

The Effect of Uncertainty Intolerance on Career Anxiety and Career Change Intention: A Case Study of the Hospitality Industry

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ABSTRACT

Purpose – A sudden development can quickly have an impact on the tourism sector because of its fragile structure. There are likely to be employment concerns in such an industry. In this study, it is aimed to determine the effect of intolerance of uncertainty on career anxiety and career change intention, as well as the direction and strength of this effect in accommodation business employees.

Design/Methodology/Approach – The questionnaire technique, one of the quantitative research methodologies, was used in the research. The questionnaire form was administered to 402 Antalya-based employees of accommodation businesses. On the obtained data, confirmatory factor analysis, correlation analysis, and path analysis were performed.

Results – As a result of the statistical data obtained, the relations between the variables were determined, and all four research hypotheses developed in order to test the research model created based on these relations were accepted. According to the results, prospective anxiety (PA), which is a sub-dimension of intolerance of uncertainty (IU), positively affects career anxiety, as does inhibitory anxiety (IA), which is also a sub-dimension of intolerance of uncertainty. In addition, the sub-dimensions (PA) and (IA) of intolerance to uncertainty negatively affect career change intention.

Discussion – It can be said that employees' intolerance to uncertainty, career anxiety, and career change intentions are generally at a moderate level. It has been revealed that employees with a high level of intolerance to uncertainty do not turn to career changes due to their fear of uncertainty as well as their increased career anxiety. This result may indicate the existence of unhappy employees in the sector.

1. INTRODUCTION

Today's labor market can have significant effects on the psychological health and career development of employees. These impacts may result from uncertainties in the job market, job security and job performance expectations, stressful working conditions, and other factors.

Uncertainties in the job market can cause employees to worry about their future employment status. Especially during the pandemic period, it has become more difficult to secure stable employment on the job market, and therefore, employees may feel themselves at risk of unemployment. This may adversely affect the psychological health and career development of employees. Uncertainty is an inherent factor in life. However, some people experience stress because of their intolerance for uncertainty, and it can have a negative impact on their careers. Career anxiety is a condition that arises because of this intolerance. Career change intentions can also occur as a reaction to uncertainty.

Intolerance of uncertainty can manifest in many different ways in a person's life (Buhr and Dugas, 2002; Satici et al., 2020). However, in business life, this can manifest as career anxiety. Career anxiety is stress and anxiety caused by uncertainty about one's job. These uncertainties can be factors such as concerns about the future of the business, whether the performance is adequate. This can negatively affect the person's job performance and hinder career development (Maudsley et al., 2010; Shropshire and Kadlec, 2012).

İnce and Kendir (2016) determined that the intention of not continuing to work in the tourism sector is the majority of those who are undergraduates or students in the tourism department. The tourism sector is a sector where uncertainty is experienced intensely. Political, social, economic, and natural factors around the world

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can cause uncertainty in the tourism sector. These uncertainties may be caused by seasonal employment, economic fluctuations in the tourism industry, alterations in tourism trends, and pandemics, among other things. This circumstance may negatively impact the job performance of tourism sector employees and impede their career advancement. Career change intention, which is one of the reactions of the employees to the said uncertainties, is also among the issues to be considered.

It is observed through an analysis of the pertinent literature that there are very few research looking at how intolerance of ambiguity affects career anxiety (Chen and Zeng, 2021; Mahmud, Talukder and Rahman, 2021; İnceç, 2022). No study has been found examining the effect of intolerance of uncertainty on career change intentions. Therefore, no study was found in which the existing variables were used together. In this context, it is anticipated that the present study will yield tangible results for the employees and the industry.

2. LITERATURE REVIEW

2.1. *Intolerance of Uncertainty*

The term "intolerance of uncertainty" refers to the propensity to behave badly when faced with uncertain circumstances. An intolerance for ambiguity has been identified as a distinguishing personal trait that is associated with high levels of anxiety, as proven by a number of studies (Laugesen et al., 2003). The incapacity to tolerate the thought that unfavorable occurrences are possible and that there is no foolproof method to forecast such occurrences is referred to as intolerance of uncertainty. According to Heydayati, Dugas, Buhr, and Francis (2003), people who cannot handle ambiguity see all ambiguous information as hazardous. This results in significant somatic stress responses (increased pulse rate, blood pressure, etc.) (Greco and Roger, 2001; Greco and Roger, 2003). According to Dugas, Freeston, and Ladoucer (1997), individuals who have a high intolerance for uncertainty tend to have impaired problem-solving abilities, which can lead to passivity during times of crisis as well as the avoidance of uncertain circumstances.

