON HOTEL STAFF: A CASE STUDY OF 5 STAR HOTELS IN NORTH CYPRUS

This study focused on the impact of job satisfaction and organizational commitment on 5 Star Hotel workers. The population for the study focused on three hotels located in Girnie/ Kyrenia in North Cyprus. The data was collected and administered using structured questionnaire and 300 of such were distributed to the respondents but 200 were returned answered correctly.

The study examined factors which lead to employment satisfaction and commitment towards their organizations. These include pay, working conditions, security and also management. Some of the factors which affect job satisfaction which was also explained in this study include age, gender, marital status as well as level of education.

Furthermore results of frequency was created using the SPSS version 23 which helped to show that there is indeed a positive relationship between job satisfaction and organizational commitment. The results further indicated that most of the hotel workers in North Cyprus are satisfied with their work and are willing to commit to their organization.

Keywords: Job satisfaction, Organizational Commitment, demographic factors.

ÖZ

İş Memnuniyetinin ve Organizasyonel Bağlılığın Otel Çalışanları Üzerindeki Etkisi

Kuzey Kıbrıs 5 Yıldızlı Oteller Örneği

Bu çalışma, 5 Yıldızlı Otel çalışanlarına uygulanmış olup, iş tatmini ve organizasyonel bağlılığın etkisini araştırmıştır. Araştırmanın popülasyonu Kuzey Kıbrıs'taki üç (3) 5 yıldızlı otel. Veriler, yapılandırılmış anket kullanılarak katılımcılara yöneltilmiş ve toplanmış olup bunlardan 300'ü ankete dağıtılmış, ancak 200 tanesi doğru şekilde cevaplandırılmıştır. Çalışma, iş tatmini ve organizasyonel bağlılık sağlayan faktörleri incelemiştir. Bunlar maaş, çalışma koşulları, güvenlik ve yönetim maddelerini içermektedir. Bu çalışmada açıklanan iş tatminini etkileyen faktörlerden bazıları yaş, cinsiyet, medeni durum ve eğitim düzeyini içermektedir. Ayrıca, SPSS 23 versiyonu kullanılarak sıklık sonuçları oluşturuldu ve bu da iş tatmini ve organizasyonel bağlılık arasında pozitif bir ilişki olduğunu göstermeye yardımcı oldu. Sonuçlar ayrıca Kuzey Kıbrıs'taki otel çalışanlarının çoğunun iş yerlerinde çalışmaktan memnun olduklarını ve organizasyonlarına bağlı kalmaya istekli olduklarını gösterdi.

Anahtar kelimeler:

İş Tatmini, Organizasyonel Bağlılık, Demografik Faktörler.

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ABBREVATIONS

Job Satisfaction …………………………….JB

Organizational Commitment ………………..OC

North Cyprus ………………………………NC

INTRODUCTION

In every organization there is the employer and employee relationship which normally leads to an employee committing to the organization when and if the relationship is positive. Employees seek a job that satisfy/meet their needs and wants, be it basic or any other relevant needs, therefore the creation of a bond between job satisfaction and organizational commitment. The study focuses much on the relationship between job satisfaction and organization commitment focusing on hotel industry in North Cyprus, 5 Star Hotels being the subject of concern. The study will focus on 5 Star Hotels in North Cyprus.

On the other hand job satisfaction and organizational commitment have a major positive impact on the success of an organization at large. Satisfied and committed employees are normally dedicated towards their goals and aims. They identify themselves with the goals and values of an organization which they are employed at and they normally put in that extra-effort thus according to Silvestro and Cross (2000). This extra-effort is mostly due to the dedication by the employees to the organization and that effort enables an organization to attain its goals. There are number of factors that influence employee satisfaction. These include management relationship with employees, work and the working conditions as well as employee's values and morals. Organizational commitment and job satisfaction are important not only for employees but for employers as well, as it helps to increase productivity and decreases the staff turnover rate.

Organizational commitment and job satisfaction are interconnected as each affects the other. When employees working at an organization are satisfied, chances are that they commit to the organization which becomes an advantage to the employer as he is able to keep employees for longer periods of time. Furthermore a committed and dedicated employee generates more income which increases turnover of the company thus high profits. There are several reasons one can study organizational commitment and these reasons point mainly to the employee. According to Batemen and Strasser (1984), the reasons for studying organizational commitment are related to

"(a) employee performance effectiveness, (b) affective and cognitive constructs such as job satisfaction, (c) employee's job characteristics which includes responsibility and lastly (d) employee' personal characteristics such as age and gender". The success of an organization depends much on the employee therefore, employers have the mandate to keep their employees satisfied and highly motivated. An employee who is happy and working under better conditions focus much on staying with the organization rather than leaving the organization to seek organizations that offer better services to employees.

1. CHAPTER

1.1 Background of the topic

The hospitality industry is one of the fastest growing industries in the world and it is vital for the economic and social development of North Cyprus. Moreover it is also a labor intensive industry hence requires humans for labor. The hospitality industry is a critical service industry since hospitality companies continuously seek to improve their services and their strategies in order to meet customers' high expectations and differ from their competitors. For this North Cyprus is included, whereby 5 Star Hotels are trying to keep up to date with technology and hotel services in order for them to bring the best services to their customers. For better services in this industry the key asset largely depends on the employee. The employee behavior plays a crucial role regarding guest satisfaction and guest's loyalty towards the organization. Zeithaml, Berry and Parasuraman, 1988 are of the same view, since they stated that employees are a fundamental component of service delivery without them, the whole system is at stake. Therefore in order for the hotel to be successful and guest to be satisfied, the employee needs to be motivated and satisfied with his/her job. A satisfied employee leads to higher outputs as they are likely to provide higher and exceptional services as well as high efficiency as the employee enjoys what he/she is doing, thus according to Zeithaml et al (1988). To add to this Knox .S et al (2003) are of the view that a happy employee, no matter the kind of job he/she does is a satisfied employee.

Working consumes most part of people's lives as many employees start working in their teen years. This then can be said that job satisfaction plays an important role in a person's entire life and that it is a part of life satisfaction. According to Schultz, D.P, Schultz S. E. 2010 who emphasized that people spend one third to one half of their lives working, for a period of between 40 to 45 years. Therefore one can note that this is a very long time for someone to spend being unsatisfied and unhappy. To support this view one researcher, Fajana S 2002, stated that employees` jobs can influence their personal lives, for example where they live, whom they associate with (social classes), what they need in their daily lives, think and discuss. In fact employees' jobs can

influence all aspect of their lives since the feelings of either satisfied or dissatisfied are carried over to family and social life. Such feelings can either be positive or negative which later affect the employee's physical and emotional health. Okpara JO et al 2005, also stated that, an understanding of the factors involved in job satisfaction is crucial to improve the happiness of workers. People feel satisfied when they do the jobs they like, doing them well and being rewarded for them in terms of money or benefits. It is more likely that a person who has a high position in the hierarchy of the organization, for example management, is more satisfied with the job he/she perform due to the benefits that are brought about by the job. The most important factors for job satisfaction are creating interesting work for employees, providing equal pay regardless of nationality or gender, and having confidence with themselves.it is important to state here that inner peace usually is the backbone of employee satisfaction.

1.2   Scope of the Study and Statement of the Problem

The main aim of this research is to study and measure how satisfied hotel staff in North Cyprus. The staffs' satisfaction will be measured in terms of their age, gender, nationality and educational background. These factors lead the staff to be highly efficient and later lead to commitment to the organization. This study may help hotel managers to be conscious of their employees' job satisfaction and engagement levels and what motivates them in their jobs.

1.3   Significant of the study

The study will contribute to helping organizations to identify the common problems associated with dissatisfaction leading to quitting jobs by employees in North Cyprus. Since in North Cyprus tourism industry acts as the driving force for the economy, the findings will therefore increase the understanding of diverse labor force. Furthermore since North Cyprus work force comes from diverse nationality which means a diverse of job skills and knowledge thus this paper will help managers to have an insight of such employees and hence find a way to work together as a team in order to reach the goals set by the organization. This research will also provide practical implications to hotel managers to develop better policies and practices and increase

employee satisfaction, morale, resulting in excellent customer service and strong customer loyalty.

1.4 Research Questions

The following questions were guidelines in the investigation of job satisfaction and organizational commitment in 5 Star hotels in North Cyprus.

1. What are the factors that are considered by staff which lead to organizational commitment in North Cyprus?
2. Why do staff at a hotel commit for a longer period whilst others do not?
3. Is there a correlation between job satisfaction and organizational commitment?
4. Does job satisfaction increase the level of organizational commitment of staff?

1.5 Hypothesis/Arguments

Hypothesis 1: There is a significant relationship between demographic factors and job satisfaction among hotel staff.

Hypothesis 2: There is a significant relationship between demographic factors and organizational commitment among hotel staff.

Hypothesis 3: There is a positive relationship between job satisfaction and organization commitment among hotel staff.

MODEL

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┌─────────────────────────┐                    ┌─────────────────────────┐
│   Job Satisfaction      │                    │ Organizational Commitment│
│  (Independent variable) │───────────────────▶│  (Dependent variable)   │
└─────────────────────────┘         ▲          └─────────────────────────┘
                                    │
                      ┌─────────────────────────────┐
                      │     Demographic factors     │
                      │    (controlling variable)   │
                      │ Age, Gender, Marital Status,│
                      │  Education level, Nationality,│
                      │   Length of service, Tenure │
                      └─────────────────────────────┘
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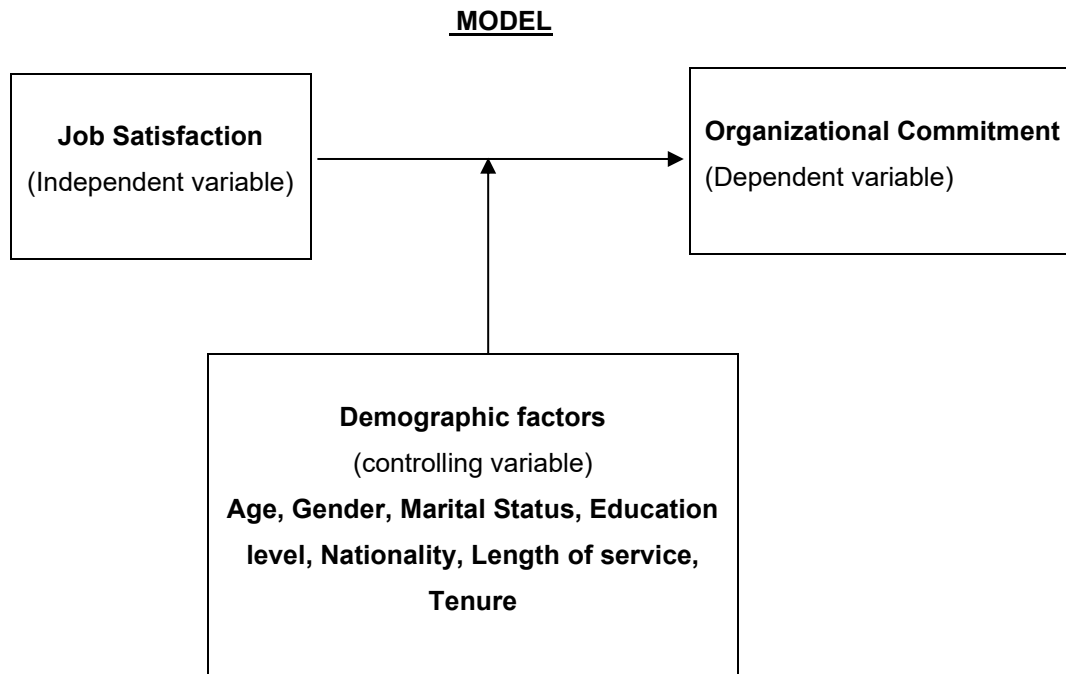
1.6   Chapter Summary

The chapter focused on giving information about the background of the hotel industry in North Cyprus. It can be noted that tourism is playing a big role in North Cyprus as it is raising the Growth Domestic Product (GDP) of North Cyprus. Three 5 Star Hotels in located in Girnie are to be the case study of this study. Furthermore the main objective of the study was introduced which is job satisfaction and organizational commitment. The researcher stated also research questions that will help in seeking to find out how satisfied and committed hotel staffs' working at 5 Star Hotels are with their work. The researcher further put forward three (3) hypothesis/arguments which would be tested in the analysis chapter. The model was also proposed with job satisfaction being the independent variable, demographic factors which include age, gender, marital status, education and nationality of the respondents being the controlling variable and also organizational commitment being the dependent variable.

2. CHAPTER   LITERATURE REVIEW

2.1 Introduction

Without reviews from written literature, one cannot be able to critically analyze job satisfaction and organization commitment of hotel workers in North Cyprus. This chapter will be orderly arranged as (1) the definition and importance of the terms job satisfaction, organization commitment (2) the relationship between job satisfaction and organizational commitment (3) the role of motivation in job satisfaction (4) other important factors; and (5) summary.

2.2   Understanding the importance of Job Satisfaction

Many researchers have put forward studies about job satisfaction. It has been around the academic arena for a very long time, thus as far back as the production era started. According to one researcher Locke (1976), who defines job satisfaction as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences". Other researchers states that job satisfaction is simply the level of content an individual is with his or her job; whether he or she likes the job or not, the fact that they are at a workplace and are working simply mean they are satisfied for that particular time.

There are different facts that can be used to assess an individual at work whether he/she is satisfied with his/her job. According to Spector (1997) he states that communication promotion, supervision as well as security play vital role in job satisfaction.

Employee and job satisfaction has been interconnected with how people think, feel and observe their jobs (Spector, 1997). In addition job satisfaction is also defined as the extent on which employees dislike or like their work. It is more of the psychological aspects and this affects an individual either positive or negatively. It should be noted that job satisfaction has been applied in the field of human resources as persons are the main actors that bring about a better workplace. It acts as the guide

line on how the management and staff interact for the work to be completed and for the customers to be satisfied. (Spector,1997).

As have been mentioned above that being satisfied with ones work can also be a psychological result, thus Hoppock also defined job satisfaction as putting together psychological and environmental circumstances that cause a person to be content with their job (Hoppock, 1935). This approach takes to point that for a staff to be content with his job several factors are put into place which includes the work itself, working conditions, co-workers as well as management; it remains something which the employee feels internally about his job. When a person is satisfied with his work a feeling of satisfaction is sensed that encouragement to even work better and harder and produce better results, thereby increasing productivity and customer satisfaction. Indeed for the organization to reach its goals, aims and high outputs, the employee should be satisfied and committed to the job at hand.

