

Job Satisfaction of Employees in Accommodation Establishments and its Evaluation

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Abstract

This study examines the job satisfaction of employees in accommodation establishments, where service quality depends directly on employees' performance and their interaction with guests. The objective is to address job satisfaction within a theoretical and conceptual framework, to identify the individual and organizational factors that affect it, and to reveal its consequences for employees and businesses. The study is designed as a conceptual review based on a descriptive and comparative analysis of national and international literature on job satisfaction, organizational behaviour and human resource management, including empirical studies conducted in the hospitality sector. The results show that job satisfaction is shaped by individual factors such as age, personality, marital status, education and seniority, and by organizational factors such as pay, working conditions, the nature of the work, management style, communication and promotion opportunities. Job satisfaction is closely linked to work attitudes, productivity, performance, morale and organizational climate. Dissatisfaction, in contrast, gives rise to exit, voice, loyalty and neglect responses and is associated with stress, aggression, psychosomatic disorders, alienation, absenteeism and turnover. The study concludes that fair pay and reward systems, healthy communication, employee participation, balanced workloads and career development opportunities are key to increasing job satisfaction and, consequently, the performance and sustainable success of accommodation establishments.

Keywords: job satisfaction, accommodation establishments, hotel employees, organizational behaviour, job dissatisfaction, employee performance

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1. Introduction

In today's globalizing world economy and intensely competitive environment, the sustainable success of businesses depends not only on how effectively they use their material and technological resources, but also on how efficiently they manage their human resources. Particularly in tourism and accommodation establishments, which form the heart of the service sector, the quality of the service provided depends directly on the individual performance of employees and on the one-to-one communication they establish with guests. Accordingly, accommodation establishments can gain a competitive advantage and sustain service quality only with a qualified workforce that is satisfied with its work (Akıncı, 2002, pp. 1–25; Karaçar, 2019, pp. 55–78).

Working life is a domain in which individuals spend a significant part of their lives and in which, beyond economic gain, they seek social identity and psychological satisfaction. During the long time people spend at work, the satisfaction they derive from the nature of their work and from the working environment directly affects their overall life satisfaction. The concept of job satisfaction, whose foundations were laid in the 1920s and which, particularly from the 1930s onwards, moved to a central position in the field of organizational psychology, is defined as the totality of the attitudes that individuals develop towards their jobs (Miner, 1992). Job satisfaction refers to the positive emotional state that emerges when the material and non-material gains an employee obtains from the job match his or her personal expectations and value judgements (Özpehlivan, 2019, pp. 43–70).

In accommodation establishments, job satisfaction is of critical importance from the perspectives of the individual, the organization, and management alike. At the individual level, job satisfaction directly affects the employee's mental and physical health, whereas at the organizational level it produces positive outcomes such as high performance, productivity, increased organizational commitment, and a low intention to leave (Bayrak, 2006, pp. 291–317). In contrast, job dissatisfaction can cause serious damage at both the individual and the organizational level, including stress, alienation, psychosomatic disorders, burnout, and rising absenteeism among employees. Therefore, examining the individual and organizational factors that affect the job satisfaction of employees in accommodation establishments, analysing the reactions to dissatisfaction that arise, and ensuring harmony within the establishment are of vital importance.

2. Research Objectives and Tasks

The main aim of this study is to address the concept of job satisfaction among employees of accommodation establishments within a theoretical and conceptual framework, to examine in detail the individual and organizational factors that affect job satisfaction, and to reveal the implications of this phenomenon for outcomes such as employee performance, organizational climate, stress, alienation and absenteeism. Within the scope of the research, the relationships between job satisfaction and motivation, morale, leadership styles and reward mechanisms are examined, and, in line with the findings, recommendations are offered for increasing the level of job satisfaction in accommodation establishments.

In line with this aim, the study sets itself the following tasks: (1) to clarify the definition of job satisfaction and its importance for the employee, the organization and the manager; (2) to identify the individual and organizational factors that determine job satisfaction; (3) to examine the relationship of job satisfaction with work attitudes, productivity, performance, morale and organizational climate; (4) to systematize the individual and organizational consequences of job dissatisfaction; and (5) to develop practical recommendations for the managers of accommodation establishments.

3. Materials and Methods

The study is designed as a conceptual review article and does not involve the collection of primary data. Its material consists of national and international books, peer-reviewed journal articles and empirical studies on job satisfaction, organizational behaviour and human resource management, with particular attention to research conducted in accommodation establishments (Akinci, .2002; Karaçar, 2019; Toker, 2007). The sources were examined using descriptive and comparative analysis: the definitions, determinants and consequences of job satisfaction presented in different studies were compared, grouped thematically and synthesized into an integrated conceptual framework. The findings obtained in this way are presented in the Results section under thematic headings, discussed in the light of the literature in the Discussion section and translated into practical recommendations in the Conclusion.