Intolerance of uncertainty can be thought of as a person's own subjective view of what uncertainty means. People who don't like uncertainty because they think bad things might happen are more likely to see uncertainty as dangerous, unwanted, and upsetting (Dugas et al., 1998). Uncertainty elicits a negative response from people as a result of their innate need to have knowledge of the future and assurance on the range of options that lie ahead (Grenier et al., 2005). In fact, it can be said that for healthy adults, the concept of uncertainty develops positive emotions as well as negative ones (Bar-Anan et al., 2009). Intolerance to uncertainty can also negatively affect a person's daily life. These people try to avoid any surprises by reviewing all customer reviews and the menu before choosing a restaurant (Aydın, 2022).

Higher emotional responses and anxiety are present throughout and after the decision-making process in people with a high intolerance for ambiguity. This situation negatively affects the decision-making processes in any subject (Jacoby et al., 2014). The people in issue appear to behave mostly impulsively, seek out knowledge, or distance themselves from uncertainty in order to cope. According to Bottesi et al. (2019), people with a high intolerance for uncertainty frequently engage in maladaptive activities to lessen or eliminate their anxiety or other related feelings of ambiguity.

Research has revealed that intolerance to uncertainty has two dimensions. These are prospective anxiety and inhibitory anxiety. Prospective anxiety deals with threat perceptions related to future uncertainty. For example, the statement "Unforeseen events make me very sad" explains this dimension. On the other hand, inhibiting anxiety focuses on behavior changes that show anxiety about uncertainty. For example, "The smallest doubt can make me change my mind" is an example of this dimension (McEvoy and Mahoney, 2011; Carleton, Sharpe and Asmundson, 2007).

2.2. *Career Anxiety*

Anxiety is a complex emotional state that is difficult to understand (Iacovou, 2011). Negative emotions are characterized by apprehensive or fearful thoughts and physical changes such as elevated blood pressure, sweating, tremors, vertigo, anxiety, and a rapid pulse. Anxiety is the state of worrying about possible negative situations in the future, as opposed to fears about current situations (Barlow, 2002). If the reaction shown in a stressful situation is proportional to the event, it can be expressed as normal anxiety. But when the person's response to a perceived threat is long and disproportionate and the inability to cope becomes subjective (i.e.,

self-perceived inadequacy), it is called neurotic anxiety or clinical anxiety disorder (May, 1977). Anxiety disorders are frequently seen, especially in situations where economic and social concerns are intense (Kessler et al., 2005).

Although they are distinct in terms of their underlying causes, social anxiety and career anxiety have a great number of symptoms (Leary, 1983). While deciding on a professional path, individuals need to focus on themselves by carefully watching, contemplating, and keeping track of how they will adjust to an unstable labor market (Gregory and Peters, 2017). Individuals with a high level of social anxiety are also likely to have high levels of anxiety about their careers. The mental and physical anguish that people experience as a result of making decisions on their professional destinies is referred to as career anxiety (Germeijs et al., 2006). Career anxiety includes not only the fear of making a career decision or making a mistake in this decision but also the fear of unemployment, not being successful at work, and not being able to secure a full-time job (Vignoli, 2015). It has been determined that career anxiety consists of the fear of disappointing one's family, the fear of being away from the family due to career or academic necessity, and the fear of experiencing anxiety in the career process (Vignoli et al., 2005).

Career anxiety is an anxiety situation that can occur in students who are at the stage of career decision-making. In addition, adults may also experience career regrets and go on the path of career change. For instance, according to Daniels et al. (2006), prospective teachers in Canada experience greater feelings of insecurity and stress regarding the future of their careers compared to those in other professions. This can be attributed to their lack of qualifications in undergraduate education, as well as the relatively low salaries they earn and the limited level of prestige they are allowed to achieve. In addition, it is seen that teachers do not want to stay as teachers throughout their lives and tend to change their current professions, for example, in the USA (Su, 1997). Therefore, career anxiety is a possible mood disorder not only for students but also for individuals who already have a job.