Another definition can be taken from Vroom, 1964, who focuses much on staff position at the organization, hence is of the view that job satisfaction is an affective orientation on the part of individuals towards work roles which roles they are currently occupying. It seems as if the psychological aspects brought about by the job plays a huge role in job satisfaction. This is so as more and more researchers came up with job satisfaction basing on the psychological aspects. According to the definition from Hulin and Judge in 2003, they were of the view that indeed job satisfaction includes a lot of psychological responses to an individual's job. These normally bring with it the cognitive response that is, the evaluative response or the affective response that is, the emotional responses. To be able to understand this statement it is important to understand what cognitive and affective means. Affective job satisfaction can be explained as the emotional feelings brought about by their jobs. Thus this is the degree of how happy an employee is with his job. On the other hand cognitive response can be explained as when an employee is more satisfied with various benefits brought about by the job.

Furthermore job satisfaction can be defined according to the definition by Kaliski, 2007. He is of the view that job satisfaction is an employee' feeling that he has done something and was able to complete is and how successful that individual is on the job

which he is currently occupying. It should be noted that an employee who is doing a job that he/she enjoys, doing it so well and further being rewarded for that, makes the employee work even harder. This will increase productivity and personal sense of accomplishment. If the staff reaches this stage to no doubt that individual become committed to the organization.

To add to the above one can note that job satisfaction brings about a sense of achievement to the employee. Thus if and when the employee working at the hotel completes his or her assigned work whether in the food department or in the restaurant and the customer is satisfied, this brings about a sense of accomplishment. To further increase this aspect of achievement when and if the worker is appreciated for a job well done, this will indeed increase the level of job satisfaction. The forms of appreciation vary and include a handshake, verbal appreciation and monetary appreciation. It should be noted that when a worker feels appreciated for his efforts at work he feels that the organization values his work and in return he seeks to work even harder. Job satisfaction is the root cause leading to personal growth of the employee it also leads to commitment of an employee to the organization.

According to one researcher named Kaliski in 2007, he was of the view that job satisfaction can be explained as when an employee does a job that he/she enjoys and doing it well, in addition the employer rewards the employee for the effort. The rewards include pay, bonus, company benefits like cars, and payments of employee children fees just to mention a few of the rewards. Being satisfied is the root ingredient that leads to promotion of the employee by the company to higher status and income increment. Therefore to no doubt one can note that job satisfaction is important to the company.

Issues that affect an employee at work making his/her performance low play a huge role on job satisfaction. These issues can include stress at work and at home and also the general working conditions brought about by the work itself.

2.3   Understanding the importance of Organizational Commitment

As this study is focusing on job satisfaction and organizational commitment of hotel staff in North Cyprus, it is crucial to define what organizational commitment is. It is also important to understand the views of other researchers on organizational commitment. Several definitions of organizational commitment have been put forward by different researchers. Thus according to Blau. G and Boal. K in 1986 in Ardiansah et al, 2003 defined organizational commitment as a situation where an employee sides with an organization and has the intentions to become part of the organization. The purposes which lead the employee to side with the organization are impacting the employee life positively hence they feel it is better to commit to the organization.

Organizational commitment can also be defined according to Steers definition. He defined it as a sense of identification towards the organization due the fact that the employee has trust towards the organization values, goals and aims. Steers, 1995 (taken in Nahusona et al, 2004). The employee feels that he should work towards achieving the company goals and aims. In addition he said that the employee appreciates the organization on how it treats them, the working conditions are conducive, working hours are flexible and are fair and manageable and also the management relationship with employee where there is a positive relationship leading to conducive working environment. Indeed a sense of loyalty is created towards the organization and higher level of employee performance towards the interest of the organization aims and goals is created also.

To add to the above definition, O'Reilly (1989) is of the view that organizational commitment is an individual's psychological bond to the organization. This psychological bond includes a sense of job involvement, loyalty and belief in the values of the organization. Another researcher with the same opinion on organizational commitment, one Tella et al. 2007 stated that organizational commitment starts in the mind of the employee whereby the employee mind is tied to the institution, and this is a strong wish by the employee to remain a member of that particular organization. Furthermore the employee is ready to struggle a high level of efforts, strong trust and acceptance of the goals, aims and principles of the organization.

Organizational commitment can be described according to Porter (1974) who states that it is an attachment by the employee to the organization and that employee has the intention to remain with the organization for longer period of time. He further states that the employee identifies with the values and goals of the organization. Robbins (1998) holds the same idea on organizational commitment whereby he states that organizational commitment refers to when the employee accepts willingly the organization and wants to remain part of it.

Furthermore organizational commitment can be defined using Bateman T.S and Strasser. S' definition. He is of the view that organizational commitment is the employee' sense of loyalty to the organization, the employee's willingness to put effort on behalf of the organization and the employee's degree of goal and value orientation as well as the high desire of the employee to maintain membership with the organization. Porter L.W (1974) holds the same view as he states that organizational commitment is a when an employee accepts organization's goals by the employee and that employee has desire to maintain the organizational membership.

Another researcher on organizational commitment, Sheldon M.E. (1971), defines commitments as being a positive evaluation of the organization and the organizations goals. According to Buchanan B. (1974) most scholars define commitment as being a bond between an individual (the employee) and the organization (the employer). That bond if maintained well to the satisfaction of the employee creates employee commitment and loyalty.

2.3.1 Organizational Commitment Model

One of the prominent researchers whose definition has been in use in the human resource department defined organizational commitment as a psychological state that binds an employee to an organization. Meyer and Allen, 1991 stated that organizational commitment can be put into components which are affective commitment, normative commitment and continuance commitment. Thus affective commitment is the desire of the employee to stay at the organization, normative commitment being the obligation the employee has towards the organization and continuance commitment being the

need to stay at the organization. Luthans in Organizational behavior 10th edition also is of the same view as that of Meyer & Allen 1991 as he states that organizational commitment can be defined in three parts. These are firstly as a strong desire by the employee to remain as part of the organization, secondly he stated that the employee's willingness to exert high levels of effort on behalf of the organization and thirdly, a definite belief in, an acceptance of, the values and goals of the organization.

The Meyer and Allen organizational commitment model can be further explained individually in three aspects which are affective commitment, normative commitment and continuance commitment.

a)   Affective commitment

According to the Meyer and Allen (1997) affective commitment is desire of the employee to remain as part of the organization and be strongly identified with the goals and aims of that organization. The employee is not staying because he/she "has to" but is staying because she/he "wants to" stay. Such desire can be build up due to different factors which are favorable to the employee and these include age, tenure, sex and education. The only negative factor with these demographic characteristics is that while they can be seen, they cannot be clearly defined.

b)   Continuance commitment

Meyer and Allen second dimension organizational commitment is based on the side bet theory of Becker. They hold the view that there is need by the employee to stay at the organization. Thus this is the gains versus the losses of working in the organization. The gains can be the investments made by the staff towards the organization hence by leaving; this will be a great loss for that particular staff. The investments are not only monetary terms they can be in the form of job effort, time and particular skills of the employee which are not transferable and impose huge cost to leave the organization.

According to Becker H.S 1960 in his 'side bet theory' he stated that an employee may commit to the organization because he/she perceives a high cost of losing

organizational membership. Several factors contribute largely to the need of the employee to stay, at the organization, which are grouped under social, economic and political. These include pension accruals, friendship ties with co-workers, status of the staff and the stability one has established in that organization plays a vital role in the need to stay and be commitment to the organization. The negative factor associated with continuance commitment is that the investments (also known as the side bets) are not accumulated at a short period of time, but they are accumulated with age and tenure.

c)   Normative commitment

According to Meyer and Allen they defined normative commitment as the feeling of obligation that an individual has towards the organization. Such feelings of obligation may have been built up on the individual's before and after joining the organization. For example the company may have taken the employee without higher education and also little experience for the job. Thereby and the organization may have invested resources in training and education that employee. The employee in return feels a 'moral' obligation to put forth effort on the job and stay with the organization to 'repay the debt.' Social factors also may play a vital role in the employee staying at the organization. The view created when an individual is growing up by family and the society that one should be loyal to one's organization once they join also plays a vital role in in individual's decision to stay.

According to Wright B. E and Pandey S.K (2005) stated that employees in an organization want to be involved and to be identified with the aims and goals of the organization. Thus if they get involved they are willing to loyal and stay with the organization for longer period of time.

Organizational commitment is matter of concern both for employee and employer for better work environment of the organization. It improves the attitude of the employee towards the job and organizational retention is developed gradually as the employee analyzes nature of the organization, culture, environment, standards and moral. Organizational commitment is an approach showing employee's devotion to the

particular organization, and a continuing procedure during which employees convey their apprehension for the particular organization and its continuous achievement. It is a major element in employee bonding with organizational environment. Organizational commitment is simply a triangle which shows an employee's recognition with, participation in, and devotion to a particular organization.

Organizational commitment is the individual's psychological attachment to the organization. The basis behind many studies for organizational commitment was to find ways to improve how workers feel about their jobs so that these workers would become more committed to their organizations. Some factors which affect the staff at work, such as role stress, empowerment, job insecurity and employability, and distribution of leadership have been shown to be connected to a worker's sense of organizational commitment.

According to Mowday, Porter, and Steers, 1982 he stated that one needs to be loyal to the organization and then the organization in return will be loyal to that employee. Thus this becomes a psychological state that binds an employee to an organization, thereby reducing the incidence of turnover (Allen and Meyer, 1990). It can also be defined as a mindset that takes different forms and binds an individual to a course of action that is of relevance to a particular target (Meyer J. P. and Herscovitch L. 2001).

2.4   Theories of Job Satisfaction

Several theories have been put forward by different researchers on job satisfaction and organizational commitment. The following paragraphs explains four theories used in explaining job satisfaction and organizational commitment on hotel workers in North Cyprus. These include the two-factor theory, affective event theory, range of affect theory and equity theory.

2.4.1 Two-Factor Theory

According to Frederick Herzberg in his famous theory "two-factor theory, suggests that satisfaction of employee' depends on two factors which which are the hygiene and motivation. He stated that motivators include challenging work, recognition of employees for their achievements, responsibility, employee involvement in decision making and also a sense of importance to an organization. On the other hand hygiene factors include status an employee possesses, job security, adequate salary, fringe benefits provided, work conditions, good pay, paid insurance and vacations. The term hygiene is used in the sense that these are maintenance factors. Furthermore he stated that the hygiene components such as salary and supervision usually decrease employee's dissatisfaction which leads to low productivity and quitting their employment. Although such is not only the motivational factors which leads to commitment by employees to an organization but if met This make workers more productive, creative and committed.

The theory explains that company policies play a huge role in employee satisfaction. When an organizations policy is unclear or unfair, it can stand in the way of employee satisfaction. Although employees do want to be paid fairly for their job, money is not to be said to be the solely effective way to motivate an employee to reach results. Employees need more than the monetary reward to be motivated, a reasonable amount of social interaction on the job is required.

2.4.2 Affective Event Theory

According to Howard M. Weiss and Rusell Cropanzano (1996), Weiss explains affective theory as employee moods and emotions, and this affect job satisfaction. According to this theory, it explains the link between employee's internal influences which includes emotions and mental state of the mind and the effects of such internal influences. The reactions of these internal influences towards the incidents which occur at work environment, may affect the employee's performance and commitment negatively or positively. (Wegge, van Dick, Fisher, West and Dawson, 2006). It can noted that when an employee's state of mind is at ease and the mood is positive, this

will lead to relaxation of the mind and have positive thinking towards his job leading to satisfaction.

2.4.3 Range of Affect Theory.

This is the most widely used theory on job satisfaction. According to this theory, there are two main factors which job satisfaction depends on. These include what an employee gets from the job and the second is the expectations an employee have on the job at hand. In other words job satisfaction is mainly determined by what an employee wants to get from the job and what he actually has. The gap between these two factors increases job satisfaction of the employee. Thus when an employee is satisfied he/she stays within the organization. In addition this theory states that an employee's priorities play a huge role on employee satisfaction. For instance an employee prioritizes wages and salaries as well as benefits gained on the job at hand, the chances of him being satisfied are high. On the other hand when the employee has too much expectation on the job and the same is not met the employee is highly dissatisfied thereby leaving the organization.

2.4.4 Equity theory

Another theory which denotes job satisfaction is named "Equity theory". This theory was proposed by Walster, Berscheid and Walster (1973) and they are of the view that each and every individual wants fairness in all aspects of life especially the social relations. In this regard equity theory proposes that a person identifies the amount of input which one has put towards a relation which may be work related or a social relation and compare it with the output one receives. According to another researcher Huseman, Hatfield and Miles (1987) they further suggests that when an individual perceives that there is inequity between social groups or co-workers that employee might end up dissatisfied. To add to the above one can note that an individual may feel dissatisfied when he puts more effort that is time, hard work, commitment, ability, skills and determination, but paid less than his co-worker doing the same or less work hence paid more than him.

The theory holds the view that payment major concern in organizations. Employees in any organization whether they are general staff to management, feel that what they contribute to the organization, their efforts and inputs should be fairly paid in salaries and wages as well as other benefits. When an employee feels they are not equally paid, they would be dissatisfied and demotivated to work harder. The employee may become hostile towards co-workers as well as the organization at large. In turn the employee will produce low turnovers and absenteeism as well as leaving the organization may be of much concern.

2.5 Theories of Organizational Commitment

Organizational commitment is also based on theories which have been tested by other schools of thought. This study will focus on the side-bet theory and the model put forward by Meyer and Allen and these are explained in the following paragraphs.

2.5.1 Side-bet theory

Side-bet theory is also known as 'exchanged-based definition' and is the mind of Becker et al. (Becker, 1960; Alluto, Hrebiniak and Alonso, 1973). With regards to this school of thought, it states that an employee is committed to the organization or company mainly due to the position that employee holds regardless of the negative effects which comes with the job itself. Furthermore he proposed that employee's commitment comes into being when an individual links his interests with the line of activity. They went on to suggest that if the employee is given alternative benefits, he/she is more than willing to leave that particular organization.