4. Results

4.1. The Concept and Importance of Job Satisfaction

People in working life spend most of their time at their workplaces. For this reason, the job an employee performs needs to have satisfying characteristics. The happiness an employee gains from a satisfying job, and the positive effect of this happiness on his or her life, positively affect both the mental and the physical health of the employee. At the same time, this positive effect is reflected in success at work. Although the concept of job satisfaction first emerged in the 1920s, it gained its real importance in the 1930s and 1940s. Job satisfaction

is an extremely important concept for ensuring employee success and continuity in the organization. For this reason, job satisfaction is one of the favoured topics emphasized by both researchers and business owners. As a result of the research carried out, many definitions of job satisfaction have been proposed. Job satisfaction is defined as the feeling that arises when the gains an employee obtains in his or her job and the satisfaction of his or her needs match his or her personal value judgements. According to a different definition, job satisfaction is the state of pleasure and happiness a person derives from the job in addition to the salary earned. When evaluated in general terms, job satisfaction can also be defined as the pleasure employees feel with regard to their jobs and workplaces (Özpehlivan, 2019).

Job satisfaction, which encompasses and describes positive feelings related to work, is the concept describing the feeling of contentment that emerges from the balance between the employee's conception of working life and the existing conditions of his or her job. Job satisfaction, which consists of the attitudes employees hold towards the work they perform, develops as a result of the individual's own value judgements. Consequently, positive attitudes towards work raise the individual's level of job satisfaction, whereas negative attitudes lower it. Based on these definitions, job satisfaction can briefly be expressed as happiness at work, commitment to work, performing the job with greater contentment and enjoying it.

In order for businesses operating in highly competitive markets to achieve success and remain in the competitive race, they need to pursue effective and efficient policies. As in all businesses, job satisfaction is a highly important concept for both the business and the employee in accommodation establishments. The importance of job satisfaction can be examined under three main headings:

- its importance for the individual employee;
- its importance for the organization;
- its importance for the manager.

Employees are the most fundamental element of businesses. Job satisfaction, which is the employee's personal attitude towards the work performed, covers all the feelings experienced when employees achieve their goals in their job and workplace. When workplaces meet employees' expectations and needs and thereby enable them to work more productively, employees' job satisfaction increases. Employees who are satisfied with their jobs contribute to the achievement of the organization's goals. Job satisfaction has psychological, physiological and sociological effects on the individual. In individuals with low job satisfaction, feelings such as complaining about work, failing to embrace the job, indifference to the tasks to be performed, and hopelessness stemming from unhappiness lead to psychological problems. From a psychological point of view, employees with high job satisfaction are observed to have high self-confidence, to be free of anxiety and worries about the future and, accordingly, to experience fewer emotional traumas.

For the employee, being satisfied with the job and enjoying it is extremely important. Insufficient job satisfaction causes various physiological effects in individuals. According to research, employees' feelings of dissatisfaction lead to an increase in bodily complaints and physical pain. It has been observed that employees with low job satisfaction fall ill more frequently. In addition, it has been observed that, in physical terms, people with high job satisfaction have better health and fall ill less often than those with low job satisfaction (Özpehlivan, 2019). Besides causing psychological and physical problems, low job satisfaction also leads, in sociological terms, to dissatisfaction with one's status and to deterioration in social relationships. People who are happy and productive in the working environment attain a sense of satisfaction not only in their working life but also in their social life. Such individuals show greater commitment to their work and are happier. In contrast, an employee who is unhappy at work reflects this unhappiness on colleagues and on his or her entire social environment. This negativity causes various problems in the person's social life.

Organizational success, which businesses pursue in many different ways, is directly proportional to job satisfaction. In organizations that adopt modern human resource management, serious responsibilities fall on the human resources function. Here, the most fundamental task of human resources is to keep employees' motivation and job satisfaction high (Barutçugil, 2004). In creating job satisfaction, important factors for organizations include having clear job and task descriptions, bringing out employees' interests and skills, ensuring healthy communication among employees, maintaining good-quality communication between employees and managers, valuing employees' feelings and thoughts, and ensuring high motivation. Success in these factors enables staff to embrace organizational goals and to contribute to organizational success by

increasing their commitment to achieving these goals. Consequently, organizations that satisfy the wishes and needs of their employees receive productivity and success from their employees in return. In this case, it can be said that the organization provides job satisfaction to its employees. However, failure to ensure job satisfaction causes serious losses in the organization, such as staff turnover and a decline in organizational success. Employee turnover also reveals that it is an important phenomenon closely related to job satisfaction, which is an indicator of employees' commitment to the organization. Therefore, job satisfaction is extremely important for the organization.

In order to motivate employees, the manager's own job satisfaction must first be high. Managers with job satisfaction feel successful in their field of work. A manager who gains this sense of success experiences an increased level of satisfaction with his or her job. This situation produces positive outcomes in the manager, such as struggling against difficulties, offering modern solution alternatives, and reflecting the satisfaction experienced outwardly, and thus also positively affects employees' job satisfaction.

