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EVALUATION OF CALLING AND JOB SATISFACTION OF HOTEL EMPLOYEES

Otel İşletmesi Çalışanlarının Meslek Aşkı Ve Mesleki Doyumlarının Değerlendirilmesi

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ABSTRACT

This research, designed to evaluate the calling and job satisfaction of hotel employees, was conducted with 364 hotel employees in Antalya. "Calling and Vocation Questionnaire" and "Job Satisfaction Scale" were used to collect the data. In the study, it was determined that the presence of calling, search for calling and total calling of the hotel employees were above the medium level, while job satisfaction score was found to be medium. It was determined that as the calling of the employees increased, their job satisfaction increased. In addition, it has been determined that variables such as monthly income and department of employees affect "calling" and "job satisfaction". It was concluded that interventions aimed at increasing calling and job satisfaction for the hotel employees, determining the factors affecting calling and job satisfaction and developing solution suggestions.

Keywords: Calling and vocation, hotel business, job satisfaction, search for calling, presence of calling, tourism.

ÖZET

Otel işletmesi çalışanlarının meslek aşkı ve mesleki doyumlarını değerlendirmek amacıyla tasarlanan bu araştırma Antalya'da bulunan 364 otel işletmesi çalışanları ile yürütülmüştür. Verilerin toplanmasında "Meslek Aşkı Ölçeği" ve "Mesleki Doyum Ölçeği" kullanılmıştır. Araştırmada otel işletmesi çalışanlarının meslek aşkı toplam puanının, meslek aşkı varlığı alt boyut puanının ve meslek aşkı arayışı alt boyut puan ortalamalarının orta düzeyin üzerinde olduğu saptanırken, mesleki doyum puan ortalamasının orta düzeyde olduğu saptanmıştır. Çalışanların meslek aşkı arttıkça mesleki doyumlarının da arttığı tespit edilmiştir. Ayrıca aylık gelir, çalışılan departman gibi değişkenlerin meslek aşkı ve mesleki doyumunu etkilediği belirlenmiştir. Otel işletmesi çalışanlarına yönelik meslek aşkı ve mesleki doyumlarının artırılmasına yönelik müdahaleler yapılması, meslek aşkı ve meslek doyumunu etkileyen faktörlerin belirlenip çözüm önerileri geliştirilmesi sonucuna varılmıştır.

Anahtar kelimeler: Meslek aşkı, otel işletmesi, çalışanlar, meslek doyum.

1. INTRODUCTION

The tourism sector, which is one of the fastest growing sectors in the world economy, needs human labor very much as it is included in the service industry. (Koroğlu, 2011: 246). Leading countries in the tourism sector; It is known that human and organizational power is of great importance in choosing by people. When any of the top or bottom level employees in a tourism business do not have the necessary qualifications, no matter how modern and quality the business is, it is not possible for the business to develop and operate efficiently (Yanardağ & Avcı, 2012: 40-43). Therefore, those who work in the service sector are the main determinants of service quality (Kozak et al., 2006: 40). Accordingly, it is important to know the factors that will increase and decrease the performance and efficiency of the employees and to take initiatives in this regard. Although there are many factors affecting the employees, this study focused on the concepts of calling and job satisfaction.

Employees have increased job satisfaction when they nurture love for the job they do (Wrzesniewski, 2003: 306; Cardador et al., 2011: 368; Duffy et al., 2017: 129), their motivation increases, they feel strong, they do useful work for both the individual and the society. It is also emphasized that they experience less burnout, unhappiness, and depression.

Similarly, it is stated that individuals with high job satisfaction are more successful than individuals with low job satisfaction, they think more positively about their jobs (Gül, 2018: 264; Tengilimoğlu, 2005: 27; Çoruk & Çicek 2017: 756), they are healthier and happier. (Altınkurt & Yılmaz, 2014: 59). In line with this information, the purpose of this research is to examine the relationship between the calling and job satisfaction of hotel employees.