According to Becker he suggested that side bets takes into account five various forms which are (a)self-presentation concerns, (b) generalized cultural expectations about responsible behavior, (c) individual adjustments to social position, (d) impersonal bureaucratic arrangements, (e) and non-work concerns. These are explained as follows:

a. **Self-presentation concerns**

    According to the theory of side-bet, it states that an employee attempts to always and consistently present a public image. This image requires an individual to

behave and act in a certain way consistently thus becoming a fashion or habit, however if this fails it will tarnish the employee's image.

b. **Generalized cultural expectations**

Becker proposed that generalized cultural expectations refer to the expectations that an individual has towards the job. It also constitutes expectations of important groups in an organization and what makes responsible behavior by such groups.

c. **Individual adjustments**

Furthermore, the side-bet theory states that an individual puts much effort and time so as to adapt to the organization, its policies, management as well as the different social groups at the organization. The employee also attempts to use his knowledge and skills to the advantage of the organization. Thus an employee tries to fit in all aspects and this requires a lot of effort and time. If the individual fails to adapt to the organization, committing will be problem.

d. **Impersonal bureaucratic arrangements**

Furthermore impersonal bureaucratic arrangements can be defined as rules or policies which are put into practice by the organization. The main purpose for doing such is to encourage or to reward long term employments.

e. **Non-work concerns**

These refer to side bets which are made by an employee outside the organization itself. This is when an employee establishes relations or roots in the community that would be affected if and when he were to leave the organization and he is forced to seek employment in another area.

2.6   The role of motivation

Motivation plays an important role in the employee job satisfaction. One can find out that when an employee is motivated at work, this improves his/her input which further increases the outputs. Employers in the hotel industry are working towards high

turnovers and in order for them to reach such; they are putting into place motivational factors for the employee to remain content with their jobs. There is to no doubt interaction between motivation and job satisfaction as if the employee is satisfied or dissatisfied this is an indication of motivation. One cannot deny the fact that motivation has been researched by various researchers, however since this research is on job satisfaction and organizational commitment, it is important to look at the role played by motivation.

In defining motivation, Mitchell TR, 1982 refers it as those psychological processes' that determine the onset, directing and maintaining voluntary actions oriented towards a goal (Mitchell TR, 1982). A motivated employee is to a larger extent a goal oriented employee. It is crucial for employers to motivate their employees for them to attain high turnovers and in turn commit to the job. Thus when an employee is motivated, the level of being dissatisfied is limited. Factors which include wages, insurance like life insurance, housing insurance, allowances besides wages and salaries that include accommodation, car allowances can also act as motivation factors. In addition leisure allowances which include holidays for the employee and his/her family can also increase level of satisfaction among employees. As can be noted hotel workers in North Cyprus are given an allowance of paid leave a month per year.

2.7   Consequences of job satisfaction and Organizational commitment

The above literature on job satisfaction has shown that there is indeed a positive relationship between employee being satisfied with his job and also the employee committing to the organization. Hotel industry is a labor-intense industry and is driven by human capital to deliver high quality services to customer satisfaction no matter the season. Thus it is important for the employee to be happy, motivated and satisfied by his job. When the opposite is at hand, employees' dissatisfaction is reflected on both performance and delivering services to the customers. According to Silvestro & Cross (2000) it is crucial for the employees' to be included in decision making as they would feel as part of the organization. When employees are satisfied with their job, the level of absenteeism is lowered and this in turn increases turnover rates.

2.8   Personal Factors that affect Job Satisfaction

2.8.1 Age

In the hotel industry especially in North Cyprus age of employees play a vital role as the job turns out to be demanding hence need employees who are fit to undertake without too many negative consequences. According to Clark et al(1997) in Wright, B. E., and Pandey, S. K. (2005), indicated that younger employees in the hotel industry who are less than 25 years old are less satisfied with their job compared to other employees who are more than 30 years old. Hunter 2007 holds the same view as to the above as he stated that young workers turn to be dissatisfied mainly because they find it too difficult to balance their social responsibilities. The fact that they are young and they want to further their education for them to get promotions at work, increases demand which leads to dissatisfaction. On the other hand Novak (1993) pointed out that mature workers are more satisfied because they only are concerned with extrinsic rewards than promotions. Since the five star hotels in North Cyprus incorporate different departments, which are very stressful and demanding, thereby all departments consists of different ages and experience also play a vital role.

2.8.2 Gender

According to Okpara (2004) he is of the view that although gender differences in job satisfaction have been widely studied, there were no convincing proof concluded about the difference between job satisfaction's level of male and female employees. Zou K. H. (2007) is of the view that male employees are less satisfied with their job compared to female. They still want to experience more demanding, paying and satisfying jobs. Thus they are prone to move from one hotel to another. Furthermore Hunjra K. H (2010), he is of the opinion that there is an existing correlation among gender and job satisfaction. This correlation states that women turn to have a higher level of job satisfaction than men. Once women get a paying job, with better working conditions chances of her moving is very low.

2.8.3 Marital Status

Studies regarding the employee's marital status present that married employees are more satisfied than single ones Chermack, T. J et al (2001) worked on widowed or married, divorced or single employee and found that the remarkable differences between widowed and married which were more satisfied with their job than divorced and single employees. Senar (2009) and Zoa (2007) argued that there were no statistically substantial differences between married and single workers related to their job satisfaction. Additionally, Hind (2013) maintained that marital status has a substantial effect on job satisfaction. He argued that married employees are less satisfied than divorcees or widowers.

2.8.4 Academic Level

Education is considered as the root for success, thus the hotel industry in North Cyprus also has taken seriously the concept of education. At this moment one should note that education is considered as one of the tourism sector which is contributing much to the GDP of the country. One cannot deny the fact that education has its roots in job satisfaction. Thus according to Saner et al 2009 found that employees who had lower levels of education in the hotel industry had high levels of job satisfaction, probabilities for promotion, better salary and job security as compared to high educational employees.

Hotels in North Cyprus consists of both the educated and the less educated, thus those with higher qualifications are placed in managerial departments whilst those with less education relay more on their physical strength. On this note, one should not forget that the labour force in hotels in North Cyprus comprises of migrates from different states seeking better working and living conditions. Thus most are less educated. It is important for hotels to attract highly educated people in order to be globally competitive in the long run, and to meet the high cost level the country has today.

2.8.5 Company policies, administration and procedures

An organization's policies, if they are not clearly stated and followed they will become a stabling block for the employee to be satisfied. If the rules that are put forward are not put into practice this will affect the employee negatively. The policies of the company should be well documented and well followed.

2.8.6 Interpersonal relationships

It is important to note that all employees whether management or staff have good relations amongst themselves. This will encourage employee satisfaction. All the employees at any given organization should be able to interact well with each other for easy of communication and so thatp there becomes a team work. Thus if there is cooperation then it means there is work done.

2.8.7 Status

The ranking of an individual is important at the organization and is characterized and determined by employee' unique characteristics. Each employee has a position at work and that should be respected as each responsibility is characterized by responsibilities. If such is not respected one will feel disrespected thus becomes dissatisfied. Therefore organizations should try to encourage recognition of positions at work.

2.8.8 Security

Security is the feeling of being secure at a work place and that there are no threats of being laid off. In addition security also means there is no employee harassment when working and there is no dementing a person. When there is security the person feels that the company needs and respects his well being and there will be no way that person can leave the organization. Therefore the person is satisfied and stayed for longer periods of time being committed to the organization.

2.9   Factors Influencing Job Satisfaction

There are a number of factors which contributes to employees' satisfaction or dissatisfaction which normally leads to quitting employment. Vast researchers have contributed much to the factors influencing job satisfaction of employees at any given organization. However it is important to note that no clear standard has been set as of the job to be considered as a measurement for job satisfaction. To add to the above it is important to determine the effective factors of job satisfaction and the effects whether negative or positive which accompany it.

2.9.1 Pay

According to Mottaz 1988 he defined pay as the reward where an employer gives an employee for his or her services depending on how the employer values the work effort. Pay is one of the work rewards available for employees for the services rendered. According to Spector (1997) there is a positive relationship between job satisfaction and payment. Once the pay which is usually called salary/wages is considered satisfactory and is being provided at the agreed date between the employer and the employee, high chances of satisfaction is reached. Thus pay also acts as a motivational factor for high performance.

2.9.2 Supervision

Supervision is a role taken mainly by the person in authority who is usually in the management. This is the most important demographic factor in an organization as it is considered as the source of either satisfaction or dissatisfaction of the employee. According to the definition in the Oxford English Dictionary, it states that supervision is the function of overseeing, and directing or taking charge of a person, organization and activity. The interaction of supervision and the employee at an organization will either affect the employee negatively hence quit his job or positively and he would rather commit to the organization. Employees feel that supervisors are role models and should also take into account their perceptions and ideas with regards to the job at hand and

when this happens, employees feel that they are part of the team and this encourages them to put extra effort.

2.9.3 Work

Within the hotel industry, the work roles of employees demand constant interaction with customers who have distinct demands and expectations thus according to Karatepe et al, (2007). To add to this employees have the mandate to comply with requests from customers at the same time requirements from the employer who seeks better and high quality service to customers. The work at a 5 Star Hotels demand much effort from the employee and at times the employee is supposed to do duties not one but multiple duties which is exhausting. Therefore the employee needs to be satisfied with other factors which include pay and working hours and the working environment should be conducive for him to work.

2.9.4 Working conditions

As most people spend much of their time working, it is important for organizations to provide working environments that are conducive. Therefore organizational environments are created by the company policies, roles of supervision and management, the safety of workers, the work itself and also working hours which are manageable. This research shows that poor working situations affects the productive of an employee that affecting job satisfaction negatively. This also affects organizational commitment by the employee as they seek better working environments.

2.9.5 Opportunities

Opportunities at work are important as an employee desires opportunities for upgrading, for the sake of progressing in life, to have challenging work and the need for growth. Organizations have to have upgrading policies for the sake of employees' personal growth and access to challenging work. To add to this note, when an employee gets a fair upgrading, he feels acknowledged by the organization and thus is satisfied and work even harder to produce better results which in the tourism industry is customer satisfaction. Chances of employees committing to the organization that gives

them opportunities to grow, is high. As this study illustrated hotels employees at 5 Star Hotels are given opportunities to further their studies and are given opportunities to be trained for better and more challenging skills used in the hotel industry.

2.10   Chapter Summary

The chapter focused on the literature review on job satisfaction and organizational commitment. It stated the definitions of job satisfaction and organizational commitment as according to other researchers on the same topic. Furthermore the chapter stated the role played by motivation on job satisfaction and organizational commitment. It also focused on the theories of job satisfaction and these include the two-factor theory, Affective theory and the Equity theory. For organizational commitment the side-bet theory was used. The chapter also stated factors which affect the employees' satisfaction with their job and these include pay, working conditions, supervision and management and also personal factors which contribute to how a person can be satisfied with their job. It is important to note that satisfied employees are likely to stay and be commitment to the organization. Researcher holds the same view that a satisfied employee works harder and produces better results whilst a dissatisfied employee does the opposite and at the end he quits his job and look for better and more satisfying environment.

3. CHAPTER   TOURISM INDUSTRY IN NORTH CYPRUS

3.1   Overview of Tourism Industry in North Cyprus

North Cyprus is a tourist destination and is a haven for 300 000 people of different nationalities. These people have no direct access to the international community except Turkey. This is due to the political challenges faced by North Cyprus. However the political situation does not hinder the economic development which is boosted by the tourism industry as the industry have attracted both private and public investors to invest in establishing successful group of hotels. It can be noted that independent minded hoteliers have established and created luxurious and totally individual resorts. North Cyprus hotels comprises of hotel chain groups which include Merit Group and also Accor Hotel group that owns the Mercure Hotel. 5 Star hotels are luxurious and equally affordable for tourist to both enjoy their stay in North Cyprus as well as enjoy the beauty of the tourist attractions in that particular area.

According to the Tourism and Planning Office (2017), the hotels in North Cyprus were 104 and this number has since changed to date as more hotel establishments have been built. In 2015, the revenue that the tourism industry contributed was estimated to be US$178.8 million and in 2017 the value increased to 258 3 300 000 Euros. In terms of tourists arrivals in 2001 it was recorded that 2 621 845 tourists arrived in North Cyprus and in 2017 the figure increased to 3 553 149 (Hotel Association of North Cyprus). In terms of employment, in 2008 the tourism sector provided employment for 8 000 workers and the figure increased to 14 000 in 2017. Thus North Cyprus hotel industry is providing more employment opportunities for both locals and international workers.

North Cyprus has massive tourism attractions which are found in Famagusa, Nicosia also known as Lefkosa, Girnie also known as Kyrenia and also in Gulelyurt. These tourist attractions are grouped under cultural, historical as well as educational. These include historical castles namely St. Hilarion, Buffavento and Kantara castles. North Cyprus also houses museums which include Mevlevi Tekke Museum in Lefkosia,

the Barnabas Museum in Famagusi and also the Kyrenia Shipwreck Museum in Girnie. These are among the many visited places in North Cyprus.

The beaches are spread across the island and these have become places of entertainment as well as relaxation. Thus tourists come from all sectors of the world to view and enjoy the 3S provided by North Cyprus in peace. These 3S are the Sun, Sea and Sand and in doing so, this has provided opportunities for hotels to be established to accommodate the tourists. Thus to no doubt employment opportunities were opened for all nationalities in these hotels. Turkish citizens and different nationalities that include Russians, Ukraine, Africans, Pakistanis and others have been employed in the tourism sector. According to the Statistical Yearbook of Tourism stated that in 2005 tourism sector employed 8 000 jobs in hotels which is 78%. These employees pay taxes to the government thereby contributing to the economy of the state and raising the GDP of the state.

The economy of North Cyprus depends much on the service industry, among which tourism is the backbone of economic development of North Cyprus. According to the statistical Year book of Tourism, in 2005, the tourism industry contributed 3.3% ($145.6 million) to the GDP of the country. (Statistical Yearbook of Tourism, 2005). The percentage has since increased in the past 10 years as the island has opened to more sectors which include education, medical tourism (were individuals come for medical treatments) and maritime tourism.

3.2   Tourism Sectors

3.2.1 Cultural tourism

In the past years North Cyprus has opened doors for cultural tourism to flourish. Cultural tourism can be defined according to the Oxford Dictionary which defines it as the traveler's engagement with a certain country or region's ways of life of the citizens in these selected geographic areas, their history, religion, art as well as other important aspects of their lives that help shape their personalities. Indeed it can be noted that North Cyprus comprises of such cultural activities which are spread around the state.