Employees' job satisfaction can be regarded as a significant criterion that determines their work attitudes. According to studies, there are two main groups of factors shaping these attitudes: individual factors and organizational factors (Özpehlivan, 2019)

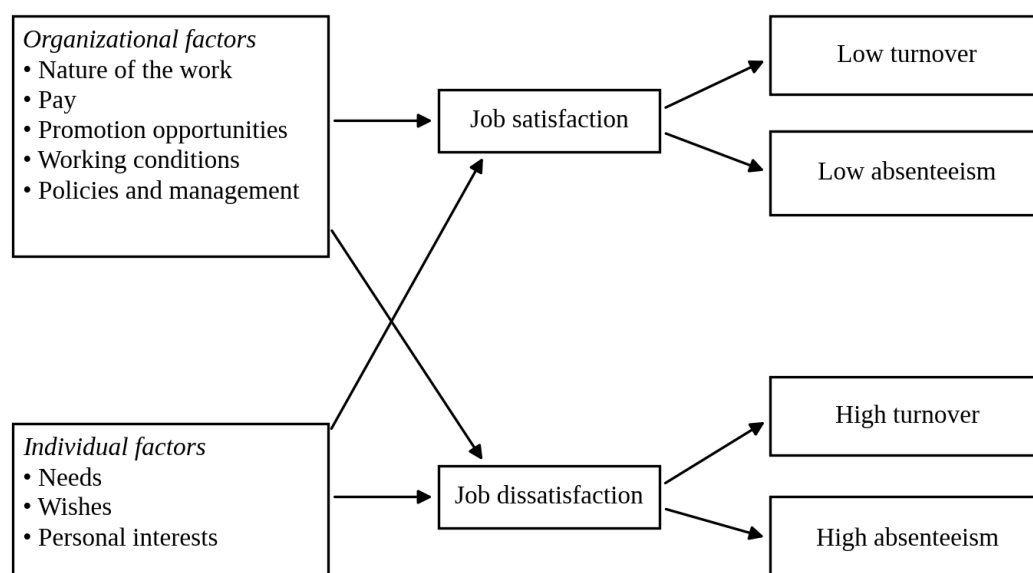


Figure 1. Main factors affecting job satisfaction and their consequences
Source: Adapted from (Özkalp & Kirel, 2001).

As shown in Figure 1, job satisfaction is affected by organizational and individual factors (Özkalp & Kirel, 2001).

These factors, in turn, lead to various outcomes. These factors and their outcomes are examined in detail below.

5. Individual Factors Affecting Job Satisfaction

Studies conducted in accommodation establishments show that the demographic characteristics of employees are related to their job satisfaction (Karaçar, 2019; Toker, 2007). Age, one of the demographic characteristics, is among the most important factors in job satisfaction. Younger employees have higher job satisfaction because they are dynamic and have strong expectations of promotion. Among employees who have worked for a long time, job satisfaction is observed to be lower owing to the disappointment caused by unmet expectations of the job.

Personality plays an important role in job satisfaction. Employees who are weak in human relations and who expect more than their abilities allow have low levels of job satisfaction. Individuals with high self-confidence, on the other hand, have high job satisfaction, motivate themselves to achieve success, worry less about adversities at work, and are less vulnerable to criticism.

Married individuals carry a greater sense of responsibility than single individuals. The discipline and order that marriage requires bring the same expectation into working life. Employees who work in a disciplined and orderly manner are absent less often and, for the sake of stability, do not wish to change workplaces. This both ensures job satisfaction and is reflected in the organization as higher performance.

According to research, there are two different views on the relationship between job satisfaction and level of education. The first holds that job satisfaction increases as the level of education rises. People with higher levels of education are able to find jobs with better conditions. At the same time, their level of satisfaction with the work they do is also high. The second view, however, holds that as the level of education rises, employees' expectations increase, which in turn leads to job dissatisfaction.

Studies suggest that employees in senior positions and those with more experience and seniority have higher job satisfaction than employees in lower-level positions. Accordingly, the high personal fulfilment and good salaries of those working in senior positions provide job satisfaction.

6. Organizational Factors Affecting Job Satisfaction

Organizational factors mainly comprise the opportunities and contributions that the workplace provides to the employee. Therefore, a wide variety of workplace variables play an important role in the employee's job satisfaction (Akinci, 2002).

The most important factor motivating individuals to work is pay. Job satisfaction can be spoken of when the reward for employees' labour is determined in line with market and economic conditions. When the salary an employee wants does not match the salary paid, dissatisfaction arises. This, in turn, has a negative effect on the person's job performance and motivation. A study of hotel employees likewise found that employees' income was positively related to their job satisfaction (Karaçar, 2019).