2. CONCEPTUAL FRAMEWORK

2.1. The Concept of Calling

Calling; It is defined as a power that creates positive effects on individuals' professional success, professional identity and business compatibility, supports the individual internally or spiritually based on the person's skills and develops outside the person himself. It is also described as individuals' willingness to perform themselves or do useful things for the community (Erhan et al., 2019: 172; Uzunbacak et al. 2019: 295; Dik & Duffy, 2009: 427, 436; Weber, 1958: 100; Dik & Duffy, 2009: 427). The meaning of this concept is explained by the fact that individuals receive spiritual satisfaction in their work. Calling is nourished by the spiritual feelings that the individual feels. (Bunderson & Thompson, 2009: 32). The calling is the love of the person for his job. Individuals with calling; they don't just think about their economic earnings, career growth. Rather, it aims to serve humanity with all its sacrifices (Bunderson & Thompson, 2009: 32; Erhan et al., 2019). In foreign literature, this concept is called "calling" or "sense of calling" (Erhan et al. 2019: 172; Hagmaier & Abele, 2012: 39). This concept dates back to the 16th century, but until the 21st century a theory explaining this concept has not been put forward.

Because of the brutal competition and working conditions brought by the 21st century, the concept of calling has been introduced in terms of providing a new approach or motivation for both employees and employers (Dik et al., 2008: 26; Dik & Duffy, 2009: 426). In 2018, Duff et al; In their study, they developed the theory of "calling" in parallel with today's conditions.

This theory contains 3 categories. In the first category; the principles of calling that individuals have in their lives and feel individually, in the second category; The balancing factors between the self-perceived calling and the calling experienced by the individual, and in the third category, there are negative results such as burnout or workaholic (Duffy et al., 2018: 423; Uzunbacak et al., 2019: 295). Individuals may sometimes not be aware of their calling in their professions. Calling is often a phenomenon that occurs over time. Sometimes individuals may not have a calling but they may also be in search of a profession, in this case it is defined as a search for calling (Dik & Duffy, 2009: 431).

The calling is of great importance for individuals and societies, and this concept is an essential phenomenon in professional life. When individuals feed their profession love for their work, their job satisfaction increases (Wrzesniewski, 2003: 306; Cardador et al., 2011: 368; Duffy et al., 2017: 129), their motivation increases, they feel strong and undertake useful works for both the individual and the society.

Employees who are loyal to their job with their calling believe that they are selected for the job they work for. These people have a view that benefits humanity, and their selfishness and selfishness are not observed (Uzunbacak et al. 2019: 297; Lysova et al., 2018: 261,262). In addition, they experience less burnout, unhappiness, and depression. Increasing efficiency in individuals and institutions with calling is also among the possible results. All these situations reveal the importance of calling (Erhan et al., 2019). However, individuals' having physical and psychological pressure, violence or discrimination problems in their work affects their calling negatively (Dik & Duffy, 2009: 431).

The calling is not only measured in certain occupational groups, but also in high-level occupations such as academics, nursing, bank and tourism employees, as well as in many lower-level occupational groups (workers and staff working in dirty and hard jobs, etc.).(Steger et al., 2012: 326, Xie et al., 2017: 80, Esteves et al., 2018: 252, Bunderson & Thompson, 2009: 35; Dik & Duffy, 2009: 430). While a calling may be high in an individual with a high level of profession, a calling may be high in an individual who works in a low level job. Therefore, the calling includes all occupational groups (Wrzesniewski, 2003:

301). However, since it is stated that calling will decrease over time, employees should be valued and positive, encouraging working conditions should be provided in order not to experience this decrease.

2.2. Concept of Job Satisfaction

The concept of job satisfaction, which is defined as being satisfied or dissatisfied with the job, is expressed by how happy individuals are in their work (Filiz, 2014: 158; Vieira, 2005: 39). This concept includes the love and emotional responses of people towards their work (Buitendach & Rothmann, 2009: 1, Judge et al., 2001: 26; Judge & Klinger, 2007: 394). The concept of job satisfaction is important for people (Acar, 2007: 1) Because employees or institutions with high job satisfaction are displayed high performance, high motivation is experienced, and productivity and commitment to the organization increase (Simsek et al. 2007: 71).

In employees or institutions with low job satisfaction, burnout, stress, conflict, physical and mental health problems, decrease in commitment to the institution, strikes, etc. There are many problems (Demirci, 2019: 1249). In the literature, it is stated that individuals with high job satisfaction are more successful than individuals with low job satisfaction, they think more positively about their jobs (Gül, 2018: 264; Tengilimoglu, 2005: 27; Çoruk & Çicek 2017: 756), they are healthier and happier (Altinkurt & Yılmaz, 2014: 59).