3.2.2 Conference and education tourism

Another sector boosting the economy of North Cyprus is the conference and education sector. North Cyprus has opened international universities in the past ten years and has become an education haven for international students which include Turkish, Middle Eastern and African students. The universities include Cyprus International University, Near East University, Kyrenia University. According to Kantircioglu and Bigak 1996 in Warner, J. (1999). They are of the view that more than 20 000 students are currently attaining their education in North Cyprus and are putting vast amount of money into the local economy through payments of fees, housing facilities as well as their upkeep. They further states that the education section in North Cyprus has generated over 230 000 United States Dollars. (Kantircioglu and Bigak, 1996; Akis and Warner, 1995). Most of students who finish their education find it easy and prefer to continue living in North Cyprus and find work in the hospitality industry. Many are employed in hotels and casinos hence further pay taxes to the government and help improve the economy of the country.

3.2.3 Marina tourism

Since North Cyprus is an island, the tourism sector has developed the marina tourism were international yacht voyagers come through and to North Cyprus. This has to no doubt increased tourism input to the growth domestic product of the country.

3.3 Overview of 5 Star Hotels in North Cyprus

Since this paper is focusing on 5 Star hotels in North Cyprus, it is important to give focus on what constitute such establishments to be labeled 5 Star Hotels, and also to establish what they comprises of which makes them unique and classic. The following are some of the important futures found in both these establishments, however each hotel has its own uniqueness and touch which is also built on the employees on how they handle the guests from check in to check out which makes the guests satisfied by the services. Thus one can be tempted to say that even if the hotel constitutes all high standards, if the employees are working hard and not satisfied with their work, the

service quality will be low as well as the customer satisfaction will be low. Therefore it is important for the hotel employees to keep its staff satisfied.

3.3.1 General Characteristics of 5 Star Hotels

Each 5 Star Hotel established constitutes its uniqueness which vary from how it is structured, designed, the types of services offered, the guests rooms, the entertainment facilities, the restaurant and the different foods and beverages offered, to how the guests are treated by the staff which cause them to become repeat guests. Indeed the three 5 Star Hotels in question offers such uniqueness hence both local and international visitors find home far away from home. Furthermore the fact that North Cyprus is peaceful and the crime rate is below 5% as compared to other countries, this has attracted tourists to visit North Cyprus without fear hence they are relaxed and they enjoy their stay.

In this study, the hotels constitutes of different luxurious rooms, restaurants and bars, casino, spars and fitness activities as well as outdoor services for their guests. Even though all have such services, it is the way they are served towards the guests that makes them unique and special. For all these services, employees are available 24 hour services, to serve guests none stop with all different requests. Thus the hotel industry is a labor intents and require employees to give that extra effort so as to maintain their services, therefore employee need to be commitment to their work due to the fact that even if during peak periods like summer season, service is not supposed to decay. This is one characteristic of a five star hotel that services no matter the period of season is, they consistently maintain their standards.

3.3.2 Rooms

The rooms offered by the hotels for this study vary with each hotel. Though they are named differently depending on the hotel, they possess the same purposes. They are categorized under deluxe rooms, family suites, to executive suites. These hotel rooms consists of luxurious décor with high quality furnishings, ample space for guest to enjoy free movements, large queen or king sized beds, premium bedding and luxurious bath products are provided. Generally 5 star hotels have bed carrying capacity from

100 to even 1 500. All these rooms have up to date facilities like internet, mini bar, television and other facilities for entertainment and relaxation.

3.3.3 Restaurant and bar

Guests in 5 Star Hotels in question are treated to different local Turkish dishes as well as international dishes thereby offering guests variety opportunities for every taste prepared. These include the Buffer and A'la Carte services for traditional dishes. The hotels have employed highly qualified chefs to carter for all the food for the restaurant. Furthermore there are lobby bars and pool bars in each hotel offering beverages as well as Turkish coffee to guests. Food and beverages are offered by waitress and waiters who are highly qualified and trained for the job so as to give high customer service.

3.3.4 Casino

Casinos are a place of entertainment and relaxation and for others it is where they try to find fortune and fame. The 5 Star Hotels in this study offer latest jackpot slot machines, table games which offer games which include roulette, blackjack, stud poker and Punto Banco. Furthermore for the guests who seek to bet without the bustle the touch bet roulette screens are offered. Hence there is always something for the guests to enjoy whilst they are at the hotel. In addition to the above live performances are also available for the guests to keep them entertained.

3.3.5 Spar and fitness centre

At the hotels, the main aim is for the guests to feel relaxed and getting rid of negative energy and staying healthy away from home, the hotels offer sophisticated and well updated Spars and fitness centers. The exercise rooms offer a full range of machines and weights for training or just to burn and tone up muscles. In addition there are Turkish bath rooms, steam rooms, sauna, ice fall, swimming pool and resting area. Furthermore experts in the area of health and fitness are always available to assist the guests.

3.3.6   Conference and banqueting

The 5 Star Hotels in this study each has conference and banqueting rooms which are decorated to suite the local and international standards based on the guests who need to use them. They offer latest technology technical equipment which allows guests to feel comfortable during their stay. The conference rooms houses not only business/office meetings, they also house weddings, family gatherings, birthday celebrations, special occasion celebrations, galas, dinners as well as cocktails. Hotel A consists of Vienna Ballroom which has 700 guest carrying capacity which is further divided into four individual halls. Furthermore it has St Hillarion meeting hall which has 20 people capacity and is designed for special meetings and events.

3.4   Statistics of hotels in North Cyprus

According to the Tourism and Planning Office (2003) it stated that in 2003 the hotel industry employed 3 800 hotel workers which was 65% of the total population. The figures increased in 2015 as the above mentioned research stated that the hotel industry employed 8 000 (both local and international workers) which is 78% of the employment rate hotel workers from different nationalities. This is mainly due to the fact that the hotel industry is the backbone of the economy of North Cyprus and is bring huge income and raising the GDP of the nation as a whole. In addition several hotels have been established from 3 Star hotels to Star hotels so as to accommodate tourists both local and international. With regards to this in 2015 hotels in North Cyprus the figures have increased as more hotels are being established hence creation of employment.

Table 3.1 Number of Hotels in North Cyprus

Location of Hotels	Number of Hotels	Number of Hotels	Number of Hotels
	5 Star Hotel	4 Star Hotel	3 Star Hotel
Girnie/Kyrenia	14	4	9
Gazimagusa	1	-	2
Lefkosa	2	-	1
Lapta	-	1	3
Iskele	3	-	-
Guzelyurt	-	-	-
Total	**20**	**5**	**15**

Source : KITOB North Cyprus Hotel Association 2018

3.5 Chapter Summary.

In this chapter much attention was given to the general overview of the hotel industry in North Cyprus. It can be noted that both private and public investors have established successful hotels in North Cyprus which helped in opening employment opportunities for local and international employees. It should be noted that North Cyprus also provides other tourism sectors which in cultural tourism, conference and education tourism and marina tourism. The chapter also focused on the general characteristics of 5 Star Hotels in North Cyprus that include the outline of the rooms, restaurant and bars, casino, spar and fitness centers as well as conference and banqueting.

4. CHAPTER   RESEARCH METHODOLOGY

4.1   Introduction

In this chapter of methodology aspects such as review of the research approach and design will be explained in detail, a further explanation of the collection of data, and how the data was analyzed will also be included. Furthermore, this chapter is aimed at finding tangible information on hotel employees' job satisfaction and their attachment to the organization that is the hotel they are working at. Factors that affect job satisfaction which has both positive and negative impact on organizational commitment will be explained also. Thereby this chapter is going to be arranged as follows:

- Research Design
- Research Approach
- Target population
- Sample size
- Data collection
- Research instrument
- Survey
- Validity and reliability
- How the data is to be analyzed
- Ethical consideration

4.2   Research Design

In explaining what a research design is, Saunders et al, 2009 stated that research design is the general plan one can use in answering the research question. He stated that there are three different types of research design which are termed the descriptive research design, exploratory research design and explanatory research design. Saunders went on to explain that the descriptive design is used to expose accurate information on events, people and even situations at hand. On the other hand he stated that the exploratory design method is finding new insights to an existing problem depending on the results of the data. This study is focused more on the explanatory design, which basically involves finding relationships between variables.

This paper is focused on seeking to find the relationship between job satisfaction and organizational commitment of hotel staff in North Cyprus.

4.3   Research Approach

In order to collect relevant data for this study, a quantitative approach will be used that is the quantitative. Firstly by collecting data using the quantitative approach from the sample population of hotel staff in North Cyprus is due to the fact that large amount of data is needed in order to compare and contrast the variables in question that are job satisfaction and organizational commitment. 300 staff members were given questioners to answer and return the questionnaires on the scheduled time.

There are two types of research approaches that can be used by researchers. These are deductive approach or inductive approach. According to Saunders et al 2009, explained that a deductive research approach can be used to explain the casual relationship between variables that are subject for testing. (Saunders, Lewis and Thornhill, (2009). Since this study will use numbers, to get the information from the hotel personnel, the deductive research method will be used. However it is important to explain what inductive approach is. According to Saunders et al are of the view that inductive approach can be explained as an approach which is based on qualitative data, data does not include numbers like that of deductive method. Furthermore this approach can collect a lot of added and explained data from respondents which can be of use to the research. Inductive method is flexible unlike the quantitative data collection method.

According to Robson (2002) he stated five stages of a deductive research. These stages are used for the analysis and are listed as follows:

1. Deducting a hypothesis from theory

2. Expressing the hypothesis in operational terms

3. Testing the operational hypothesis

4. Examining the outcomes of the analysis

5. Modifying the theory in light of the discoveries

4.4   Population

According to Dowson, 2002 he is of the view that population is a representative of a pool of subjects which the researcher deems to carry the needed information. This study will focus on 5 Star Hotels in North Cyprus and the main target being the hotel staff.

4.5   Sample

The study consists of 300 hotel staff working in the Five Star Hotels in North Cyprus. According to Sekaran (2003) he is of the view that the sample size larger than 30 and less than 500 are appropriate for research purposes. From the 300 questionnaires issued only 200 were used for this study as 43 were ineligible as they were filled in wrongly. 27 were not returned 30 did not have enough information for the study. In Girnie/ Kyrenia there are fourteen (14) 5 Star Hotels and the researcher approached all of them to get information for this study, however only 3 hotels were willing to participate in this study.

The table below shows the number of hotel staff under study.

Table 4.1 Sample Size

Hotels	Population Size	Sample Size	Usable Questionnaire
Hotel A	256	126	83
Hotel B	172	84	53
Hotel C	181	89	64
Total	**609**	**299**	**200**

According to Krejcie Robert V and Morgan Daryle W (1970), gave an outline of the sample sizes depending on the number of population under study. They laid out a

formula on selecting sample size and stated that: Total Number of employees per unit / total number of population x sample size = number of questionnaires for study.

In this study total number of staff is 609, and the proposed sample size is 300.

a. Hotel A 256/609 x 300 = 126 questionnaires
b. Hotel B 172/609 x 300 = 84 questionnaires
c. Hotel C 181/609 x 300 = 89 questionnaires

The methods of sampling used to collect data from the targeted population were random sampling and systematic sampling. At first the targeted population was selected systematically by taking them by department and then in those departments, random sampling was later used to select the targeted employees. The fact that the targeted population had little time to spare, especially when at work thus, the ones who were available at that moment answered the questionnaire.

The questionnaires were completed in 4 weeks from all of the hotels employees which include the management and hotel staff in general. The staff includes those who are employed on full time basis.

The survey was distributed during the period February 2018 – March 2018.

4.6 Data Collection

4.6.1 Primary Data Sources

Primary data can be defined as a direct approach where data is collected straight from the sources. The data can be collected using methods which includes interviews, observations and questionnaires. The study used primary data also as the researcher collected information using questionnaires and they were administered to employees at the hotels. It can be noted that collecting data using primary data sources is time consuming, lengthy and very expensive. However by collecting data using this method the researcher gets firsthand information from the respondents.

4.6.2 Secondary Data Sources

Secondary data can be defined as the collection of data or the information from secondary sources or from already available sources. These may include published books, unpublished documents and also from journals. Such information is relevant for research as it is important for the researcher to acknowledge other researchers knowledge and work.

4.7   Research instruments

According to Choi et al, 2004 he pointed out that methods of collecting data or information from respondents by the researcher is known as the research instrument. For this study, questionnaires were used to collect information which was used for this study.

The survey is going to use the questionnaire through handing out the same to the respondents. Some of the questionnaires were sent through internet using the social network that includes Facebook and personal emails for the employees and company emails so as to reach as many respondents as possible. It is vital to note that there were no rewards given to the participants involved in this research. The participants volunteered to participate in this survey mainly due their own intrinsic motivation. Furthermore the participants who volunteered in this research were the most accessible ones though they had high loads of work they set aside some time to give information with regards to this research. Thus this can be termed convenience sampling. According to Saunders, Lewis and Thornhill, 2009 he is of the view that convenience sampling is much easier to administrate and cheaper to perform. Thus this helped in reducing the amount of time taken and reduced funds used to conduct the research. In addition one can note that honest answers to the survey were given at a higher rate by respondents as they were not forced to participate but they volunteered to participate in this research.

4.7.1 The questionnaire

As have been noted above, this research will use questionnaires to collect data from samples to test the hypotheses of this study. In order to promote and recognize the various variable of job satisfaction and organizational commitment of employees in Five Star Hotels, questions were formed and put on the questionnaires. The questionnaire used was divided into two parts that is job satisfaction, and the questions were rated from 1 to 5 and for the second part which is the organizational commitment which was rated from 1 to 5.