A comfortable and suitable working environment enables employees to work productively. Improving the working environment raises employees' motivation and, as a result, leads to job satisfaction. Employees' dissatisfaction with existing working conditions causes them to perform their work carelessly and makes it harder for them to develop positive attitudes towards the job and to experience job satisfaction. Employees' satisfaction in an organization is related to the nature of the work and the way employees perceive it. The main reasons for an employee's job satisfaction are that the work suits his or her abilities, is not repetitive, allows the employee to make his or her own decisions, and results in positive feedback from the employer.

Management's attitude towards employees should be supportive and develop in line with employees' expectations. At the same time, ensuring employees' participation in decision-making is also very important for job satisfaction. Delegating authority by evaluating employees' interests, skills, strengths and weaknesses, and expectations of the job, and ensuring the right management style, positively affects job satisfaction (Eren, 2008). Establishing a strong and healthy communication system in businesses is very important. Accurate and healthy communication among employees both contributes to the business and increases job satisfaction by raising employee motivation. Failure to give employees sufficient information about their work and to take their opinions into account creates a feeling of worthlessness in the individual. This feeling of worthlessness can go as far as leading the employee to consider leaving the job.

Over time, staff who have reached a certain level of satisfaction in their current workplace come to feel that their work has become monotonous. As a natural consequence, the individual, who wishes both to raise his or her social status and to earn a higher salary, takes on more responsibility and begins to expect promotion. When the expectation of promotion is met, employees' level of job satisfaction rises and their commitment to the job increases. Figure 2 summarizes how job satisfaction emerges from the comparison between employees' expectations and the actual characteristics of the job (Sell & Shipley, 1979, p. 61)

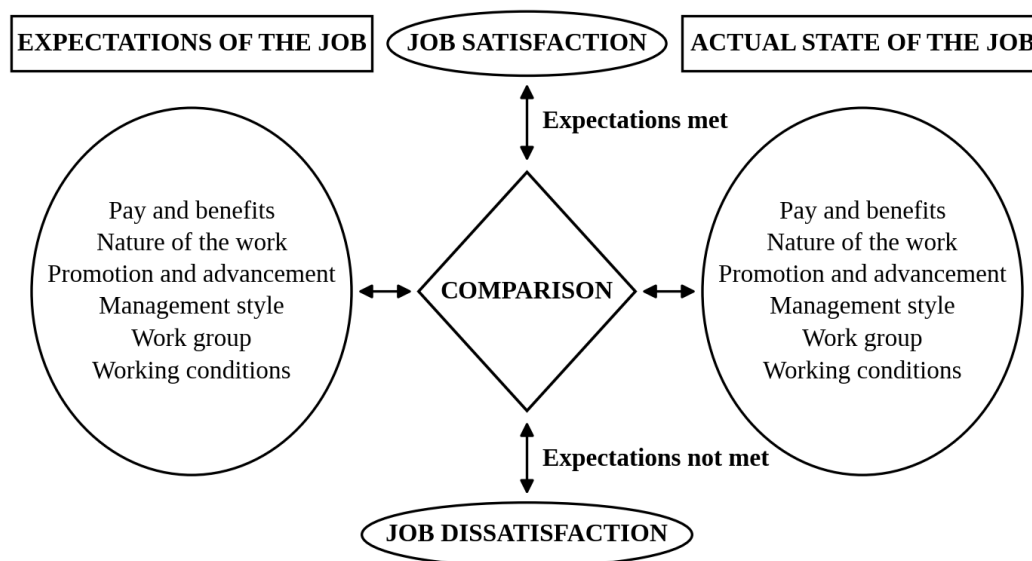


Figure 2. The role of expectations in job satisfaction
Source: Adapted from (Sell & Shipley, 1979).

7. Job Satisfaction and Related Concepts

In general, an attitude is expressed as the behaviour an individual displays towards a person, or the feeling that arises in response to a situation, as a result of his or her experiences. There are many different definitions of attitude. Attitudes are positive or negative evaluations of people, objects and events (Robbins, 1996). In other words, attitudes are the behaviours and manners people display in a particular situation in line with their experiences.

An attitude essentially consists of three interacting components: an affective component, a cognitive component and a behavioural component (Robbins, 1996). These three components influence one another and display internal consistency in a person's attitude. Attitudes are an important phenomenon not only in daily and social life but also in working life. Measuring employee attitudes, which are important for businesses, is quite difficult. This is because people display attitudes according to their momentary life circumstances and moods. Therefore, factors such as people's changing psychological states and social differences make measurement difficult. Attitudes can be measured through both the individual's introspection and the evaluation of his or her behaviour (Başaran, 1991).