In addition to all these positive aspects, another important aspect of job satisfaction is that it directly affects the quality of life of the individual. Because one of the main factors affecting the quality of life of the person is the environment and one of the parts that make up the environment is work (Uçkun et al., 2004: 39). In addition, people spend most of their lives working (Köröğlu, 2011: 247). Therefore, it reveals the importance of the concept of job satisfaction in terms of increasing the quality of life, increasing individual happiness and performance, and reducing corporate productivity and conflicts. Many factors affect job satisfaction of individuals. Among them; There are factors such as salary, management attitude, promotion opportunities, status, working conditions, loving job (Furnham & Andreas-Chamorro 2009: 766; Friday & Friday, 2003: 427; Crossman & Abou-Zaki, 2003: 369).

Therefore, these factors should be taken into consideration by managers and employers for a high job satisfaction. In this direction, businesses; Employees should care about their job satisfaction in order to keep their employees dedicated to their jobs and businesses (Keser, 2003: 185).

3. METHOD

This research was conducted with 364 hotel employees in order to examine "calling" and "job satisfaction" of the employees of hotel employees in Antalya between the dates of September, 2019 and March, 2020. Questionnaire method was used as data collection method.

"Calling and Vocation Questionnaire" (CVQ) was used to measure professional love of employees. The scale was developed by Dik et al. (2012) and the Turkish validity and reliability study was conducted by Erhan et al. The scale is 21 items and 4-point Likert type and is coded as 1: absolutely correct, 2: partially correct, 3: mostly correct, 4: absolutely correct. Also the scale; It is subdivided into "presence of calling" (Transcendent Summons, Purposeful work, Prosocial orientation) and "search of calling" (Transcendent Summons, Purposeful work, Prosocial orientation). In this study, Cronbach's Alpha of the scale was calculated as 0.853.

The "Job Satisfaction Scale" (JSS) developed by Kuzgun, Sevim and Hamamcı (2005) was used to measure the job satisfaction of the employees. The scale is 20-item and 5-point Likert type and coded as 1: never, 2: rarely, 3: occasionally, 4: often, 5: always. In this study, the Cronbach's alpha of the scale was calculated as 0.715. In addition, information was obtained from participants about gender, marital status, educational status, age, department worked, duration of employment in the enterprise, professional experience and monthly income.

In the evaluation of the data, skewness and kurtosis values between + 1 / -1 were accepted as normal distribution (Hair, et al. 2016; 54). Accordingly, "Independent Samples T Test" was used for two independent group comparisons and "ANOVA" test was used for three independent group comparisons. Eta square (η^2) was used as the most commonly used effect size statistics to determine the effect of the significant differences. For eta square, it is expressed as 0.01 = small, 0.06 = medium and 0.14 = large effect (Pallant, 2017). In addition, correlation was included in the research findings.

4. RESULTS

Table 1. Distribution of the Descriptive Characteristics of Hotel Employees

Descriptive Characteristics	n	%
Gender		
Woman	119	32.7
Male	245	67.3
Marital Status		
Married	150	41.2
Single	214	58.8
Education Status		
Primary education	21	5.8
High school	133	36.5
Associate degree	109	29.9
University	98	26.9
University above	3	0.9
Income Levels		
0-2500 tl	165	45.3
2501-5000 tl	167	45.9
5001-7500 tl	30	8.2
7500 tl above	2	0.6
Age range		
	n	%
18-24	82	22.5
25-32	155	42.6
33-40	92	25.3
41-49	32	8.8
50 and above	3	0.8
Department		
Front office	49	13.5
Food & Beverage	166	45.5
Housekeeping	39	10.7
Kitchen	60	16.5
Security	17	4.7
Animation	8	2.2
Technical service	16	4.4
Administration	9	2.5
Working Duration in Business		
1 Year and below	91	25.0
2-5 Year	132	36.3
6-9 Year	105	28.8
10 Year and below	36	9.9
Professional Experience		
1 year and below	35	9.6
2-5 Year	93	25.5
6-9 year	135	37.2
10 year and below	101	27.7
Total	364	100.0