4.7.2 The Minnesota Satisfaction Questionnaire (MSQ)

The Minnesota Satisfaction Questionnaire (MSQ) was postulated by Weiss (1997) in order to measure job satisfaction at work. The MSQ is a self-administered questionnaire with two forms, the first form being a 100 item type version which is the longest and on the other hand, the 20 item shorter version. Many researchers on job satisfaction turn to use these forms to measure job satisfaction and this study has taken the shorter version of the questionnaire. The MSQ shorter version is more detailed and on the other hand the 100-item version contains five items representing each aspect and the 20-item paper has one single facet. The main purpose for the MSQ is to measure satisfaction in three forms which are the extrinsic satisfaction, the intrinsic satisfaction and the General satisfaction. It should be noted that many researchers on job satisfaction who use the 20 item short version of the MSQ, turn to calibrates all items and combine them into one score or they add the intrinsic and the extrinsic satisfaction. It is important to note what extrinsic satisfaction is, this is the environment in which the employee is exposed to and not the job he is doing on the other hand the intrinsic satisfaction is the job itself and how the employee feels about that particular job. The MSQ requires employees to value how they are satisfied on a 5-point Likert scale from 1-5 as follows :

- **Very satisfied**   5
- **Satisfied**   4
- **Neutral**   3
- **Dissatisfied**   2

- **Very dissatisfied   1**

The above scale shows the rate at which the employees at the hotel are satisfied with their jobs. It can be noted that the scale of 5 means that the employees are very satisfied with their jobs, the scale of 4 shows that the employees are satisfied with their jobs and when an employee is satisfied he/she is willing to stay with the organization. The scale of 3 means the employees are neutral thus, they are neither satisfied nor dissatisfied. The scale of 2 shows that the employees are dissatisfied with their work and the scale of 1 shows that employees are very dissatisfied and are luckily to quit their work and work elsewhere

Table 4.2   Job Facets of the Short Form Minnesota Satisfaction Questionnaire

1.Being able to keep busy all the time.	Activity
2. The chance to work alone on the job.	Indepency
3. The chance to do different things from time to time.	Variety
4. The chance to be somebody in the community.	Social status
5. The way my boss handles his/her subordinates.	Surpervision
6. The competence of my supervisor in making decisions.	Supervision
7. Being able to do things that don't go against my conscience.	Moral Values
8. The way my job provides for steady employment.	Security
9. The chance to do things for other people.	Humanity/ Social Service
10. The chance to tell people what to do.	Authourity
11. The chance to do something that makes use of my abilities.	Ability utilization
12. The way company policies are put into practice.	Company policies and practices
13. My pay and the amount of work I do.	Compensation
14. The chances for advancement in this job.	Oppotunities
15. The freedom to use my own judgment.	Responsibility
16. The chance to try my own methods of doing the job.	Creativity
17. The working conditions.	Working Conditions
18. The way my colleagues get along with each other.	Co-Workers
19. The praise I get for doing a good job.	Recognition
20. The feeling of accomplishment I get from the job.	Achievement

Source: Saner and Eyupoglu (2012)

4.7.3 The Organizational Commitment Questionnaire

The organizational commitment questionnaire was postulated by Allen and Meyer (1990) in order to measure job satisfaction at work. The MSQ is a self-administered questionnaire consisting of 18 items which focus on employees affective, continuance and normative commitment towards the organization. Many researchers turn to use this questionnaire so as to measure the employees level of commitment. It is important to note that the 18 version questionnaire combine all the three aspects which are important for measuring level of commitment which are normative, affective and continuance. It is important to note that affective commitment is the desire of the employee to stay at an organization, continuance commitment is the need to stay and normative commitment is the feeling of obligation one has towards the organization. The questionnaire requires employees to value how they are satisfied on a 5-point Likert scale from 1-5 as follows :

- **Very satisfied**   **5**
- **Satisfied**   **4**
- **Neutral**   **3**
- **Dissatisfied**   **2**
- **Very dissatisfied**   **1**

Table 4.3   Organizational Commitment Questionnaire

1. I would be very happy to spend the rest of my career in this organization.	Very happy
2. It would be very hard for me to leave my organization right now, even if I wanted to.	Hardship
3. I do not feel any obligation to remain with my current employer.	Lack of sense of obligation
4. I really feel as if this organization's problems are my own.	Burden of company
5. Too much of my life would be disrupted if I decided I wanted to leave my organization right now.	Disrupt of Social Life
6. Even if it were to my advantage, I do not feel it would be right to leave my organization now.	Right to leave organization
7. I do not feel like —part of the family at my organization.	Part of the family
8. Right now, staying with my organization is a matter of necessity as much as desire.	Necessity for the job
9. I would feel guilty if I left my organization now.	Sense of guilt
10. I do not feel —emotionally attached to this organization.	Emotionally attached
11. I believe that I have too few options to consider leaving this organization.	Lack of opportunities
12. This organization deserves my loyalty.	Sense of loyalty
13. This organization has a great deal of personal meaning for me.	Personal meaning
14. One of the few negative consequences of leaving this organization would be the lack of available alternatives	Lack of available alternatives
15. I would not leave my organization right now because I have a sense of obligation to the people in it.	Sense of obligation
16. I do not feel a strong sense of belonging to my organization.	Sense of belonging
17. If I had not already put so much of myself into this organization, I might consider working elsewhere.	Investment
18. I owe a great deal to my organization.	Owe the Company

Source: Allen and Meyer (1997)

4.8   Pilot Study

According to Lau and Sholihin (2005) stated that a pilot study is a miniature trial run conducted before the full scale. This is done to assess and monitor study feasibility, cost, time and adversarial events. Before the full study was conducted, 30 respondents were picked to take part in a pilot study. The main aim was to test the amount of time each respondent might take to complete the questionnaire.

In addition the researcher used the Cronbach alpha to determine the reliability of the measurement tool and the Cronbach's coefficient was 0.96 for Job Satisfaction and 0.93 for Organizational Commitment. According to George and Mallery (2003), a value greater than 0.9 indicates excellent reliability and also Field (2009) suggested that the Cronbach's alpha's general minimum value is 0.70.

4.9   Ethical Considerations

Ethics are an accrual of fundamental principles that govern what is deemed bad and good human conduct, (Carr 2006). Ethics are concerned with reasons for acting as opposed to refraining from acting. It is also having to believe in something or not accepting something due to virtue or malice. The researcher was guided by these factors and abided by the same during the research.

Considerations to be taken include the following:

- Anonymity should be guaranteed to respondents
- Respondents' volunteered information should have confidential assurance
- Clarification and explanation of the study should be given to respondents
- Consideration and recognition of participants' right to discontinue or decline the research should be given.

4.10   Chapter Summary

The chapter highlighted the research procedure which was used in development of the study. The research design, research approach, target population (hotel workers) sample size (300) data collection, research instrument (questionnaire), and the ethical consideration were all used in development of the study. The results are analyzed in the Chapter 5.

5. CHAPTER   DATA ANALYSIS

5.1 Introduction

The chapter focuses on the results from the collected data. Thus it will be arranged as follows:

- Response rate
- Reliability analysis of the instrument
- Descriptive statistics of variables
- Mean Scores for Job Satisfaction
- Mean Scores for Organizational Commitment
- Analysis of Hypothesis
- Regression analysis
- Chapter Summary

5.2   Response rate

The study`s sample size was 300 respondents and from the 300 responses obtained, 200 were answered correctly and these were used for the analysis of this study. The response rate for the study was 67% as highlighted in table 5.1. This percentage response rate is appropriate for the validation of the results obtained from the study. This is supported by Mugenda (2003) who stated that any response rate which is above 50% is conducive for a study and also Cooper and Hedges (1994) also highlighted that a minimum of 50% response rate is satisfactory in the analysis of results obtained from a study.

Table 5.1 Response rate of respondents

Respondents	Questionnaire administered	Questionnaires appropriate for analysis	Response rate %
5 Star Hotels workers	300	200	67%
Total	300	200	67%

5.3   Reliability Analysis of the Instrument

In this study, the Cronbach's alpha statistics was used to examine the reliability and the validity of the questionnaire in use. To measure consistency on items on a questionnaire, the reliability test is conducted. According to Field (2009), most used measuring tool which is commonly used is the Cronbach's alpha which has a general minimum of 0.7. The questionnaire had items measuring job satisfaction and organizational commitment. The rest of the questionnaire asked for respondents' general information for example gender, age, marital status, education and length of service.

Table 5.2 Reliability of Job Satisfaction Questionnaire

Reliability Statistics

Cronbach's Alpha	N of Items
.966	20

Table 5.3 Reliability of Organizational Commitment Questionnaire

Reliability Statistics

Cronbach's Alpha	N of Items
.930	18

5.4 Descriptive statistics of variables

The study questionnaire highlighted the demographic section which captured the personal information of the respondents. Such information includes gender, age, marital status, nationality, education level, length of service and tenure. The study used the SPSS, standard deviation and mean scores as computed by the descriptive statistics for individual items were drawn from distributed questionnaires and presented in the following tables.

5.4.1 Gender of respondents

Table 5.4 below indicates that the number of respondents for this study. It shows a total number of participants of 200 of which 136 are females (68% responds rate) and 64 are males (32% responds rate).

Table 5.4 Frequency of Gender of respondents

Gender

		Frequency	Percent
Valid	Female	136	68.0
	Male	64	32.0
	Total	200	100.0

5.3.2 Marital Status of respondents

Table 5.5 shows the marital status of the 200 respondents. It shows that 74 respondents who participated were single (37%) and 126 respondents were married (63%).

Table 5.5 Frequency for Marital Status of respondents

Marital Status

		Frequency	Percent
Valid	Single	74	37.0
	Married	126	63.0
	Total	200	100.0

5.4.3   Age of respondents

Table 5.6 tabulates the different age groups of respondents for this study. The table shows that between the age of 16-25 years there are 65 participants (32.5% of total respondents) which is the highest number of staff working in hotels, between 26-35 it shows that 57 participated in the study (28.5% of total respondents), from 36-45 age group 57 participated (28.5% of the total respondents). Between 46-55 years 12 participated (12% of the total respondents) and lastly 56 years and above 9 respondent (4.5% of total respondents) which are the least of staff in hotels in North Cyprus.

Table 5.6 Frequency for Age of the respondents

Age

		Frequency	Percent
Valid	16-25	65	32.5
	26-35	57	28.5
	36-45	57	28.5
	46-55	12	6.0
	56 and above	9	4.5
	Total	200	100.0

5.4.4   Nationality of respondents

The table below show different nationalities of respondents in this study. The study focused on different people from difference countries working together. From Turkish Republic of North Cyprus (TRNC) 80 participated with 40% which is the highest rate of staff working in hotels, Russian 32 participated in the study with 16% rate, Cypriots 49 participated with 24.5% rate, Ukraine 11 participated, 5.5% rate, Pakistan 11 participated with 5.5%, African 5 participated with 2.5% which is the lowest rate, and other nationalities who participated 12 with 6% rate. These included Arabs and Philippians.

Table 5.7 Frequency for Nationality of respondents

Nationality

		Frequency	Percent
Valid	TRNC	80	40.0
	Russian	32	16.0
	TR	49	24.5
	Ukraine	11	5.5
	Pakistan	11	5.5
	African	5	2.5
	Other	12	6.0
	Total	200	100.0

5.4.5 Education level of respondents

Table 5.8 shows the level of education of the respondents. 20 respondents holds PhD level (10%), 68 respondents have Master Degree (34%), 77 have an undergraduate degree (38.5%) which is the highest rate, 29 respondents are high school graduates (14.5%) and 6 respondents have diploma (3%).

Table 5.8 Frequency for Education level of respondents

Education

		Frequency	Percent
Valid	PHD	20	10.0
	Master Degree	68	34.0
	Undergraduate	77	38.5
	High School	29	14.5
	Diploma	6	3.0
	Total	200	100.0

5.4.6 Length of service of respondents

Table 5.9 below shows length of service of respondents.71 respondents have less than 1 year working (35.5%), between 1 and 2 years 54 participated (27%), between 3 and 5 years 26 participated (26%), between 6 and 10 years 34 participated (17%) and between 11 years and more 15 participated (7.5%).

Table 5.9 Frequency for Length of service of respondents

Length of service

		Frequency	Percent
Valid	Less than 1 year	71	35.5
	Between 1 and 2 years	54	27.0
	Between 3 and 5 years	26	13.0
	Between 6 and 10 years	34	17.0
	Between 11 years and more	15	7.5
	Total	200	100.0

5.4.7 Tenure of respondents

Table 5.10 below shows the tenure of respondents.98 respondents have less than 1 year (49%), between 1 and 2 years 53 participated (26.5%), between 3 and 5 years 24 participated   (12%), between 6 and 10 years 10 participated (11%) and between 21 years and 25 years 5 participated (2.5%).

Table 5.10 Frequency for Tenure of respondents

Tenure

		Frequency	Percent
Valid	Less than 1	98	49.0
	Between 1and 2 years	53	26.5
	Between 3 and 5 years	24	12.0
	Between 6 and 10 years	20	10.0
	Between 21 and 25 years	5	2.5
	Total	200	100.0

5.5   Mean Scores according to Job Satisfaction

Table 5.11 indicates mean scores for job satisfaction. It should be noted that for the level of satisfaction of staff at hotels in North Cyprus vary from 1 to 5 according to the likert scale which was used to measure job satisfaction. However it should be noted that most of the staff indicated a scale in the neutral that is scale of 3, for one to conclude and say that staff are satisfied with their work the scale should range from 4 upward. Thus in this study many respondents indicated a level of neutral with their work, this might be due to working conditions and or management handling their staff.

It can be noted that respondents indicated that in terms of activity the results were (M = 3.17 ; SD = 1.30), independency (M = 3.03 ; SD 1.25) is the lowest mean score for job satisfaction, variety the results were (M = 3.08; SD = 1.20), social status (M=3.04; SD= 1.29), supervision or human relations (M =3.11; SD = 1.36), supervision or technical (M=3.03; SD= 1.30), moral values (M=3.18; SD =1.30), security (M= 3.20; SD =1.36), social service (M=3.05; SD =1.21), authority (M=3.1; SD = 1.25), ability utilization (M= 3.10; SD= 1.25), company policies and practice (M=3.05, SD=1.21), compensation (M=3.10; SD=1.16), advancement (M=3.20; SD= 1.21) which is the highest mean score for job satisfaction; responsibility (M=3.06; SD= 1.22); creativity (M=3.10; SD=1.79), the working condition (M=3.09; SD= 1.31) co-workers (M=3.15;

SD=1.31), recognition (M=3.04; SD= 1.20) achievement (M=3.10; SD=1.70). The overall mean score for Job Satisfaction was 3.10.

Table 5.11 Mean scores for Job Satisfaction

Description	Mean	St. Deviation
1. Activity	3.1700	1.30369
2. Independency	3.0300	1.25578
3. Variety	3.0800	1.20451
4. Social status	3.0450	1.29280
5. Supervision/ Human Relations	3.1100	1.36647
6. Supervision/Technical	3.0300	1.30677
7. Moral Values	3.1800	1.30234
8. Security	3.2000	1.36356
9. Social Service	3.0550	1.21629
10. Authority	3.1650	1.25124
11. Ability utilization	3.1050	1.25773
12. Company Policies and practices	3.0500	1.21030
13. Compensation	3.1050	1.16221
14. Advancement	3.2050	1.21257
15. Responsibility	3.0600	1.22224
16. Creativity	3.1050	1.79446
17. Working conditions.	3.0900	1.31932
18. Co-Workers	3.1500	1.31382
19. Recognition	3.0400	1.20154
20. Achievement	3.1040	1.70821

5.6   Mean Score according to Organizational commitment

The above table depicts the descriptive statistics for organizational commitment for this study. It can be noted that the highest mean score was that staff felt that is was hard for them to leave the organization at the moment and the record was 3.16 with 1.24 standard deviation score. The least recorded was investment which recorded a score of 2.84 with 1.53 standard deviation. The results indicate that staff are at a neutral scale yet positive scale as the scale is higher than 3.00 thus they are satisfied with their work.