Alarming things are going on in Europe and France, especially among young people just starting out in business. Having a diploma or any degree helps to prevent unemployment; however, the unemployment rate for young adults is high (20–25%), and the jobs available are often temporary and low-paying (Vignoli, 2015). In this context, in the globalizing world and especially in the labor market where technological opportunities are effectively used, it can be considered normal for young people or adults to have career concerns.

2.3. Career Change Intention

A career change occurs when a person moves from one occupation to another (Lawrence, 1980). A job change is a shift to a position that is comparable to your previous one or one that is a natural development in your career (Rhodes and Doering, 1983). However, career change is a radical departure from the prevailing system and lifestyle (Hess, Jepsen, and Dries, 2012). A career shift refers to a new work position in a different sector that is mostly unconnected to prior job divisions or duties. A job change refers to the transfer to a comparable type of employment (Carless and Arnup, 2011). As with professional mobility, career change is distinct from it. Moving between positions in your career is referred to as career mobility (Forrier, Sels, and Styne, 2009). Examples of professional changes include a technician transitioning to accounting, a lawyer transitioning to social work, or a teacher moving into a very different profession. A career change can be a burdensome decision as it incurs additional training and time costs as well as a loss of salary and income (Blau, 2007).

Heppner (1998) highlights three major categories of transformation. These are: change of job, change of position, and change of profession. An alteration in one's profession is referred to as a career change. However, this goes beyond switching businesses or quitting a company (Carless and Arnup, 2011). There are important differences between career change and career transition. Career transition may be described as the capacity of people to move their knowledge, skills, and talents between departments, companies, or jobs. However, career change involves a paradigm shift (Kırımlı, 2019).

Ajzen's (1991) theory of planned behavior postulates that the desire to change one's area of employment involves a variety of driving factors that aid in behavior forecasting. Several studies (Bandura, 1997) have already demonstrated that behavioral intentions do, in fact, possess a valid predictive ability. Ajzen (2005) asserts that behavioral intentions, when precisely quantified, account for a sizable portion of the variation in actual behavior.

2.4. Relationships Between Variables

The personality traits of the individual play a decisive role in his/her professional attitude. Intolerance to uncertainty is also a personality trait that can be examined under the umbrella of neuroticism (Arslan and Kılıçlar, 2018). Along with uncertainty, an important cognitive feature of anxiety pathology seems to be an intolerance for uncertainty (Carleton et al., 2007). People who are sensitive to anxiety and don't like uncertainty are said to be cognitively vulnerable and prone to developing and keeping a wide range of mental disorders (Carleton et al., 2012; Fedrof et al., 2000). It has been determined that approximately 25% of young people who have just graduated from their schools are exposed to increasing anxiety and depression in the first 18 months (Robinson, 2016). In their study of students, Nekic and Mamic (2019) found that students who can't handle uncertainty tend to have more anxiety and depression. Angehrn et al. (2020) observed that there is a significant correlation between intolerance to uncertainty and anxiety sensitivity levels in their study on public security personnel in Canada and that these variables cause mental problems. According to Khan et al. (2020), the association between study techniques and test anxiety in Nigerian university students is mediated by positive psychological traits including resilience, hope, optimism, and self-efficacy. In addition, it has been determined that intolerance to uncertainty negatively affects individuals' psychological resilience and hope levels during the COVID-19 pandemic in Turkey (Karataş and Tagay, 2021).

Job insecurity is an important source of uncertainty. In addition, the perception of job insecurity is among the precursors of career change (Carless and Arnup, 2011). Therefore, the perception of uncertainty and intolerance to it can also be an important antecedent of career change. Because the tourism sector has a fragile structure, it can be affected very quickly by mass events such as natural disasters, terrorism, political relations, economic crises, epidemics, or pandemics. In this context, it can be said that a labor market is dominated by the concept of uncertainty.

In line with the above information, the following research hypotheses have been developed:

H₁: Prospective anxiety, which is a sub-dimension of intolerance of uncertainty, positively affects career anxiety.

H₂: Inhibitory anxiety, which is a sub-dimension of intolerance of uncertainty, positively affects career anxiety.

H₃: Prospective anxiety, which is a sub-dimension of intolerance of uncertainty, negatively affects career change intention.