According to Table 1; hotel employees; 32.7% are women (119), 67.3% are men (245); 5.8% are primary (21), 36.5% are high school (133), 29.9% are associate degree (109), 26.9% are university (98) and 0.9% are university above (3). When the income levels of hotel employees are examined; It was determined that 45.3% were between 0-2500 TL (165), 45.9% between 2501-5000 TL (167), 8.2% were 5001-7500 TL (30) and 0.6% were over 7500 TL (2). Hotel employees; 22.5% 18-24 (82), 42.6% 25-32 (155), 25.3% 33-40 (92), 8.8% 41-49 (32) and 0.8% 50 and over (3) age range; 13.5% front office (49), 45.5% food and beverage (166), 10.7% housekeeping (39), 16.5% kitchen (60), 4.7% security (17),% 2.2 work in animation (8), 4.4% in technical service (16) and 2.5% in management (9) departments. When the working duration of hotel employees are examined; It was determined that 25% were 1 year and below (91), 36.3% were 2-5 years (132), 28.8% were 6-9 years (105) and 9.9% were 10 years and above (36). Professional experience of 9.6% of hotel employees for 1 year and below (35), 25.5% for 2-5 years (93), 37.2% for 6-9 years (135) and 27.7% for 10 years and more (101) determined to have.

Table 2. The Distribution of CVQ and Sub-Dimensions and JSS Mean Value of Hotel Employees

	Mean	Ss.
CVQ	2.49	0.43
Presence of calling	2.47	0.51
Search for calling	2.53	0.41
Job Satisfaction	2.58	0.32

According to Table 2; mean value of CVQ of the employees was 2.49 ± 0.43 , “presence of calling” was 2.4 ± 0.51 , search for calling was 2.5 ± 0.41 and mean value of JSS was 2.5 ± 0.32 .

Table 3. Comparison of “CVQ and Sub-Dimensions” and “JSS” of Hotel Employees

	n	Presence of Calling		Search for Calling		Calling (Total)		Job Satisfaction	
		Mean	Ss.	Mean	Ss.	Mean	Ss.	Mean	Ss.
Gender									
Woman	119	2.46	0.48	2.52	0.40	2.49	0.40	2.56	0.31
Male	245	2.47	0.52	2.53	0.41	2.50	0.45	2.59	0.33
t; p		-0.293; 0.771		-0.227; 0.821		-0.165; 0.870		-0.908; 0.364	
Marital Status									
Married	149	2.54	0.53	2.61	0.39	2.58	0.44	2.64	0.34
Single	214	2.42	0.49	2.47	0.41	2.44	0.42	2.54	0.31
t; p		2.137; 0.032		3.201; 0.001		2.961; 0.003		3.095; 0.002	
η^2		0.01		0.02		0.02		0.03	
Education Status									
Primary education	21	2.41	0.54	2.52	0.37	2.46	0.42	2.53	0.37
High school	133	2.41	0.49	2.50	0.41	2.45	0.41	2.57	0.35
Associate degree	109	2.46	0.48	2.51	0.39	2.48	0.41	2.55	0.28
University	98	2.56	0.55	2.57	0.42	2.57	0.47	2.63	0.33
University above	3	2.90	0.39	3.07	0.06	3.03	0.23	2.98	0.28
F; p		1.957; 0.101		1.745; 0.140		2.961; 0.068		2.106; 0.080	
Age Range									
18-24	82	2.33	0.42	2.40	0.36	2.36	0.35	2.49	0.29
25-32	155	2.45	0.51	2.51	0.41	2.48	0.44	2.57	0.33
33-40	92	2.58	0.52	2.63	0.41	2.60	0.44	2.64	0.31
41-49	32	2.64	0.55	2.64	0.41	2.64	0.45	2.70	0.36
50 year and above	3	2.21	0.82	2.44	0.38	2.33	0.64	2.63	0.49
F; p		3.686; 0.006		4.048; 0.003		4.615; 0.001		3.480; 0.008	
η^2		0.03		0.04		0.04		0.03	
Income Levels									
2500 tl and below	165	2.39	0.49	2.46	0.40	2.42	0.42	2.52	0.30
2501-5000 tl	167	2.48	0.50	2.56	0.41	2.51	0.43	2.58	0.32
5001-7500 tl	30	2.79	0.51	2.68	0.39	2.75	0.40	2.85	0.34
7500 tl above	2	3.22	0.06	2.83	0.39	3.07	0.16	3.25	0.07
F; p		6.785; 0.000		3.677; 0.012		6.339; 0.001		11.958; 0.001	
η^2		0.06		0.03		0.05		0.09	

Table 3. Comparison of “CVQ and Sub-Dimensions” and “JSS” of Hotel Employees (Cont.)