The mean scores of organizational commitment are recorded as follows. I would be very happy to spend the rest of my career in this organization the respondents

recorded a mean score of (M=3.08; SD=1.23), on hardship the scores were (M=3.16; SD=124), lack of sense of obligation (M=3.13; SD=1.12), burden of the organization the scores were (M=3.03; SD=1.22), disrupt of social life (M3.10; SD=1.34), right to leave the organization, the respondents recorded (M=2.98; SD=1.30), on part of family the scores were (M=2.96; SD=1.34), on necessity for the job, the scores were (M=3.02; SD=1.36), sense of guilt the scores were (3.025; SD=1.36), emotional attachment (M=2.98; SD=1.28), lack of opportunities (M=3.12; SD=1.33), sense of loyalty (M=2.96; SD=1.30), personal meaning (M=3.13; SD1.93), on lack of available alternatives the respondents scores were (M= 3.13, SD1.34), on sense of obligation, (M=2.98; SD=1.21), on sense of belonging, the scores were (M=2.95; SD=1.23), investment the scores were (M=2.84; SD=1.53) on owing the organization the results were (M=3.02; SD=1.36). The overall mean score for Organizational Commitment was 3.04

Table 5.12 Mean Scores for Organizational Commitment

Descriptive Statistics

Description	Mean	Std Deviation
1. Very happy	3.0800	1.23744
2. Hardship	3.1650	1.24722
3. Lack of sense of obligation	3.1300	1.12670
4. Burden of organization	3.0300	1.22745
5. Disrupt of social life	3.1050	1.34275
6. Right to leave the organization	2.9800	1.30696
7. Part of the family	2.9650	1.34642
8. Necessity for the job	3.0240	1.26453
9. Sense of guilty	3.0250	1.36885
10. Emotional attachment	2.9800	1.28759
11. Lack of opportunities	3.1250	1.33728
12. Sense of loyalty	2.9600	1.30650
13. Personal meaning	3.1300	1.93178
14. Lack of available alternatives	3.1300	1.34989
15. Sense of obligation	2.9850	1.21745
16. Sense of belonging	2.9500	1.23496
17. Investment	2.8450	1.53386
18. Owing the organization	3.1200	1.30450

5.7   Analysis of Hypotheses

❖ **H (a)   There is a significant and positive relationship between Gender and Job Satisfaction**

It is the aim of this study to seek to find the relationship between job satisfaction and gender of the respondents which are the hotel workers working at the 5 Star Hotel in North Cyprus. To tests the hypothesis proposed the researcher made use of the Analysis of variance (ANOVA). Thus table 5.13 shows the results that indeed there is a strong and significant relationship between job satisfaction and the gender of respondents. The table below shows that there is a significant relationship of .000 which is below the proposed 0.05 significant level. According to Dawson (2002) he stated that a significant value of less than 0.05 is an indication that the model is significant. Therefore the researcher accepts the hypothesis that there is a significant relation between gender and job satisfaction.

Table 5.13 ANOVA results of Gender and Job Satisfaction

		Sum of Squares	df	Mean Square	F	Sig.
Job satisfactio n * Gender	Between Groups (Combined)	12.982	1	12.982	12.721	.000
	Within Groups	202.050	198	1.020		
	Total	215.031	199			

❖ **H (b)   There is a significant relationship between Gender and Organization Commitment**

There is a significant relationship between organizational commitment and the gender of respondents. By using the ANOVA to test the variables, table 5.14 shows the results that there is a significant relationship of .000 which is below the proposed 0.05 significant level. The researcher accepts the proposed hypothesis that there is a significant effect on organization commitment.

Table 5.14 ANOVA results of Gender and Organizational Commitment

		Sum of Squares	Df	Mean Square	F	Sig.
Organizational commitment * Gender	Between Groups (Combined)	11.596	1	11.596	13.909	.000
	Within Groups	165.085	198	.834		
	Total	176.682	199			

Table 5.15 Correlation results of Gender and Job Satisfaction and Organizational Commitment

Correlations

		Gender	Job satisfaction	Organizational commitment
Gender	Pearson Correlation	1	-.246**	-.256**
	Sig. (2-tailed)		.000	.000
	N	200	200	200
Job satisfaction	Pearson Correlation	-.246**	1	.919**
	Sig. (2-tailed)	.000		.000
	N	200	200	200
Organizational commitment	Pearson Correlation	-.256**	.919**	1
	Sig. (2-tailed)	.000	.000	
	N	200	200	200

**. Correlation is significant at the 0.01 level (2-tailed).

The study will focus on Saunders 2012 pertaining correlation relationship between variables as he is of the view that it is important to make use of correlation coefficient in

order to determine the strength of linear relationships between two numerical values. In this study the correlation was used to test research hypothesis.

The results above show correlation between gender, job satisfaction and organizational commitment and it depicted a positive linear relationship between the variables. The level of significant is smaller than .05 which means that there is a positive correlation thus there is enough evidence in the population to support the stated hypothesis that gender, job satisfaction and organizational commitment have significant relationship.

❖ **H (c) There is a significant relation between Age on Job Satisfaction**

There is a significant relationship between job satisfaction and age of respondents. The table 5.16 shows that there is a significant relationship of .000 which is below the proposed 0.05 significant level. The researcher accepts the alternative hypothesis H (d) and concludes that there is indeed a positive relationship between age and job satisfaction. These findings are supported by Ting (1997) who stated that age plays a vital role in job satisfaction.

Table 5.16 ANOVA results of Age and Job Satisfaction

		Sum of Squares	Df	Mean Square	F	Sig.
Job satisfaction * Age	Between Groups (Combined)	35.452	4	8.863	9.624	.000
	Within Groups	179.579	195	.921		
	Total	215.031	199			

❖ **H (e) Age has a significant relationship on Organizational Commitment**

There is a significant relationship between job satisfaction and age of respondents. The table below shows that there is a significant relationship of .000 which is below the proposed 0.05 significant level. Therefore the researcher accepts the hypothesis and concludes and says that there is a positive relationship between the age of the respondents and organization commitment.

Table 5.17 ANOVA results of Age and Organizational Commitment

			Sum of Squares	Df	Mean Square	F	Sig.
Organizational commitment * Age	Between Groups	(Combined)	22.427	4	5.607	7.088	.000
	Within Groups		154.255	195	.791		
	Total		176.682	199			

Table 5.18 Correlation results of Age and Job Satisfaction and Organization Commitment

		Age	Job satisfaction	Organizational commitment
Age	Pearson Correlation	1	.295[**]	.263[**]
	Sig. (2-tailed)		.000	.000
	N	200	200	200
Job satisfaction	Pearson Correlation	.295[**]	1	.919[**]
	Sig. (2-tailed)	.000		.000
	N	200	200	200
Organizational commitment	Pearson Correlation	.263[**]	.919[**]	1
	Sig. (2-tailed)	.000	.000	
	N	200	200	200

[**]. Correlation is significant at the 0.01 level (2-tailed).

The results show a strong and positive correlation between age, job satisfaction and organizational commitment. The table above shows the results of 263 and 295 the strength of the linear regression. The level of significant is smaller than .05 which means that there is a positive correlation thus there is enough evidence in the population to support the stated hypothesis that age, job satisfaction and organizational commitment have significant relationship.

❖ **H (d) There is a significant relation between Marital Status and Job satisfaction**

The researcher further used the ANOVA to establish the proposed hypothesis that there is a significant relationship between job satisfaction and marital status of respondents. Table 5.16 below shows that there is a significant relationship of .000 which is below the proposed 0.05 significant level. Furthermore the results show that married people usually are more satisfied with their job than those who are single. Saner and Eyupoglu (2012) are of the same view as they state that marital status has a bearing on job satisfaction.

Table 5.19 ANOVA results of Marital Status and Job Satisfaction

		Sum of Squares	df	Mean Square	F	Sig.
Job satisfaction * Marital Status	Between Groups (Combined)	18.400	1	18.400	18.528	.000
	Within Groups	196.631	198	.993		
	Total	215.031	199			

❖ **H (e)   There is a significant relationship between Marital Status and Organizational Commitment**

There is a significant relationship between job satisfaction and marital status of respondents. The table below shows that there is a significant relationship of .000 which is below the proposed 0.05 significant level. The researcher thus accepts the H (e) there is a significant relationship between marital status and organizational commitment. In addition married people commit to their organization unlike single individuals.

Table 5.20 ANOVA results of Marital Status and Organizational Commitment

		Sum of Squares	df	Mean Square	F	Sig.
Organizational commitment * Marital Status	Between Groups (Combined)	16.169	1	16.169	19.946	.000
	Within Groups	160.513	198	.811		
	Total	176.682	199			

Table 5.21 for Correlation results for Marital Status and Job Satisfaction and Organizational Commitment

Correlations

		Marital Status	Job satisfaction	Organizational commitment
Marital Status	Pearson Correlation	1	.293**	.303**
	Sig. (2-tailed)		.000	.000
	N	200	200	200
Job satisfaction	Pearson Correlation	.293**	1	.919**
	Sig. (2-tailed)	.000		.000
	N	200	200	200
Organizational commitment	Pearson Correlation	.303**	.919**	1
	Sig. (2-tailed)	.000	.000	
	N	200	200	200

**. Correlation is significant at the 0.01 level (2-tailed).

The results show a positive linear relationship between marital status, job satisfaction and organizational commitment. The table above shows the value of .303 which tells the strength of the linear regression. The level of significant is smaller than .05 which means that there is a positive correlation thus there is enough evidence in the population to support the stated hypothesis that marital status, job satisfaction and organizational commitment have significant relationship.

❖ **H (f)   There is a significant relationship between Nationality and Job Satisfaction.**

Findings in table 5.22 indicants that there is no significant relationship between job satisfaction and the nationality of respondents. The table below shows .798 which is higher than 0.05 significant level proposed. Therefore the researcher rejects the proposed hypothesis. Furthermore one can note that the nationality of an individual does not affect the level of satisfaction of that particular individual.

Table 5.22 ANOVA results of Nationality and Job satisfaction

		Sum of Squares	Df	Mean Square	F	Sig.
Job satisfaction * Nationality	Between Groups (Combined)	3.373	6	.562	.513	.798
	Within Groups	211.658	193	1.097		
	Total	215.031	199			

❖ **H (i)   There is a significant relationship between Nationality and Organization Commitment**

Table 5.23 indicates the results of the ANOVA tests of the variables between nationality of respondents and Organization Commitment. There is no significant relationship between organizational commitment and the nationality of respondents. The table below shows .711 which is higher than 0.05 significant level proposed. Therefore the researcher rejects H (i) there is a significant relationship between nationality and organizational commitment.

Table 5.23 ANOVA results of Nationality and Organizational Commitment

		Sum of Squares	Df	Mean Square	F	Sig.
Organizational commitment * Nationality	Between Groups (Combined)	3.362	6	.560	.624	.711
	Within Groups	173.320	193	.898		
	Total	176.682	199			

Correlation results Nationality and Job Satisfaction and Organizational Commitment

The results show the linear relationship between nationality, job satisfaction and organizational commitment. Table 5.24 shows that   -.034 tell the weak of the linear regression. The level of significant is higher than .05 thus it is .629 which means that there is a negative correlation thus there is not enough evidence in the population to

support the stated hypothesis that nationality, job satisfaction and organizational commitment have significant relationship.

Table 5.24 correlation results of Nationality and Job Satisfaction and Organizational Commitment

Correlations

		Nationality	Job satisfaction	Organizational commitment
Nationality	Pearson Correlation	1	-.049	-.034
	Sig. (2-tailed)		.487	.629
	N	200	200	200
Job satisfaction	Pearson Correlation	-.049	1	.919**
	Sig. (2-tailed)	.487		.000
	N	200	200	200
Organizational commitment	Pearson Correlation	-.034	.919**	1
	Sig. (2-tailed)	.629	.000	
	N	200	200	200

**. Correlation is significant at the 0.01 level (2-tailed).

❖ **H (j)   There is a significant relationship between Education and Job Satisfaction**

The Analysis variance was used to establish if there was any significant relationship between job satisfaction and the level of education of respondents. Results showed that there was no significant relationship between job satisfaction and the level of education between the different groups. The table below shows .347 which is higher than 0.05 significant level proposed.

Table 5.25 ANOVA results of Education and Job Satisfaction

			Sum of Squares	Df	Mean Square	F	Sig.
Job satisfaction * Education	Between Groups	(Combined)	4.845	4	1.211	1.124	.347
	Within Groups		210.186	195	1.078		
	Total		215.031	199			

❖ **H (k) There is a significant relation between Education and Organizational Commitment**

The results show that there is no significant relationship between organizational commitment and the level of education of respondents. The table below shows .250 which is higher than 0.05 significant level proposed. Therefore people commit to the organization whether they are more educated or not. It all depends on how satisfied they are with their work.

Table 5.26 ANOVA results of Education and Organizational Commitment

			Sum of Squares	Df	Mean Square	F	Sig.
Organizational commitment * Education	Between Groups	(Combined)	4.787	4	1.197	1.358	.250
	Within Groups		171.895	195	.882		
	Total		176.682	199			

Correlation results of Education and Job Satisfaction and Organizational Commitment

The results show linear relationship between education, job satisfaction and organizational commitment. Table 5.27 shows that -.130 tell the weak of the linear regression. The level of significant is higher than .05 thus it is .067 which means that there is a negative correlation thus there is not enough evidence in the population to support the stated hypothesis that education, job satisfaction and organizational commitment have significant relationship.

Table 5.27 Correlation results for Education and Job Satisfaction and organizational Commitment

Correlations

		Education	Job satisfaction	Organizational commitment
Education	Pearson Correlation	1	-.081	-.130
	Sig. (2-tailed)		.253	.067
	N	200	200	200
Job satisfaction	Pearson Correlation	-.081	1	.919**
	Sig. (2-tailed)	.253		.000
	N	200	200	200
Organizational commitment	Pearson Correlation	-.130	.919**	1
	Sig. (2-tailed)	.067	.000	
	N	200	200	200

**. Correlation is significant at the 0.01 level (2-tailed).

- ❖ **H (I)   There is a significant relationship between Length of Service and Job Satisfaction**

There is significant relationship between job satisfaction and the length of service of respondents. The table below shows .005 significant relationship which is in line with the standard rate of 0.05. This shows that workers in 5 Star Hotels in question are satisfied and thereby they stay longer at the organization.