H₄: Inhibitory anxiety, which is a sub-dimension of intolerance of uncertainty, negatively affects career change intention.

3. Methodology

3.1. Research Design

In the research, the scanning method, one of the descriptive model types, was preferred, and the quantitative method was used. Based on this idea, measurement tools were used to implement the research. In order to create measurement tools, studies on the subject and applied scales were used. Ethics Committee Approval of the study was received at the meeting of Bolu Abant İzzet Baysal University dated 07.05.2023 and 2023/04 (Protocol NO. 2023/222).

3.2. Research Instrument

The variables for the model constructed for the quantitative portion of the study were determined by conducting a comprehensive literature review. On a 5-point Likert scale, more than three items are assigned to each variable. All of the scale items in the research questionnaire were originally in English. Three translators each used the back translation technique to convert these texts into Turkish (back-to-translation method). The linguistic validity proposed by Brislin (1976) was also examined. The 12-item intolerance of uncertainty scale developed by Carleton, Norton, and Asmundson, (2007) was used in the study. The scale has two sub-dimensions. Prospective anxiety and inhibitory anxiety are the dimensions in this research that provided the best measurement findings and were also used in this study. Prospective anxiety assesses one's tolerance for potential uncertainty. On the other hand, the degree of a person's intolerance for uncertainty that prevents them from acting is measured by inhibitory anxiety. The original scale consisting of 25 items to

measure career anxiety was created to measure the workplace anxiety levels of tourism and hotel management students (Tsai et al., 2017). Later, Mahmud et al. (2021) revised the scale to five items to assess future career anxiety. Therefore, the aforementioned 5-item unidimensional career anxiety scale was used in this study. In addition, the scale development method developed by Ajzen (2006) and the 4-item career change intention scale created by Başkurt (2017) will be used in the research.

3.3. Sampling and Data Collection

Antalya is the Turkish metropolis with the greatest number of hotels. There are 3,371 hotels in Turkey, with 673 of them in Antalya, one of the country's most prominent tourist destinations (Culture and Tourism Ministry 2022). In addition, Antalya employs 90,000 of Turkey's 420,000 employees in the accommodation industry (Turkish Statistical Institute, 2022; Turkey's Employment Agency, 2022). The random sampling technique was used to select the sample that was intended to represent the entire universe. These results indicate that Antalya is the optimal location for conducting research. As with professional mobility, career change is distinct from it. Moving between positions in your career is referred to as career mobility.

According to the Ministry of Culture and Tourism's Labor Force Research in the Hotel Management and Tourism Industry (1989) and Ağaolu's (1992) study on "efficient use of the workforce," it was determined that 0.59 personnel per bed were employed in five-star hotel businesses. According to the Tourism Provincial Culture and Tourism Directorate's 2018 data, the bed capacity of Antalya's five-star hotels is 281,954. According to these data, the result is $281,954 \times 0.59 = 166.352$ by multiplying the total bed capacity by the number of personnel. This result represents the research universe. The sample size was calculated with the "Sample Size Calculator" (<http://www.surveysystem.com/sscalc.htm>). The confidence level is 95%, and the confidence interval is 5. According to the calculation result, the sample size was determined to be 402. The research was done with the help of 12 five-star hotels in Antalya that let surveys be done between June 2023. A total of 500 questionnaires were left with these enterprises using the collect and drop method. 411 of these questionnaires were returned. 402 of them were evaluated. The remaining nine questionnaires were excluded from the evaluation because they were incomplete or did not match the existing data.

There are 286 women (71.15%) and 116 men (28.85%) among the hotel employees who participated in the survey. Of the participants, 236 (58.70%) are single and 166 (41.30%) are married. The participants were determined to be in the age range of 24 to 29 ($n=402$; 62.3%). When the educational levels were examined, it was found that 106 (26.36%) of them were high school graduates, and 296 (73.64%) were educated at the pre-graduate, graduate or graduate level. Among the 402 employees surveyed, 77 (19.15%) worked in the front office, 33 (8.2%) in the floor services department, 244 (60.69%) in the food and beverage department, 32 (7.97%) in accounting, and 16 (3.99%) in other departments.

3.3. Data Analysis

The study's quantitative data were initially imported into the SPSS program. It was determined that the kurtosis and skewness values of the data fell within the range of 2 for normal distributions. This result indicates the data have a normal distribution (Kline, 2011). On the premise of these data, the AMOS program was used to validate the research-based structural model.