Department	n	Presence of Calling		Search for Calling		Calling (total)		Job Satisfaction	
		Mean	Ss.	Mean	Ss.	Mean	Ss.	Mean	Ss.
Front office	49	2.89	0.46	2.78	0.36	2.84	0.37	2.82	0.30
Food & Beverage	166	2.24	0.42	2.36	0.37	2.29	0.37	2.44	0.25
Housekeeping	39	2.20	0.34	2.45	0.41	2.31	0.31	2.43	0.21
Kitchen	60	2.79	0.45	2.68	0.35	2.75	0.38	2.78	0.36
Security	17	2.34	0.30	2.56	0.36	2.45	0.28	2.52	0.24
Animation	8	3.04	0.32	2.84	0.26	2.97	0.28	2.88	0.13
Technical service	16	2.56	0.50	2.68	0.41	2.62	0.45	2.70	0.34
Administration	9	3.00	0.28	2.83	0.32	2.93	0.28	2.87	0.30
F; p		24.909; <0.001		11.593; <0.001		23.677; <0.001		20.468; <0.001	
η^2		0.32		0.18		0.31		0.28	
Working Duration in Hotel									
1 year and below	91	2.39	0.44	2.49	0.40	2.43	0.39	2.51	0.28
2-5 year	132	2.42	0.51	2.52	0.42	2.47	0.43	2.56	0.40
6-9 year	105	2.59	0.54	2.57	0.41	2.59	0.46	2.65	0.38
10 year and above	36	2.48	0.53	2.51	0.36	2.49	0.42	2.62	0.27
F; p		2.950; 0.032		0.73; 0.535		2.374; 0.070		3.393; 0.018	
η^2		0.02		-		0.01		0.02	

Professional Experience									
1 year and below	35	2.34	0.44	2.43	0.39	2.38	0.36	2.47	0.26
2-5 year	93	2.38	0.46	2.45	0.38	2.41	0.39	2.55	0.32
6-9 year	135	2.52	0.50	2.53	0.41	2.53	0.44	2.59	0.31
10 year and below	101	2.53	0.57	2.62	0.41	2.57	0.47	2.65	0.36
F; p		2.512; 0.058		3.454; 0.017		3.340; 0.019		3.218; 0.023	
η^2		-		0.02		0.02		0.02	

According to Table 3; between male and female employees; There was no statistically significant difference in terms of the mean values of “presence of calling” ($t = -0.293$; $p = 0.771$), “search for calling” ($t = -0.227$; $p = 0.821$), “CVQ” ($t = -0.165$; $p = 0.870$) and “JSS” ($t = -0.908$; $p = 0.364$). However, CVQ and sub-dimensions and JSS mean values of men were higher than women (Table 3).

According to Table 3; between married and single employees; There was statistically significant difference with small effect in terms of the mean of “presence of calling” ($t = 2.137$; $p = 0.032$; $\eta^2 = 0.01$), “search for calling” ($t = 3.201$; $p = 0.001$; $\eta^2 = 0.02$), “CVQ” ($t = 2.961$; $p = 0.003$; $\eta^2 = 0.02$) and the “JSS” ($t = 3.095$; $t = 0.002$; $\eta^2 = 0.03$). CVQ and sub-dimensions and JSS mean values of married were higher than single (Table 3).

The educational status of the employees and mean values of “presence of calling” ($F = 1.957$; $p = 0.101$), “search for calling” ($F = 1.745$; $p = 0.140$), “CVQ” ($F = 2.961$; $p = 0.068$) and “JSS” ($F = 2.106$; $p = 0.080$); There was no statistically significant difference between. However, CVQ and sub-dimensions and JSS mean values of university above were higher than other groups (Table 3).

The age group of the employees and mean values of “presence of calling” ($F = 3.686$; $p = 0.006$; $\eta^2 = 0.03$), “search for calling” ($F = 4.048$; $p = 0.003$; $\eta^2 = 0.04$), “CVQ” ($F = 4.615$; $p = 0.001$; $\eta^2 = 0.04$) and “JSS” ($F = 3.480$; $p = 0.008$; $\eta^2 = 0.03$); There was statistically significant difference with small effect size. However, CVQ and sub-dimensions and JSS mean values of university above were higher than other groups (Table 3). As a result of Bonferroni correction to determine which groups the significant differences arise from; It has been determined that this is due to significant differences between the employees in the 33-40 age group and those between the 18-24 age group, and between the 41-49 age group and those in the 18-24 age group (Table 3).