It can be said that different attitudes affect individuals' working lives. Employees hold various attitudes towards their workplace that are formed by economic and environmental factors. Whether these attitudes are positive or negative strongly affects their working lives. Since employees' work attitudes affect their work behaviour, the variables of the employee's workplace and job are important. For this reason, the business should ensure job satisfaction among its employees by knowing the types of outcomes that will result from these attitudes. Based on these explanations, it can be said that work attitudes and job satisfaction influence each other. The attitude an employee displays in the work environment affects job satisfaction positively or negatively. At the same time, it can be said that a satisfied employee's work attitude will also be positive. The main reason for this is that the motivation of highly satisfied people increases and their work attitudes take shape in a positive direction.

Resources are generally scarcer than existing needs. For this reason, using resources efficiently and effectively is extremely important. As in all areas, businesses also need to use existing resources efficiently. Businesses generally aim to achieve high profits in a short time with few workers and little material. At this point, however, the fact that employees' job satisfaction and motivation decline is overlooked. Increasing the productivity of employees, the most fundamental element of businesses, is directly proportional to their job satisfaction. Employees with high job satisfaction perform better and work more productively. Various studies on the relationship between productivity and job satisfaction have been conducted in recent times. The

common conclusion of these studies is that there is a consistent but relatively weak relationship between productivity and job satisfaction (Miner, 1992). However, when the influence of external factors was reduced, the relationship between productivity and job satisfaction was found to become stronger. As a result, employees who were dissatisfied because of external factors were found to have low productivity, whereas high productivity was identified among satisfied employees.

Performance is defined as the quantity of goods or services produced in a given period in a field of work. From the individual's point of view, performance is the individual effort made to reach a goal. According to another definition, performance is the degree to which a goal is achieved. Human resources, one of the basic units of an organization, examines individual and organizational performance in detail through various evaluations. Performance appraisal and performance improvement are also known to be important functions for managers. Managers who aim to create high satisfaction among their staff frequently obtain better performance from them in return. However, when performance appraisals are carried out by people without adequate experience and competence, they lead to low satisfaction, contrary to what is expected. Therefore, appraisals should be conducted in accordance with performance, employees' job descriptions and job standards, and positive feedback should be provided. Reward is also one of the important tools for achieving high employee performance. A fair distribution of rewards positively affects employee performance. In the relationship between job satisfaction and performance, in addition to the employee's personality traits, an expectation of reward and a sense of equity in the workplace must also be present.

There are three inferences regarding the relationship between employee performance and job satisfaction:

1. High job satisfaction increases performance.
2. Performance is itself a source of job satisfaction.
3. Reward is a factor that determines the relationship between satisfaction and performance.

Employees who perform well at work experience high job satisfaction when they are rewarded fairly and appropriately. This high satisfaction increases work productivity and thus also brings success to the organization.

Morale is defined as the social and psychological endurance people show in the face of difficulties. The concept of morale can be addressed both individually and collectively. Morale, whether individual or group-based, is a variable concept because it rises in some situations and falls in others. There are various factors that affect morale. In the workplace, the main factors affecting morale are the work itself, management, the characteristics of the organization and the employee's job satisfaction. Morale and job satisfaction move in direct proportion. Therefore, employees with high job satisfaction have higher morale. This high morale, in turn, increases job performance and brings positive returns to the business. Whether morale in organizations is high or low can also be associated with cooperation among employees towards a particular goal. In businesses, individuals have to work together towards a common goal on the basis of goodwill. For this reason, a team spirit must be developed and cooperation ensured in organizations. The development of human relations in individual or group work is regarded as the most important factor in the emergence of low or high morale (Şimşek et al., 2011).

Organizational climate is an intangible concept. Nevertheless, it is a psychological concept that defines the organization, affects employees' behaviour while also being affected by it, has a lasting character, and is perceived by the members of the organization (Tutar & Altınöz, 2010).

Employees can experience job satisfaction when the conditions they consider right and appropriate match the rules of the organization. In addition, ensuring a harmonious and fair teamwork environment is one of the factors that increase job satisfaction (Çekmecelioğlu, 2005). Together with this satisfaction, teamwork develops rather than individual work. Through the harmony of staff, teamwork comes to the fore rather than individual success. Employees develop success together and make it easier for the organization to reach its goals.

8. Consequences of Job Satisfaction and Dissatisfaction

Staff job satisfaction is reflected in the work environment positively or negatively and produces various outcomes. These outcomes can be examined in two main categories: individual outcomes and organizational outcomes.

Job satisfaction, which consists of employees' attitudes and behaviour towards their work, significantly affects their performance. Dissatisfaction at work gives rise to various psychological problems in individuals, such as a lack of self-confidence, a lack of commitment, indecision, and disappointment. As a natural consequence of these problems, various difficulties that adversely affect the organization, such as absenteeism, decreased productivity, failure, and turnover, are also observed. Fair and just treatment by the organization is among the most important expectations of employees. When these expectations are not met, employees experience disappointment. At times, these disappointments can even become traumatic.

Studies have shown that employees respond to job dissatisfaction in four different ways (Farrell, 1983; Robbins, 1996). These responses, which differ along active–passive and constructive–destructive dimensions, are shown in Figure 3 and explained below.