4. Findings

4.1. Model Validity

Confirmatory factor analysis (CFA) was used to figure out how well the observed variables in the structural model created in the first stage explain the latent variables. In the first step of the primary level confirmatory factor analysis, no scale item with a factor load of less than 0,50 was found among the three variables in the model. The CFA results are given in Table 1 and show that the model's goodness-of-fit values are acceptable ($\chi^2 = 623.985$, $df = 186$, $\chi^2/df = 3.354$, $NFI = 0.906$, $IFI = 0.90$, $RMSEA = 0.078$, $CFI = 0.91$). Cronbach's alpha combined reliability (CR) scores are greater than the suggested values for each construct (Anderson and Gerbing, 1988). Thus, the minimum Cronbach alpha value for each structure was determined to be 0.82. Additionally, CR values range between 0.82 and 0.94. These numbers demonstrate that the scales' reliability values are at a high level.

Table1. Confirmatory Factor Analysis Fit Measures

Fit measures of the model	Good Fit Values	Acceptable Values	Goodness of Fit Values for the Model
χ^2/df	$0 < \chi^2/df \leq 3$	$3 \leq \chi^2/df \leq 5$	3.354
NFI	$0.95 \leq NFI \leq 1.00$	$0.90 \leq NFI \leq 0.95$	0.906
IFI	$0.95 \leq IFI \leq 1.00$	$0.90 \leq IFI \leq 0.95$	0.90
RMSEA	$0 \leq RMSEA \leq 0.05$	$0.05 \leq RMSEA \leq 1$	0.078
CFI	$0.95 \leq CFI \leq 1.00$	$0.90 < CFI < 0.95$	0.91

When the correlation levels between the variables in the study were examined in Table 2, it was determined that there was a 0.01 level of significance between all the variables. In studies using multiple regression analysis, the problem of multicollinearity may arise between independent variables. This is due to the strong interaction between the independent variables (Hair et al., 1998). The variance growth factor (VIF) value should be less than 10 in order to reveal whether there is a multicollinearity between the variables in the research. At the same time, it is checked whether the variance value is less than 0.10 (Büyükoztürk et al., 2010).

Table2. Descriptive Statistics and Correlation Analysis

Variables	Arithmetic Mean	Standard Deviation	1	2	3	4
Prospective Anxiety (1)	3.03	0.60	1			
Inhibitory Anxiety (2)	3.08	0.67	0.53	1		
Career Anxiety (3)	3.52	0.88	0.22	-0.21	1	
Career Change Intention (4)	2.62	0.97	-0.26	-0.23	0.24	1

$p < 0,01$ N= 402

As a result of the analysis, it was determined that the variance growth factor (VIF) values were less than 10 (0.88-1.4) and the tolerance values were greater than 0.10. Therefore, it was concluded that the existing model is suitable for multiple regression analysis (Hair et al., 1998).

4.2. Hypothesis Tests

When the coefficients for the relationships in Figure 1 were looked at, it was found that prospective anxiety has a low degree but a positive effect on career anxiety ($\beta = 0,14$; $p < 0,001$). It was observed that inhibitory anxiety has a positive and low-level effect on career anxiety ($\beta = 0.13$; $p < 0,001$). In addition, it is seen that prospective anxiety has a negative and low-level effect on career change intention ($\beta = -0,14$; $p < 0,001$). It was also revealed that inhibitory anxiety has a negative and low-level effect on career change intention ($\beta = -0,10$; $p < 0,001$). According to these results, all of the research hypotheses (H_1, H_2, H_3 , and H_4) were accepted.