According to the income levels of the employees, there is statistical significant difference with small effect size in terms of “presence of calling” ($F = 6.785$; $p < 0.001$; $\eta^2 = 0.06$), “search for calling” ($F = 3.677$; $p = 0.012$; $\eta^2 = 0.03$), “CVQ” ($F = 6.339$; $p < 0.001$; $\eta^2 = 0.05$) and “JSS” ($F = 11.958$; $p < 0.001$; $\eta^2 = 0.09$). CVQ and JSS mean value of employee who had 7500 tl and above was found higher than other groups.

The department of the employees and mean values of “presence of calling” ($F = 24.909$; $p < 0.001$; $\eta^2 = 0.32$), “search for calling” ($F = 11.593$; $p < 0.001$), “CVQ” ($F = 23.677$; $p < 0.001$; $\eta^2 = 0.31$) and “JSS” ($F = 20.468$; $p < 0.001$; $\eta^2 = 0.28$); There was statistically significant difference with small effect size. While the mean values of calling and job satisfaction are highest in the management department employees compared to those in the other department, mean values of the calling and job satisfaction of the employees in the food and beverage department were lower than the other groups (Table 3).

The working duration in business of the employees and mean values of “search for calling” ($F = 0.730$; $p = 0.535$) and “CVQ” ($F = 2.374$; $p = 0.070$); There was no statistically significant difference. However, a statistically significant difference with a small effect size was found between working duration in business of the employees in terms of their mean values of “presence of calling” ($F = 2.950$; $p = 0.032$; $\eta^2 = 0.02$) and “JSS” ($F = 3.393$; $p = 0.018$; $\eta^2 = 0.02$). It has been determined that this significant difference between 6-9 years and 1 year and below employees. Job satisfaction scores of employees between 6-9 years were higher than those working for 1 year or less (Table 3).

According to the professional experience of the employees, there is no statistical significant difference in terms of “presence of calling” ($F = 2.512$; $p = 0.058$). However, there is statistical significant with a small effect size was found in terms of mean values of “search for calling” ($F = 3.454$; $p = 0.017$; $\eta = 0.02$), “CVQ” ($F = 3.340$; $p = 0.019$; $\eta^2 = 0.02$) and “JSS” ($F = 3.218$; $p = 0.023$; $\eta^2 = 0.02$). “CVQ” and “Search for calling” mean value of employees who had 10 year and above working was found higher than the employees with 2-5 year working. “Job satisfaction scale” mean value of employee who 10 year and above working was found higher than the employees with 1 year and below working.

Table 4. The relationship Between Mean Values of Employees’s “CVQ and Sub-Dimension” and “JSS”

		JSS
CVQ	r	0.730
	p	<0.001
Presence of Calling	r	0.758
	p	<0.001
Search for Calling	r	0.518
	p	<0.001

A positive strong and significant relationship was detected between the “CVQ” mean value and “JSS” mean value of participant ($r=0.730$; $p<0.001$); a positive strong and significant relationship was detected between the “presence of calling” mean value and “JSS” mean value of participant ($r=0.758$; $p<0.001$); a positive moderate and significant relationship was detected between the “search for calling” and “JSS” mean value of employees ($r=0.518$; $p<0.001$).

5. DISCUSSION AND CONCLUSIONS

In this research evaluating “calling” and “job satisfaction” of hotel employees; employees have a medium level of “presence of calling” and “search for calling”. However, “presence of calling of employees” is more than “search for calling of employees”. This shows that employees are in search of professional love. It was determined that the total calling was also above medium.

In the literature, it is stated that employees who have a calling have higher motivation, they are pursuing jobs that are beneficial for both themselves and the society, and their feelings of selfishness decrease (Uzunbacak et al., 2019: 297; Lysova et al., 2018: 261, 262), they experience less burnout, unhappiness, and depression (Erhan et al., 2019; Russell, 1958: 79).

In the research, it was determined that the job satisfaction of the employees is at a medium level.