Table 5.28 ANOVA results of Length of service and Job Satisfaction

		Sum of Squares	Df	Mean Square	F	Sig.
Job satisfaction * Length of service	Between Groups (Combined)	15.772	4	3.943	3.859	.005
	Within Groups	199.259	195	1.022		
	Total	215.031	199			

❖ **H (m) There is a significant relationship between Length of service and Organization Commitment**

The analysis shows that there is significant relationship between organizational commitment and the length of service of respondents. The table below shows .001 which is lower than the 0.05 level. Therefore respondents are commitment to their organizations.

Table 5.29 ANOVA results of Length of service and Organizational Commitment

		Sum of Squares	Df	Mean Square	F	Sig.
Organizational commitment * Length of service	Between Groups (Combined)	15.304	4	3.826	4.623	.001
	Within Groups	161.378	195	.828		
	Total	176.682	199			

The results show a linear correlation between length of service, job satisfaction and organizational commitment. The table below shows the value of -.232 which tells the strength of the linear regression. The level of significant is .000 which is smaller than 0.05 which means that there is a positive correlation thus there is enough evidence in the population to support the stated hypothesis that length of service, job satisfaction and organizational commitment have significant relationship.

Table 5.30 Correlation results of Length of Service and Job Satisfaction and organizational Commitment

Correlations

		Length of service	Job satisfaction	Organizational commitment
Length of service	Pearson Correlation	1	-.232**	-.266**
	Sig. (2-tailed)		.001	.000
	N	200	200	200
Job satisfaction	Pearson Correlation	-.232**	1	.919**
	Sig. (2-tailed)	.001		.000
	N	200	200	200
Organizational commitment	Pearson Correlation	-.266**	.919**	1
	Sig. (2-tailed)	.000	.000	
	N	200	200	200

**. Correlation is significant at the 0.01 level (2-tailed).

❖ **H (n)   There is a significant relationship between Tenure and Job Satisfaction**

There is no significant relationship between job satisfaction and the tenure of respondents. The table below shows .008 which is slightly higher than 0.05 significant level proposed.

Table 5.31 ANOVA results of Tenure and Job Satisfaction

		Sum of Squares	Df	Mean Square	F	Sig.
Job satisfaction * tenure	Between Groups (Combined)	14.479	4	3.620	3.520	.008
	Within Groups	200.552	195	1.028		
	Total	215.031	199			

❖ **H (o)   There is a significant relationship between Tenure and Organizational Commitment**

There is significant relationship between organizational commitment and the tenure of respondents. The table below shows .002 which is lower than 0.05 significant level proposed.

Table 5.32 ANOVA results of Tenure and Organizational Commitment

		Sum of Squares	Df	Mean Square	F	Sig.
Organizational commitment * tenure	Between Groups (Combined)	14.649	4	3.662	4.408	.002
	Within Groups	162.032	195	.831		
	Total	176.682	199			

Correlation results of Tenure, Job Satisfaction and Organizational Commitment

The results show linear correlation between tenure job satisfaction and organizational commitment. The table below shows the value of -.271 which tells the strength of the linear regression. The level of significant is .000 which is smaller than 0.05 which means that there is a positive correlation thus there is enough evidence in the population to support the stated hypothesis that tenure, job satisfaction and organizational commitment have significant relationship.

Table 5.33 Correlation results of Tenure, Job Satisfaction and Organizational Commitment

Correlations

		Tenure	Job satisfaction	Organizational commitment
Tenure	Pearson Correlation	1	-.248**	-.271**
	Sig. (2-tailed)		.000	.000
	N	200	200	200
Job satisfaction	Pearson Correlation	-.248**	1	.919**
	Sig. (2-tailed)	.000		.000
	N	200	200	200
Organizational commitment	Pearson Correlation	-.271**	.919**	1
	Sig. (2-tailed)	.000	.000	
	N	200	200	200

**. Correlation is significant at the 0.01 level (2-tailed).

5.8   Regression Analysis

Furthermore linear regression was also used for this study to test for linearity and the results indicated R value of 0.919. This explains that 84% of the variances in job satisfaction are justified by the variances in organizational commitment. Therefore there is a positive relationship between the two job satisfaction and organizational commitment. This therefore means that the researcher rejects the proposed hypothesis which states that there is a significant and positive relationship between job satisfaction and organizational commitment as the results depicted that respondents are in the neutral zone as they are neither satisfied nor dissatisfied with their jobs.

Table 5.34 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.919a	.844	.844	.37271

a. Predictors: (Constant), job satisfaction

5.9   Chapter Summary

In this chapter the data was analyzed. The results indicated that the proposed hypothesis on job satisfaction and organizational commitment was negative. It can be noted that employees working at 5 Star Hotels in North Cyprus are neither satisfied nor dissatisfied with their employment and also are neither committing to their organization as they are in the neutral zone. Furthermore it can be noted that the demographic factors which include age, marital status of respondents, gender and nationality play a huge part in job satisfaction and organization commitment of employees.

These findings will enable management of hotels to put into practice policies which will protect local and international employees working in the hotel industry. The results showed that employees are less satisfied as their level for satisfaction is within the range of neutral and satisfaction hence policies and working conditions should be put to favor the employees so as to increase their level of satisfaction.

6. CHAPTER   RESULTS/CONCLUSIONS

6.1   Introduction

This study focused on the impact of job satisfaction and organization commitment of hotel employees in 5 Star Hotels in North Cyprus. The study further focused on the impact of demographic factors which are the age, gender, marital status of respondents, educational level, nationality as well as the length of service of the respondents on job satisfaction. It should be noted that organizations are giving much attention on elements that promote employee satisfaction. There is a strong belief that employees who are satisfied with their jobs have a positive impact on organizational performance and productivity. This chapter will focus on:

- Discussions of findings
- Theoretical contribution
- Limitations and recommendations
- Conclusions

6.2   Discussions and findings

The study focused on the impact of job satisfaction and organization commitment on hotel staff and the results reported that the respondents are overly satisfied with their jobs. In conclusion 68% of the hotel staff who contributed towards this study were females and 32% were males. Majority of the respondents were married with 63% and the single being 37%. The majority of the respondents fall in the 26-35 year group and the 36-45 year group with 28.5% each, between the age group of 16-25 there were 32.5%, 46-55 year were 6% and 56 years and above were 4.5%. In terms of the respondents nationality, Turkish Republic of North Cyprus (TRNC) 40%, Cypriots were 24.5%, Russians consisted of 16%, Ukraine 5.5% and Pakistan 5.5% and African 2.5%. 6% of the nationalities were from different nations which include Arab, Philippian and Saud Arabia.

In terms of the education level, respondents who participated who holds PhD were 10%, Master Degree 34%, Undergraduate degree 38.5%, High School level 14.5% and those with diploma level were 3%. Therefore the North Cyprus hotel industry consists of educated staff and one can note that an educated individual is more productive and efficient than an uneducated employee. 35.5% of the respondents who filled the questionnaires have 0- 1 year working experience, 27% had 1-2 year working experience, 13% hand 3-5 year working experience, 17% had 6-10 year working experience and 7.5% had 11 and more working experience.

The results of the study showed that in the hotel industry in North Cyprus especially in the 5 Star Hotels, female staffs are more satisfied with their work than males. According to Clark and Kaiser, 1997 women across the globe are generally more satisfied with their jobs than men. This can be due to the fact that women have lower job expectations hence they are content with their current positions they are holding. In addition it can be noted that though women's jobs in hotels are worse than men's in terms of hiring, promotion opportunities as well as harassment, levels of satisfaction is higher (Clark and Oswald, 1994). This could be as a result of women being well focused and having goals and aims they need to fulfill as well as huge responsibilities in the background, they find it hard to keep on moving from one company to another. In addition to this since women expectations thus low expectations from their work will be highly satisfied than those who hold high expectations thus become content with the jobs they then currently occupy.

On the contrary one can note that males working in hotel industry in North Cyprus are generally dissatisfied with their jobs. Men in generally are motivated by highly challenging jobs (mentally and physically) muscular jobs, thus jobs which are more physical and use a lot of strength, this is the opposite in the hotel industry. Most of the jobs offered in the hotel industry especially the 5 star hotels require know how and skills to accomplish the given task. The casinos require skills and knowledge of slot machines as well as card games, front office as well as management needs skills and know how. In addition men have high expectation towards their jobs and once what they are currently awarded and what they were expecting to get, that gap is not balanced this

will affect their level of satisfaction. this could be the pay they are being given lower than what they expect, opportunities to grow as well as job security is not offered, thus males generally become dissatisfied and if such is not resolved this leads to them to quit their jobs. Furthermore one can note that if male employees are not given their pay or bonus in time this may lead to some psychological effects, depression as well as stress leading to dissatisfaction.

Employees who are married are most satisfied and willing to stay and grow with the organization thus committing to the organization. As the company provides security and benefits to the employee, one can remain committed to that particular organization and seek to grow in the ranks with it. It can be noted that many married employees prefer stability which comes with the job as they can be able to carter for their needs and wants. Also working at a hotel in North Cyprus is flexible as working hours are flexible. It can be noted that shifts which covers a day for better services are put into practices thus suiting the family man/woman to have ample time for their families back home. This then allows relaxation of the mind and brings in more peace to the employee thus becomes productive. Unlike male employees who are single, they do not have much responsibilities therefore they would move and not commit to one organization and the fact that they would want to experience more and gain more finance they would seek organizations which provides the same.

Furthermore the respondents who were in the 26-35 age group and 36-45 age group were more satisfied with their work and willing to be loyal to their organizations. This was due to the fact that the employees are mature enough to settle and start a career and grow in that career with the same organization. In addition it could also be that they have too many responsibilities hence they would not afford to move from one organization to the other. Also working conditions takes toll in influencing employees to stay with the organization. In addition those who are in the 46-55 age group and 56 and above were in the managerial and most were chef's hence they have attained much from their careers and feel they have achieved much therefore it is pointless to keep on moving from one organization to the other. These employees are well settled and are

more satisfied with their jobs. In contrast 16-25 year group are dissatisfied and willing to take more challenges out of the organization.

In terms of education the respondents proved that they are well educated as most of them hold degrees and some form of education. Thus this is important in the tourism industry as it is essential for hotels to have educated employees to carter for the worldwide class services. Those who are less satisfied with their work holds undergraduate degrees and some have Master degrees. They feel that the work they do is in contrast of what they studied for hence they want to face better chances and opportunities elsewhere. In contrast to this those who are less educated and hold high school and diploma levels are well satisfied as they feel at least they have jobs which pay them well and the job provides security. In addition those who have PhD degrees are well satisfied and holding a PhD is part of their career advancements. Thus they are committed to their organizations.

Furthermore in terms of nationality of respondents one can note that though majority of employees are citizens of North Cyprus and Cypriots, the hotel industry is giving opportunities to all nationalities. Though Africans and other foreigners are few, it may be due to the fact that they face communication barriers. However since North Cyprus is a tourist destination the different nationalities acts as a stepping stone for better communication with customers who come from different nations. They are able to communicate with employees through their native languages.

6.3   Theoretical Contributions

The current study has important theoretical contributions in the field of study variables. It enables a clear understanding of how an employee working at a hotel can be satisfied with his/her job which creates a bond with the organization leading to loyalty and commitment of that particular employee. Indeed many studies have been conducted on job satisfaction and organization commitment and such being influenced by factors such as working settings, factors related to specific aspects of the job and factors attributed to employees' involvement in the organization (Baron, 1986). As far as the researcher is concerned not much have been contributed towards the relationship

between job satisfaction and organization commitment taking into consideration demographic factors such as age, marital status, education level and nationality of respondents in North Cyprus. Therefore the results of this comprehensive study theoretically contribute to the job satisfaction and organizational commitment by examining the aforementioned relationships.

The study showed that employees are attached to their families and still value their culture and need to spend more time with them. Thus organizations should try to implement policies and increase flexibility in order for the employees to have enough time with their families. In addition since employees come from different nations across the globe, it is vital for them to at least have time to go back and meet their families, thus this should be put into practice.

In addition to the above this study shows that there should be good employee-employer relationship as employees need to feel valued and included in decision making. Therefore employers should encourage constant communication and feedback among employees at all levels of the organization. Communication is vital in any organization it encourages team building and different ideas are put on the table. If and when employees are included in decision making they feel as part of the organization hence this contributes to job satisfaction and commitment to the organization.

Organizations should try to develop and engage employee talent. Each individual possess different skills and knowledge, thus employers should encourage them to build their skills and mold them to become better individuals. Thus employers also should try to create opportunities for ambitious employees who want to grow with the organization and would want to see it reach its aims and goals. Management positions should not be limited or prioritized to certain age group, gender or nationality, it should all be equal opportunity for all employees.

This research provides an insight of ways to improve the employer-employee relationship in hotels. This study will also help hotels and other organizations to create and implement policies that are favorable to the staff and that improves their working conditions and the work itself. It is important for company policies to be applicable and

allow staff to enjoy the work they do. In addition this study will help to create better communication ways within the organization.

6.4   Limitations and Recommendations

In North Cyprus few surveys have been conducted about employee satisfaction, hotel staff did not cooperate well to fill the questionnaires. The researcher sent out 300 questionnaires and only 200 were filled correctly. Thus the study focused on 200 hotel staff in three different 5 Star Hotels located in Girnie, North Cyprus. The sample size it too small and the model and results cannot be generalized outside the scope of the study sample.

In terms of the questionnaire used it was a closed questionnaire hence it was limited for the respondent to express how they feel about their jobs. In future the researcher recommends that an open end questionnaire to be used in collecting data from respondents.

Another limitation was the time constrains to collect and analyze data for this study. It can be noted that the hotel staffs were too busy with their everyday workloads so it was hard to collect data. By so many employees failed to answer the questionnaires. Therefore the researcher is of the view that in the future time should be given so that it would fit with the employee free times also.

Lastly the data collected for this study was collected all at once, which may cause a negative effect on respondents while filling the questionnaire, therefore the researcher recommends future researchers to collect data in several stages and in different periods to increase respondents validity and accuracy. This will also decrease creating common method bias.

6.5   Conclusions

This study focused much on the impact of job satisfaction and organizational commitment on hotel staff in North Cyprus. Findings supported the hypothesis proposed that there is positive and significant relationship between demographic factors and job

satisfaction and also there is a significant and positive relationship between demographic factors and organizational commitment.