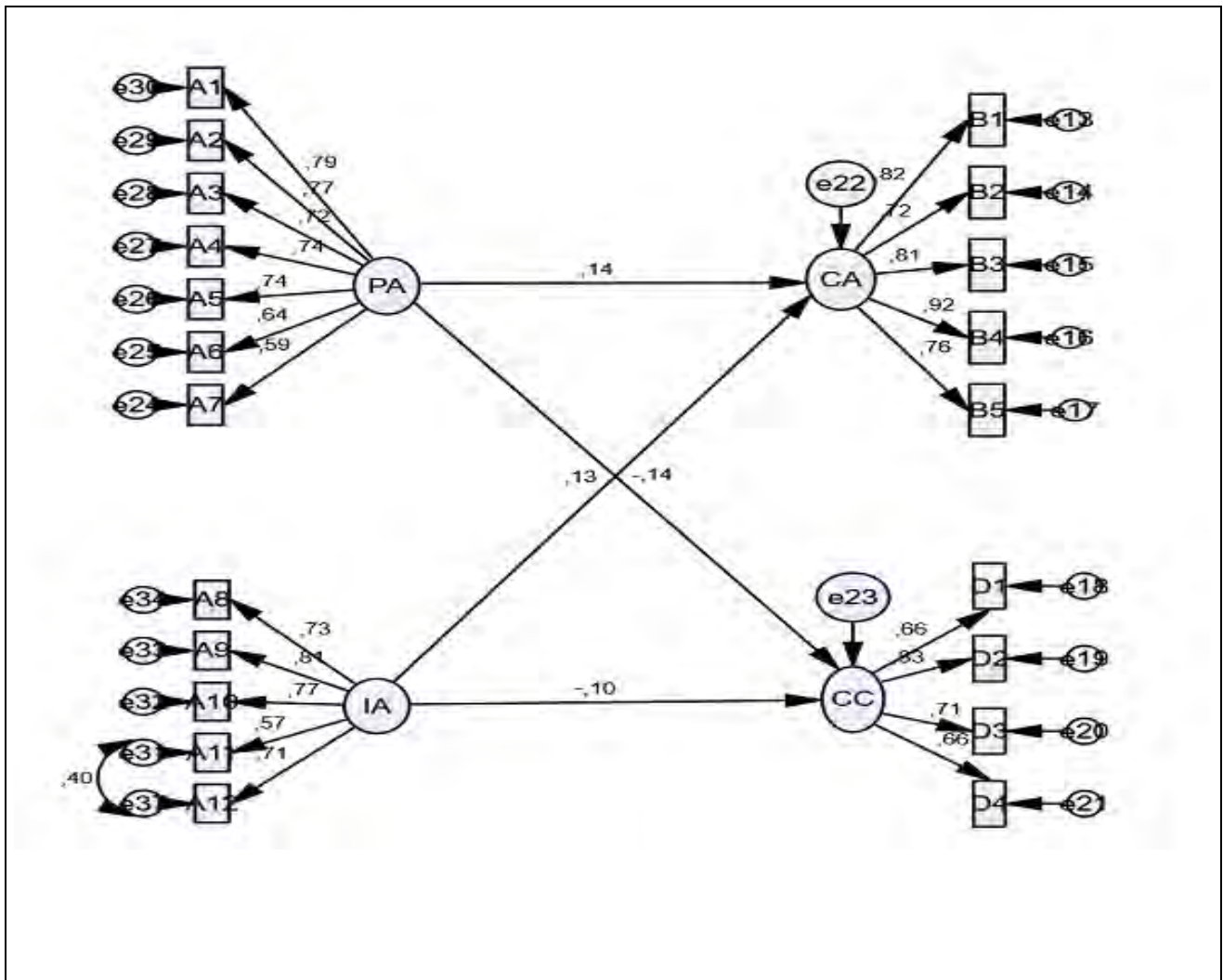


Figure 1. Path Analysis of Variables

Considering the model goodness of fit values, $\chi^2/df = 578.513/186 = 3.110$. One of the other goodness-of-fit indices, the RMSEA value is 0.074. When the other index values related to the research model are examined (NFI = 0.901, IFI = 0.910, CFI = 0.909). In light of all goodness-of-fit statistics, it is determined that the model created using these goodness-of-fit indices generates good or acceptable values that are consistent with the data.

5. CONCLUSION AND DISCUSSION

The findings of the study, which were based on the data gathered as a consequence of the research, showed that there is a strong interaction between the factors that were included in the study. In light of the findings of the study, each of the four hypotheses that had been developed within its framework was found to be correct.