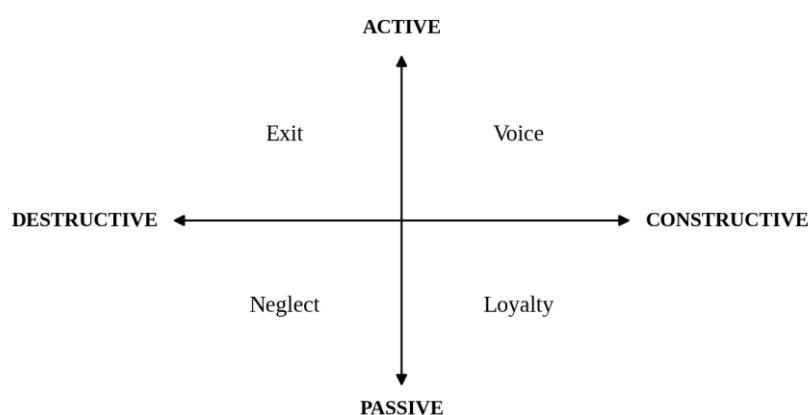


Figure 3. Basic responses to job dissatisfaction
Source: Adapted from (Farrell, 1983; Robbins, 1996).

Exit: When individuals experience job dissatisfaction, their commitment to the job decreases. This leads to resignation or a change of job.

Voice: Employees may propose solutions to managers or discuss problems constructively in order to improve conditions, make constructive initiatives, and achieve a higher level of satisfaction.

Loyalty: One of the most important elements for an employee is a sense of trust. The employee maintains an optimistic attitude, believing that managers will shape working conditions properly and fairly.

Neglect: When the employee remains passive and begins to display negative behaviours such as chronic absenteeism and lateness, productivity falls, and errors multiply. This situation, which is harmful to the organization, is regarded as neglect.

In contrast, employees with high job satisfaction experience positive effects both physically and psychologically. Because healthy employees have high learning potential, they grasp their tasks in a shorter time. At the same time, staff with high job satisfaction are known to adapt better in group work, to help those around them, and to have healthy approaches.

Deterioration in the mental and physical health of individuals experiencing job dissatisfaction is inevitable. This situation also affects the organization negatively. Compulsory absence by an employee whose health has deteriorated lowers job performance. Individuals with high satisfaction, on the other hand, are healthier and more creative. This reduces the organization's health expenditures while increasing productivity.

According to research, some of the negative consequences of job dissatisfaction for the organization are as follows (Özpehlivan, 2019).

- decreased commitment to the job and the organization;
- persistent non-attendance and an intention to resign;
- an increase in the ratio of departing staff to current staff;
- a decline in employee and organizational performance;
- chronic absenteeism and lateness;
- reduced loyalty to the organization;
- a restless working environment;
- deterioration in employees' health;
- an increase in medical expenses and sick leave;
- damage to the materials and equipment used;
- the planning of strikes against the organization;
- theft within the organization;
- problems in teamwork.

The psychological state of the working members of the family, the smallest unit of society, is very important. The job satisfaction of a working family member affects both the working environment and the family order. The family relationships of an individual experiencing dissatisfaction deteriorate, causing unrest in the family environment. This is because the feeling of dissatisfaction experienced at work leads the individual to carry this situation home. As a result, situations such as the breakdown of family unity occur. Individuals with a high sense of satisfaction, on the other hand, carry these positive feelings into the family environment and can build healthy family relationships (Bayrak, 2006).

Humans, as social beings, build a social environment in their lives and engage in various forms of communication with it. The psychology of an individual who spends most of the day at work is also shaped by this environment. Because an individual with a high sense of satisfaction is happy and at peace, he or she also communicates with the social environment in this peaceful manner. Establishing proper communication in this way also produces positive outcomes from a societal perspective.

Low job satisfaction produces various negative consequences at both the organizational and the individual level. At the individual level, mainly psychological effects are observed, whereas at the organizational level it creates many negative conditions that reduce productivity.

8. Individual-Level Consequences of Job Dissatisfaction

The most important characteristics determining job satisfaction in the working environment are psychological and physical health. An increase in performance is observed among healthy people with high levels of satisfaction. A feeling of dissatisfaction, however, negatively affects employees' psychological health and leads to a decline in work productivity. Various forms of psychological frustration are observed in individuals experiencing job dissatisfaction. These include aggressive behaviour, resignation, regressive behaviour, and fixated behaviour that is repeated again and again.

Aggressive behaviour: The individual adopts an aggressive attitude and tries to overcome the obstacles he or she faces in this way. In such situations, the individual frequently displays aggression even towards people who have no connection with the issue.

Resignation: An individual who has lost self-confidence adopts an attitude of letting things take their course without making any effort. Psychological frustration is observed in these people.