It is stated in the literature that the increase of productivity, performance and motivation of employees with high job satisfaction (Şimşek et al., 2007: 71).

It is stated that individuals with high job satisfaction are more successful than individuals with low job satisfaction, they think more positively about their jobs (Gül, 2018: 264; Tengilimoglu, 2005: 27; Çoruk & Çicek, 2017: 756), and are healthier and happier (Altinkurt & Yılmaz, 2014: 59). Low job satisfaction leads to burnout and stress, causes health problems and negatively affects quality of life (Demirci, 2019: 1249; Uçkun et al., 2004: 39). Accordingly, it is thought that the job satisfaction of hotel employees participating in the research should be increased.

In the research, it is seen that both male and female employees have the same level of calling and job satisfaction. From this point of view, it can be concluded that being male and female does not affect calling and job satisfaction. There was a significant difference between the marital status of the employees and their calling and job satisfaction, and it was determined that married employees had higher calling and job satisfaction. In the research of Çetin and İçöz (2017), there was no significant difference between marital status and total job satisfaction, while it was stated that married employees were at the same level with their singles while their internal satisfaction was high.

No significant difference was found between the educational status of hotel employees and their calling and job satisfaction however, it was determined that the calling and job satisfaction of employees who had university and above education were higher. Therefore, it can be said that the increase in the education level of hotel employees positively affects the calling and job satisfaction.

It is thought that there will be employees who are more aware of their profession with the increase of education level, who can see different aspects of their profession, who are trying to improve themselves and who are satisfied with their profession. Also, as the level of education increases, the possibility of more respect in the profession may increase the job satisfaction of the employees.

Similarly, in the study of Karacar (2019), a significant difference was found between the education level and job satisfaction of employee and it was stated that the satisfaction of the employees with higher education level was higher.

In the study, there was a significant difference between the age group of the employees and their calling and job satisfaction, and the calling and job satisfaction of the employees with age group 41-49 were higher than the other groups.

In the study of Karacar (2019), a significant difference was found between the ages of the employees and their job satisfaction, and it was stated that the participants in the 46 and over age group had higher job satisfaction.

When we look at the calling and job satisfaction of hotel employees according to the departments in which they work, it is determined that the calling and job satisfaction of the employees in the management department are the highest, and those who work in the food and beverage department have the lowest professional love and job satisfaction. These findings are thought that managers can feel more calling and job satisfaction because they are in the decision-making position, but those who work in the food and beverage department have less calling for their work due to the intense and tiring working conditions. Similar to the findings of our research, it was found in the research of Karacar 2019 that the job satisfaction of the employees in the food and beverage department is low compared to other departments. In the research of Çetin and İçöz (2017), a significant difference was found between the department where they work and the job satisfaction of employees. It is stated that the employees with the least job satisfaction are the kitchen workers, and the employees with the highest job satisfaction are those working in the security and front Office.

While there is no significant difference between calling according to the working duration of the employees, there is a significant difference between the job satisfaction and the individuals who work in the same business between 6-9 years were found to have higher calling.

According to the professional experience of the employees, there was a significant difference between calling and job satisfaction, and it was determined that employees with professional experience of 10 years or more had higher calling and job satisfaction.

Therefore, it is believed that calling and job satisfaction have increased due to reasons such as increased professional experience, increased commitment to work, and adoption of the work over time. In the research, it was determined that there was a significant difference between the monthly income of the employees and their calling and job satisfaction, and those with high income were found to be higher than other employees.

Accordingly, it can be said that the income level of the employees has an impact on the calling and job satisfaction. Similarly, in the research of Karacar 2019, it was determined that the employees with high income level have more job satisfaction.

In this study, it was also determined that as calling increased, job satisfaction increased. Similarly, in the literature, it is stated that when the employees feed love for their job, their job satisfaction increases. (Wrzesniewski, 2003: 306; Cardador et al., 2011: 368; Duffy et al., 2017: 129).

In the study, it was concluded that attempts should be made to increase calling and job satisfaction of hotel employees.

It is recommended to investigate the reasons for low calling and job satisfaction, and to develop solutions for those who work in departments with low calling and professional satisfaction. Since monthly income also has an impact on calling and job satisfaction, it is suggested that arrangements should be made in the salaries of hotel employees and the training of hotel employees should be supported by looking at the positive effects of the education level on calling and professional satisfaction.

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