The hypothesis which was proposed that there is significant relation between job satisfaction and organizational commitment, the results of the study indicated that when employees are satisfied with their work they commit to the organization. Employees in this study indicated that they are neither satisfied with their work nor dissatisfied as the result range was between neutral and satisfied. Thus management should look into way to increase and motivate their employees' level of satisfaction so that they can remain attached to the organization, grow with it and help in reaching the company goals.

The hypothesis that demographic factors which include age, marital status, gender, nationality of respondents as well as level of education of respondents , have significant relationship with job satisfaction, the results indicated that indeed there is a positive relationship. It can be noted that respondents in 5 Star Hotel, indicated that their age, marital status and gender play a huge part in employee satisfaction and commitment. Thus the young employees in the age of 16-25 years are less satisfied and their level of commitment is low as compared to other age groups who are mature and commitment to their organizations. In terms of education and nationality the results indicated that employees in the hotel industry are educated and thus makes it easier for the work to be done on time. In terms of nationality the hotel industry in North Cyprus has opened doors for all nationalities across the globe to work. Thus this has increased employment opportunities for all nationalities.

The last hypothesis that demographic factors have significant relationship with organizational commitment, the results after test indicated that their indeed is a positive relationship between the two. It can be noted that the young age group level of commitment is lower than those who are mature. It can also be noted that those who are married have responsibilities hence they find it hard to move from one company to another hence they feel it is better to commit to one organization.

In conclusion therefore the researcher found out that indeed there is no significant relationship between job satisfaction and organizational commitment of hotel

staff at 5 Star Hotels in North Cyprus. Thus staff in the hotel industry in North Cyprus are generally in the neutral zone as they are neither satisfied nor dissatisfied with their work hence their level of commitment is also neutral.

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APPEDIX

Appendix A

Job Satisfaction Survey

This questionnaire is designed to understand five star hotel employee's job satisfaction on organizational commitment in North Cyprus. Responses will be kept anonymous and participation is voluntary. All information collected will be used for academic purposes only. Carefully read the questions and choose the most applicable response. You are required to answer all questions. Your participation is greatly appreciated.

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DEMOGRAPHICAL PROFILE DATA (Demografik Profil)
(Please select only one option for each question).

Nationality(Uyruk):

KKTC ☐   Russian ☐   TC ☐

Ukraine ☐   Pakistan ☐   African ☐   Other☐

Gender (Cinsiyet):

Kadın ☐   Erkek ☐

Marital Status (Medeni Durum):

Evli ☐   Bekar ☐

Age (Yaş):

18-25 ☐   26-35 ☐
36-45 ☐   46-55 ☐
56-64 ☐   65 ve üzeri ☐

Education (Eğtim Düzeyi):

PhD   ☐   Area……………….. University…………………….....
Master's Degree ☐   Area ………………University…………………….....
Undergraduate   ☐   Area ………………University…………………….....
High School   ☐   ....……………...............…………………………
Other   ☐   Area ………………University …………………….....

Length of service in the current hotel: (Şu anda çalıştığınız oteldeti görev süreniz)

1. Less than 1 year   ☐
2. Between 1-2 years   ☐
3. Between 3-5 years   ☐
4. Between 6-10 years   ☐
5. 11 years and more   ☐

Tenure (Şu andaki işinizdeki görev süreniz)

Less than 1 year	☐	Between 1-2 years	☐
Betweeb 3-5 years	☐	Between 6-10 years	☐
Between 11- 20 years	☐	Between 21-25 years	☐
Between 26-30 years	☐	31 years and more	☐

The section you are currently assigned to: ……………………………………

Your current position: …………………………………………………….

Date: ……………….

A. THE MINNESOTA SATISFACTION QUESTIONNAIRE (MSQ - ENGLISH VERSION)

Dear Respondent,

Please use the rating scale below to indicate how satisfied you feel about each of the below listed aspects of your job (The Minnesota Satisfaction Questionnaire, Weiss et al., 1967). Please answer as honestly as possible. It is important that you respond to all the statements. Thank you for your time.

Very dissatisfied	Dissatisfied	Neither satisfied nor dissatisfied (Neutral)	Satisfied	Very satisfied
1	2	3	4	5

1.Being able to keep busy all the time.	1	2	3	4	5
2. The chance to work alone on the job.	1	2	3	4	5
3. The chance to do different things from time to time.	1	2	3	4	5
4. The chance to be somebody in the community.	1	2	3	4	5
5. The way my boss handles his/her subordinates.	1	2	3	4	5
6. The competence of my supervisor in making decisions.	1	2	3	4	5
7. Being able to do things that don't go against my conscience.	1	2	3	4	5
8. The way my job provides for steady employment.	1	2	3	4	5
9. The chance to do things for other people.	1	2	3	4	5
10. The chance to tell people what to do.	1	2	3	4	5
11. The chance to do something that makes use of my abilities.	1	2	3	4	5
12. The way company policies are put into practice.	1	2	3	4	5
13. My pay and the amount of work I do.	1	2	3	4	5
14. The chances for advancement in this job.	1	2	3	4	5
15. The freedom to use my own judgment.	1	2	3	4	5
16. The chance to try my own methods of doing the job.	1	2	3	4	5
17. The working conditions.	1	2	3	4	5
18. The way my colleagues get along with each other.	1	2	3	4	5
19. The praise I get for doing a good job.	1	2	3	4	5
20. The feeling of accomplishment I get from the job.	1	2	3	4	5

B. ORGANIZATIONAL COMMITMENT SCALE
Listed below is a series of statements that may represent how individuals feel about the company or organization for which they work. Please indicate the degree of your agreement or disagreement with each statement with respect to your own feelings about the organization for which you are now working by circling a number from 1 to 5.

Strongly disgree	Moderately Disagree	Neither agree nor dissagree (Neutral)	Moderately Agree	Strongly Agree
1	2	3	4	5

Statement					
1. I would be very happy to spend the rest of my career in this organization.	1	2	3	4	5
2. It would be very hard for me to leave my organization right now, even if I wanted to.	1	2	3	4	5
3. I do not feel any obligation to remain with my current employer.	1	2	3	4	5
4. I really feel as if this organization's problems are my own.	1	2	3	4	5
5. Too much of my life would be disrupted if I decided I wanted to leave my organization right now.	1	2	3	4	5
6. Even if it were to my advantage, I do not feel it would be right to leave my organization now.	1	2	3	4	5
7. I do not feel like —part of the family at my organization.	1	2	3	4	5
8. Right now, staying with my organization is a matter of necessity as much as desire.	1	2	3	4	5
9. I would feel guilty if I left my organization now.	1	2	3	4	5
10. I do not feel —emotionally attached to this organization.	1	2	3	4	5
11. I believe that I have too few options to consider leaving this organization.	1	2	3	4	5
12. This organization deserves my loyalty.	1	2	3	4	5
13. This organization has a great deal of personal meaning for me.	1	2	3	4	5
14. One of the few negative consequences of leaving this organization would be the lack of available alternatives	1	2	3	4	5
15. I would not leave my organization right now because I have a sense of obligation to the people in it.	1	2	3	4	5
16. I do not feel a strong sense of belonging to my organization.	1	2	3	4	5
17. If I had not already put so much of myself into this organization, I might consider working elsewhere.	1	2	3	4	5
18. I owe a great deal to my organization.	1	2	3	4	5

ANKET

Sayın Katılımcı,

Anketin esas amacı, Yakın Doğu Üniversitesi, Turizm ve Otel işletmeciliği Yüksek Okulu'da yapılmakta olan bir akademik araştırma doğrultusunda, turizm çalışanlarının iş tatminini ölçmektir. Tüm bilgiler gizli tutulacak yalnızca istatistik analizler için kullanılacaktır.

İlginize teşekkür eder, çalışmalarınızda başarılar dileriz.

Kişisel Bilgiler

Uyruk:
KKTC ☐   Russian ☐   TC ☐

Ukrayna ☐   Pakistan ☐   African ☐   Diğer ☐

Cinsiyet:
Kadın ☐   Erkek ☐

Medeni Durum:
Evli ☐   Bekar ☐

Yaş   18-25 ☐   26-35 ☐
          36-45 ☐   46-55 ☐
          56-64 ☐   65 ve üzeri ☐

Eğtim Düzeyi
Doktora   ☐   Alan …….............Üniversite……………………
Yüksek Lisans   ☐   Alan …...............Üniversite……………………
Universite Mezunu   ☐   Alan ……............Üniversite……………………
Lise   ☐   Bölüm ....…………….............…………………

Şu andaki işyerinizden önce çalıştığınız işyeri varsa sayısı, çalışma alanı ve süresini belirtiniz.
1.İş yeri - Alanı:........................   Süresi:...........
2.İş yeri - Alanı:........................   Süresi:...........
3.İş yeri - Alanı:........................   Süresi:...........
4.İş yeri - Alanı:........................   Süresi:...........

Şu andaki işinizdeki görev süreniz
1 yıldan az   ☐   1-2 yıl arası   ☐
2-5 yıl arası   ☐   5-10 yıl arası   ☐
10 yıldan fazla   ☐

Şu anda görevli olduğunuz bölüm: ……………………………………………………

Şu andaki göreviniz: ……………………………………………………………

Tarih: ………………..

A. İŞ TATMİN ANKETİ (Minnesota Satisfaction Questionnaire)

Kendinize şu soruyu sorun: İşimin bu yönüyle ne kadar **tatmin oluyorum**?
Çok tatmin oluyorum İşimin bu yönünden çok tatmin alıyorum demektir.
Tatmin oluyorum İşimin bu yönü beni tatmin ediyor demektir.
Kararsız İşimin bu yönünden tatmin olup olmadığıma karar veremiyorum.
Tatmin olmuyorum İşimin bu yönü beni tatmin etmiyor demektir.
Hiç tatmin olmuyorum İşimin bu yönünden hiç tatmin olmuyorum demektir

Hic Tatmin Olmuyorum	Tatmin Olmuyorum	Kararsız	Tatmin Oluyorum	Çok Tatmin Oluyorum
1	2	3	4	5

1. Her zaman meşgulüm(yoğunum)	1	2	3	4	5
2. İşimde yalnız (tek) çalışma şansı	1	2	3	4	5
3. Zaman zaman degişik (farklı) şeyler yapma şansı	1	2	3	4	5
4. İşinizden dolayı toplumda "birey" olma şansı	1	2	3	4	5
5. Üstümün çalışanlarını idare şekli	1	2	3	4	5
6. Karar verirken üstlerimin yeterliliği	1	2	3	4	5
7. Vicdanıma (değer yargılarıma) aykırı işler yapmama	1	2	3	4	5
8. İşimin süreklilik (devamlılık) arz etmesi	1	2	3	4	5
9. Başkaları için birşeyler yapabilme (yardımcı olabilme) şansı	1	2	3	4	5
10. İnsanlara ne yapacaklarını söyleyebilme şansı	1	2	3	4	5
11. Yeteneklerimi(becerilerimi)kullanarak birşeyler yapabilme şansı	1	2	3	4	5
12. Otel politikalarının uygulanma şekli	1	2	3	4	5
13. Ücret ve yaptığım iş	1	2	3	4	5
14. İşimde ilerleme(terfi) şansı	1	2	3	4	5
15. Kendi yargılarımı(inisiyatifimi) kullanma şansı	1	2	3	4	5
16. İşi yaparken kendi yöntemlerimi kullanma şansı	1	2	3	4	5
17. Çalışma koşulları (ofis, mobilya, klima, vb.)	1	2	3	4	5
18. Çalışma arkadaşlarımın birbiriyle anlaşma tarzı	1	2	3	4	5
19. İyi bir iş başardıktan sonra aldığım övgü(takdir).	1	2	3	4	5
20. İşimden aldığım başarı hissi	1	2	3	4	5

B. ÖRGÜTSEL BAĞLILIK ÖLÇEĞİ

Aşağıdaki cümleler kişilerin çalıştıkları firma hakkındaki duygu ve fikirlerini yansıtmaktadır. Lütfen bu cümlelere şu anda çalıştığınız firma açısından ne ölçüde katıldığınızı belirtiniz. Her soru için katılım derecenizi belirten rakamı daire içine alınız.

Kesinlikle katılmıyorum	Kısmen katılmıyorum	Tarafsızım	Kısmen katılıyorum	Kesinlikle katılıyorum
1	2	3	4	5

1. Meslek hayatımın kalan kısmını bu kurumda geçirmek beni çok mutlu eder.	1	2	3	4	5
2. İstesem de şu anda kurumumdan ayrılmak benim için çok zor olurdu.	1	2	3	4	5
3. Mevcut işverenimle kalmak için hiçbir manevi yükümlülük hissetmiyorum.	1	2	3	4	5
4. Bu kurumun meselelerini gerçekten kendi meselelerim gibi hissediyorum.	1	2	3	4	5
5. Şu anda kurumumdan ayrılmak istediğime karar versem hayatımın çoğu alt üst olur.	1	2	3	4	5
6. Benim için avantajlı olsa da kurumumdan şu anda ayrılmanın doğru olmadığını hissediyorum.	1	2	3	4	5
7. Kendimi kurumumda ailenin bir parçası gibi hissetmiyorum.	1	2	3	4	5
8. Şu anda kurumumda kalmak, istek meselesi olduğu kadar mecburiyetten.	1	2	3	4	5
9. Kurumumdan simdi ayrılsam kendimi suçlu hissederim.	1	2	3	4	5
10. Bu kuruma kendimi duygusal olarak bağlı hissetmiyorum.	1	2	3	4	5
11. Bu kurumu bırakmayı düşünemeyecek kadar az iş seçeneğim olduğunu düşünüyorum.	1	2	3	4	5
12. Bu kurum benim sadakatimi hak ediyor	1	2	3	4	5
13. Bu kurumun benim için çok kişisel (özel) bir anlamı var.	1	2	3	4	5
14. Bu kurumdan ayrılmanın olumsuz sonuçlarından biri alternatif işlerin olmamasıdır	1	2	3	4	5
15. Buradaki insanlara karşı yükümlülük hissettiğim için kurumumdan şu anda ayrılmazdım.	1	2	3	4	5
16. Kurumuma karşı güçlü bir aidiyet hissim yok.	1	2	3	4	5
17. Eğer bu kuruma kendimden bu kadar çok vermiş olmasaydım başka yerde çalışmayı düşünebilirdim	1	2	3	4	5
18. Kurumuma çok şey borçluyum.	1	2	3	4	5