Regressive behaviour: Psychological dissatisfaction gives rise to various negative emotions in individuals. The individual's feeling of inadequacy and hopelessness in this respect cause mental distress. As a result, the individual loses his or her capacity to work. In individuals who fall into depression, a tendency to retreat rather than to struggle is observed.

Fixated behaviour: When individuals cannot solve a problem they face, they continually repeat an inappropriate behaviour in an attempt to solve it. Actions performed in awareness of this futility reveal a disturbance in the person's mental health.

In the workplace, managers need to take into account employees' stress and their physical and emotional states, as well as their bodily and mental tensions (Eroğlu, 2007). These changes disrupt the existing balance and negatively affect job satisfaction. People in a stressful working environment experience various psychological difficulties and are exposed to job dissatisfaction. In this case, physical and mental behavioural disorders are observed in the person. Stress has negative effects at both the individual and the organizational level. Prolonged stress also negatively affects the organization's goals. Over time, an employee who cannot control the level and duration of stress reduces organizational performance through behaviours such as arriving late and being absent. Stress can even lead employees to quit their jobs over time.

Stress in employees does not cause only personal effects. In workplaces where teamwork is important, a decline in the performance of one individual due to stress also affects the others. As a result, stress leads to a decline in work productivity.

Aggression is the totality of psychological and physical behaviours that an individual engages in, driven by anger and with the intention of causing harm. Aggressive behaviour stems from states such as anger, ambition, competition, a sense of frustration, and fear. The aggressive individual aims to harm himself or herself or others. In line with this aim, he or she displays negative physical or verbal behaviour.

Individuals display aggressive behaviour when they encounter obstacles in situations that satisfy needs they consider legitimate. An individual who harbours negative thoughts about satisfying these needs may display negative behaviours such as harming other employees in the workplace and the materials used. This situation has negative effects on the organization's security and peaceful working environment, causing work productivity to decline. People who feel competent in the work assigned to them and who have a high sense of satisfaction, on the other hand, do not harbour aggression and contribute to a peaceful work environment. Employees experiencing job dissatisfaction develop a sense of disappointment. The disappointed individual is gripped by negative feelings such as the sense that his or her wishes are not being met and a feeling of inadequacy at work. Through this feeling of inadequacy, the individual develops a defensive stance against the organization. Over time, this defensiveness causes mental problems such as aggression, indifference, resistance, and unhappiness, leading to reduced job performance (Tutar, 2010).

The obstacles and incompatibilities employees encounter in the workplace lead to various personality disorders. One of these, neurosis, is a personality disorder characterized by excessive feelings such as fear, anxiety, and agitation, and by overreactions that reveal the person's emotional state. Individuals with this disorder experience high levels of anxiety in the working environment. Individuals who are highly anxious about both their work and their colleagues may display disruptive behaviour within the organization when their work is inadequate, and the working environment is incompatible. At a later stage, a breakdown in relations with the environment and a failure to adapt to the working environment may be seen as causes of psychotic behaviour.

Psychological disorders in individuals also bring about various physiological disorders. These are called psychosomatic disorders. In other words, they are physical changes that occur in response to harmful factors as a result of mental and social disturbances. People may show psychosomatic reactions when faced with stress. These reactions frequently manifest themselves as physical complaints such as dizziness, palpitations, fatigue, nausea, sleep disturbances and digestive problems.

Unrest in the workplace leads to dissatisfaction among employees over time. This feeling of dissatisfaction causes mental disorders in individuals and, over time, physical ailments. Psychosomatic signs arising in the working environment lead to the deterioration of all or part of physical health.

Job stress is a factor that prevents a sense of satisfaction at work. As stress increases in the workplace, the sense of satisfaction decreases. This leads to job dissatisfaction. Since the combination of dissatisfaction and stress produces job dissatisfaction, it has been understood that this prepares the ground for various psychosomatic disorders.

9. Organizational-Level Consequences of Job Dissatisfaction

Alienation is a socio-psychological state of disturbance arising from individuals severing their ties with their social environment and not being part of it. The feeling of alienation distances a person from himself or herself and from the social environment as a form of self-protection.

As in private life, the feeling of alienation in working life also disrupts the individual's social working environment. Individuals who become estranged from working life and from their colleagues experience mental difficulties. The resulting stress, as a natural consequence, creates job dissatisfaction in the individual. This dissatisfaction leads to decreased productivity, reduced loyalty, withdrawal from work, weakened job commitment, low motivation and performance, and an unhealthy working environment.

An individual who feels alienated in the working environment withdraws, which causes his or her social ties to break. Over time, this situation, which disrupts order and discipline in the workplace, causes attendance problems and leads to the breakdown of the individual's social relations.