The findings of the study showed that prospective anxiety, one of the sub-dimensions of intolerance to uncertainty, positively affects career anxiety. In this context, it can be said that hotel employees experience career anxiety in uncertain situations. In addition, it has been observed that inhibitory anxiety triggers career anxiety. In this direction, it can be deduced that the effort to avoid uncertainty exposes the employee to career anxiety, perhaps due to the sector conditions she/he employs. The number of studies in which these variables are considered together is very few. The results obtained in this study are similar to the results of other studies on this subject (Chen and Zeng, 2021; Mahmud, Talukder and Rahman, 2021; İngeç, 2022). In line with the data obtained in the current study, it would be correct to say that the intolerance of uncertainty among hotel management employees causes career anxiety.

According to the data obtained as a result of the research, prospective anxiety, one of the sub-dimensions of intolerance to uncertainty, negatively affects the intention to change careers. This result can be interpreted as the hotel employees intend to continue their careers in order not to encounter any negative surprises. In

addition, it was observed that inhibitory anxiety negatively affected career change intention. This situation brings to mind the situation that hotel employees cannot take action regarding their careers due to the fear of uncertainty about the future. Because this fear can be a factor that prevents them from taking action. Trevor-Roberts et al. (2019) concluded that career uncertainty, not intolerance to uncertainty, has significant effects on career choice and career success, although it differs from person to person. In this study, the interview technique was used. In addition, there is no study examining the relationship between intolerance to uncertainty and career change intention. Therefore, there is no other data with which the obtained results can be compared. However, especially the situation of employment opportunities and the current situation of the country's economy help to make various inferences.

Examining the arithmetic mean values derived as a result of the research reveals that the prospective and inhibitory anxiety among hotel management employees is moderate. In this case, the person has difficulty coping with the difficulties in business life, and work performance may decrease. It is highly probable and natural that this situation will negatively affect business as well as social life. This rate is likely to change based on a person's genes or the traumas they have experienced in their family or environment. At this point, it's important to note that even though the employee has a moderate intolerance for uncertainty, their career anxiety goes up when this variable is triggered. This situation reveals that the psychological well-being of the employees is not at an ideal level. In this regard, it may be right to focus on environmental factors that cause intolerance for uncertainty and career anxiety. Especially the high perception of job security can play an important role in reducing career anxiety. Employees who feel safe with the increase in job security can be happier in their social and business lives. At this point, the Ministry of Labor and Social Security, sector representatives, and employers have important duties.

The result of low career change intentions of hotel management employees who have prospective and inhibitory anxiety can actually be interpreted as the result of a natural process. A person who does not like uncertainty and surprises may also have a low tolerance for possible difficulties in the career change process. Because these developments happen suddenly and unplanned. Considering the general career anxiety averages of the participants, it was observed that this rate was slightly above the medium level. Despite this, the fact that their career change intentions are decreasing due to their level of intolerance to uncertainty suggests that they are hesitant to take action. At this point, the possibility of low employability perceptions among the employees due to the scarcity of employment alternatives can be presented as a possible reason. However, it is important to recognize the harm that a person can do to themselves, their current business, and society if they feel trapped and unhappy in their current profession or job. Therefore, in order to prevent or cope with these dangers, it is necessary to allow for career transitions in which everyone can be happy. At this point, the Ministry of Labor and Social Security has important duties to increase employment alternatives.

In this way, it can be suggested that students get good career guidance during their primary and secondary school years so that they can make career decisions that are thoughtful and in line with their goals. In addition, it is necessary to have job opportunities in the career field that are suitable or targeted for the person. It is normal for young people who feel that they have to make a career choice just to earn money to feel regret or be stuck in the future. Employees are the most indispensable and fundamental determinant of service quality in hotel businesses (Mansour and Mohanna, 2018; Ergun vd., 2023), which are one of the main actors in the tourism sector. Ensuring the continuity of hotel employees and creating an appropriate organizational climate where they can plan and advance their careers is a situation that should not be ignored for both employees and hotel businesses (Arslan, 2020). In addition to the high employee turnover rate and the potential solutions for lowering it, it is required to raise the career commitment, career happiness, and self-efficacy of the employees (Kendir and Özkoç, 2018). Commitment to one's line of career has been shown to correlate favorably with one's level of financial success (Kemer, 2021). In this context, satisfactory wages of tourism sector employees will also ensure their career commitment.

The findings obtained as a result of the study also reveal a number of threats that may adversely affect employees, hotel businesses, and the tourism sector. Research results are limited to the current population and sample. In the future, it may be recommended to study the existing variables in different universes and samples.

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