

The Effects of Orientations on Job Satisfaction: An Application on Hotel Managements

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Extensive Summary

1. Introduction

Hotel managements need to optimize their use of human capital, their most important asset. Thus orientations carried out by human resources are important in increasing the productivity of labor and sustaining it.

Orientation covers the necessary adaptation process for newcomers for both the job and the organization. Given that the expectations of workers and the company may not coincide all the time, human resources must act in a more conscious and sensitive way. Orientations are the only way that allows new labor force to socialize and act parallel to organizational aims, gaining appropriate behavior patterns. It can also be express that this conditions will increase job satisfaction and organizational loyalty (Okakın and Şakar, 2013, p. 75).

Main aims of orientations are to increase organizational loyalty and adaptation along with adopting organizational values as early as possible. It can be said that the base of knowledge, skills and accumulations after a long process can be obtained through an appropriate orientation process carried out by the organization (Fındıkçı, 1999, p 244 245).

2. Conceptual Framework

2.1. Concept of Orientation

In the general notion, orientation means the training of new labor force or the ones who change departments about their job and organization. Many definitions of orientation can be found in the relevant literature.

For example, the orientation of the new workforce is considered important as it means an increase of skill level to adopt new technology and the promoted ones to adapt to their new responsibilities (Noe, 1999:193). Another definition treats orientation as a process of transformation for the newcomers to be productive workers while getting to

know the organization (Philips, 1987, p14). According to Burke (2000), not only the newcomers but the transferred ones between departments and who stood away too long from their job must be considered for orientation.

Most newcomers start their job being excited and motivated and try hard to please their executives (Loraine, 1999). The newcomers come face to face with a “culture shock”. The environment they start and the one they dreamt of are different (Cascio 1992, p225). This condition is expressed as “depressed years” and is considered similar to a new child starting school on the first day. The workers are worried about coming face to face with a different environment than they expected and if they can adapt or not (Aldemir et al, 2001, p179).

2.2. Concept of Job Satisfaction

Although studies about job satisfaction have began in 1930s pioneered by Elton Mayo’s Hawthorne, the concept has been widely used in literature after the second world war. After the II. World War, factory workers have been working in physically-ill environments where routine things were done. As there was not a possibility of promotion, productivity was low. As a solution to this problem and the economic cost of workers leaving their jobs, job satisfaction caught the eyes of the executives. Again in this era, researches carried out by the likes of Maslow contributed a lot in terms of job satisfaction and productivity to the literature (Türk, 2007, p71-73).

Although the literature about job satisfaction seems extensive, there is no agreement about its definition. According to Cribbin (1972), the comforting emotion gained from his environment, relations and organization; according to Hackman and Oldham (1975) the satisfaction of workers from their job; according to Schermerhorn, Hunt and Osborn (1994) the level of positive and negative emotions about their work defines job satisfaction.

Job satisfaction can be described as an emotional manner that describes the one’s job or related actions and results in a positive feeling.

3. Method

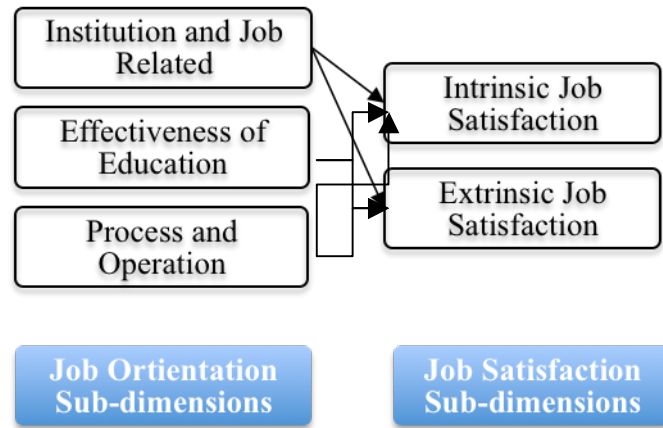
3.1. Aim of the Study

The study aims to point out the effects of orientation on job satisfaction and based on an assessment aims to answer the following questions:

- What are the effects of orientation on job satisfaction?
- Can a linear model be established between job orientation and job satisfaction?