For the work planned by the organization, the employee must be present at the workplace on time and ready to work. Absenteeism stems from various causes. Some of these causes are individual, and some are organizational. Age, family situation, gender, and education are individual causes. Organizational causes include management, working conditions, relations with colleagues, and an atmosphere of insecurity in the workplace. In addition, the nature of the work is also a determining factor in absenteeism. When the planned work is difficult and continuous, it creates feelings of inadequacy and aversion in individuals and lowers their level of satisfaction. A low level of satisfaction, in turn, leads to absenteeism and reduces productivity.

10. Discussion

The findings of this review are consistent with empirical studies conducted in the hospitality sector, which report that the individual and organizational characteristics of employees, including their income, are associated with job satisfaction (Akinci, 2002; Karaçar, 2019; Toker, 2007). As the study shows, job satisfaction is influenced by both individual and organizational factors. Factors such as age, personality, marital status, level of education, experience, pay, working conditions, promotion opportunities, managers' approach to employees, employee participation in decision-making, and communication within the organization play an important role in the formation of job satisfaction. Meeting employees' expectations and needs, making them feel valued, and creating suitable working conditions increase job satisfaction, whereas unmet expectations and poor working conditions lead to dissatisfaction.

High job satisfaction not only produces positive outcomes for the employee but also supports the productivity and success of the business. Employees who are satisfied with their jobs are observed to have higher motivation and performance, to adapt better to teamwork, and to contribute more positively to the working environment. In contrast, job dissatisfaction can lead to individual and organizational problems such as low motivation and performance, absenteeism, reduced commitment to the job and the organization, increased turnover intention, unrest in the working environment, and health problems.

The study also shows that there is a reciprocal relationship between job satisfaction and performance. Employees with high job satisfaction are able to perform better, while high performance and the fair rewards given in return can increase the employee's level of satisfaction. For this reason, it is important that managers evaluate employees' performance fairly and accurately, give them positive feedback, and reward their efforts appropriately.

Job satisfaction also has significant effects on employees' psychological, physical and social lives. Dissatisfaction is associated with stress, unhappiness, anxiety, indifference towards work, aggression, deterioration in social relationships and various physical ailments. In particular, prolonged stress and dissatisfaction can adversely affect both employees' individual health and work productivity in the business. Therefore, managers need to take into account employees' stress and their physical and emotional states and create a healthy working environment. Since the study is based on secondary sources, its conclusions are conceptual and need to be tested through field research conducted among employees of accommodation establishments.

11. Conclusion

The job satisfaction of employees in accommodation establishments is an important element both for employees' individual lives and for the success of the businesses. Job satisfaction expresses the contentment an employee feels with the work performed, the earnings obtained, the working conditions, relationships with managers and colleagues, and the fit between the job and his or her own expectations and values. Employees' satisfaction with their job and working environment helps them develop positive attitudes towards work, increases their motivation and commitment to the organization, raises their performance and enables them to contribute more to organizational goals.

In conclusion, sustainable success in accommodation establishments does not depend solely on the management of material resources and service quality. The fact that employees, one of the most important elements of the business, are satisfied with their jobs, feel valued, can communicate in a healthy way with managers and colleagues, and have suitable working conditions directly affects the overall success of the business. Therefore, in accommodation establishments, employees' job satisfaction should be evaluated regularly, their needs and expectations should be taken into account, a fair management approach should be adopted, a healthy communication environment should be created, and employee motivation should be supported. Such a working environment will both contribute positively to employees' individual and social lives and help raise the business's level of productivity, performance and organizational success.

On the basis of the findings, the following recommendations are offered for accommodation establishments. In order to increase the job satisfaction of employees in accommodation establishments, it is recommended that employees' opinions and expectations be evaluated regularly and that the necessary improvements be made on the basis of the results. In order to increase employees' motivation, pay and reward systems should be designed to be fair, transparent, and consistent with the performance employees demonstrate. It is recommended that the working environment be improved to meet employees' physical and psychological needs and that excessive workload and intensive working conditions be reduced as far as possible. Strengthening communication between managers and employees and creating a working environment in which employees can freely express their problems and suggestions are important for increasing job satisfaction. In order to support employees' professional development, it is recommended that in-service training, professional development programmes and career advancement opportunities be expanded. Recognizing employees' efforts not only materially but also through non-material means such as appreciation and thanks can contribute to the development of positive attitudes towards the job and the business. In order to reduce job stress in accommodation establishments, it is recommended that working and rest periods be arranged in a balanced way and that practices be developed to protect employees from the psychological pressures arising from intensive working conditions. Strengthening communication and teamwork among employees is important for reducing the conflicts and negative relationships that may arise in the workplace. It is recommended that absenteeism and employee turnover rates be monitored regularly and that the necessary measures be taken after investigating their underlying causes. Finally, in order to create a sustainable working environment in accommodation establishments, it is recommended that due importance be given not only to customer satisfaction but also to employees' job satisfaction, working conditions, motivation and psychological and social needs within the business.

Author Contributions

The author carried out all stages of the study, including conceptualization, literature review, writing and editing.

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Supplementary Information

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