3.2. The Model of the Study

Research model: designed to understand the impact between two concepts depending on the aim and the hypothesis of the research. These concepts are named as job orientation and job satisfaction. In order to test job orientation and job satisfaction concepts, they should be first defined from the perspective of relevant implementation area. In other words, concept should be specifically embodied for hotel managements by using necessary research metrics. Job orientation consists of three sub-dimensions which are “Institution and job related”, “Effectiveness of education” and “Process and operation”. Job satisfaction consists of “Intrinsic job satisfaction” and “Extrinsic job satisfaction” (Figure 1).

**Figure: 1**

Target group of this research covers workers of four and five star hotels, which have tourism association certificate, in Konya/Turkey. The main reason for Konya to be chosen for the research is the developing hotel management process since 90s and its capability of attracting tourists who are mostly interested in visiting religion related places such as tombs, dervish lodge etc. At the same time, it is expecting to observe that city hotels have lower turnover rates than seasonal hotels since city hotels are working for whole year. There are 3 five stars and 10 four stars hotels in Konya. While 399 of 779 employees working in these four and five stars hotels are employed in five stars hotels, the rest 380 are employed in four stars hotels.

3.3. Measurement Tool

Questions, which are related to job orientation in survey (questionnaire) form, are prepared with benefiting from works of Kocabacak (2006), Bulgulu (2008), Günay (2010) and Karakaş (2011). The measurement tool of job satisfaction for the survey is Minnesota Job Satisfaction (MSQ) measurement tool which is developed by Weiss, Dawis, England and Lofquist in 1967. In 1985, Aslı Baycan translated this measurement into Turkish and made validity and reliability tests. In Minnesota job satisfaction handbook, there are two versions of measurement: one is 100 questioned long version and the other one is 20 questioned short version. In this work, the 20 questioned short version is used.

4. Conclusions and Recommendations

Job orientations do not only include individuals who just start to work but also those who change their job or their job unit. The main aim of the orientation is to eliminate feelings of loneliness and mistrust of workers to make them feel that they are part of the business. Job orientations are composed of periodic processes. Short-term orientations may fall short of attaining the intended aim. Job orientations last as long as the worker continues to work and these orientations restart in the case of any job change. It is possible to say that a well-planned and carried out job orientation will increase workers' commitment to the organization and their satisfaction level with their jobs. As a result of this, turnover rate is expected to decrease so that business firms can get in return for their investment in human factor.

The significance of the linear regression between the intrinsic satisfaction dimension of job satisfaction and effectiveness of education with process and operation dimensions of job orientation has been analyzed by F test. The model has been found statistically meaningful according to F test. Estimation of the coefficients of linear regression model between the intrinsic satisfaction dimension of job satisfaction and dimensions of job orientation, according to obtained findings, the coefficient of the dimension about the institution and job related have been statistically meaningless. A new model has been developed by excluding the dimension of job orientation about institution and job whose coefficient has been found meaningless in order to improve the model. Corrected R^2 coefficient for the model has been calculated as 0,317. This value demonstrates that 31,7 percent of variation of intrinsic satisfaction dimension of job satisfaction is explained by the dimensions of job orientation via linear regression model.

In this research some findings were obtained especially for corporate hotel managements that may help them to preparing and applying the orientation programs and revealing some results about arranging new training programs. Starting from these findings, the matters below must be taken into consideration by human resources of hotel managements.

Tourism managements express that they have difficulty in finding qualified personnel, beside this, they try not to lose qualified personnel that they already have. Because of increasing work satisfaction and motivation of workers under favor of well applied orientation program, both the turnover rate may decrease and productivity of workers may increase. Thereby, managements must care about orientation activities in corporate level before anything else.

In orientation programs, information about both work that will be done by workers and the career opportunities in the management and in the sector must be given to them. Thus, more motivated and more productive working by making an inner goal for workers will be enable.

If this research be enlarged inclusively other hotel managements from all cities of the Turkey, to attain more general and deep information could be possible. Also, a new research that includes all accommodation managements in Konya may presents more concrete and far-reaching information about orientation activities of hotel managements in Konya.