

Professional Satisfaction as a Key Factor in Employee Retention: A case of the Service Sector

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Abstract

The aim of this study is to determine the relationship between the reasons for workers employed in catering and kitchen departments leaving their jobs and their job satisfaction. In accordance with this purpose, data were collected by a convenience sampling method with 244 employees between 10.04.2019-24.04.2019 including food and beverage and kitchen departments in the three, four, and five-star hotels operating in Eskişehir. According to the data obtained, it is concluded that the majority of the hotel employees consider the fact that the wages paid in the enterprises are not satisfactory and that there is not a significant relationship between the reasons for hotel employees' ceasing of employment and their occupational satisfaction levels. It can be stated that employees have a great role in increasing the rate of profit, which is the main purpose of the hotel enterprises, to run the business smoothly, and to ensure customer satisfaction and loyalty. Therefore, it is an important issue to focus on meeting the professional satisfaction levels of the employees and determining the possible factors that may lead to ceasing employment.

Key Words: Ceasing of employment, occupational satisfaction, hotel staff, tourism.

JEL Classification: Z31, J28.

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1. Introduction

Since individuals spend most of their daily lives in their workplaces, their jobs and the business they work for are an important part of their lives. Therefore, the relationship between employee health and work life is in constant interaction with each other (Öztürk, et al., 2008: 93). The success of hotel enterprises depends on financial and external factors as well as efficient staff. Enterprises that increase personnel productivity and provide motivation achieve their goals in the short term (Erdem, 2004: 51; Szczepańska-Woszczyzna, 2018: 36). The satisfaction of employees affects both business and personal lives positively. Therefore, it is important to create motivated employees who have adopted the vision of the company and who have high loyalty to their jobs and workplace (Örücü & Esenkal, 2005: 36). In order to achieve the targets determined by the enterprises, it is necessary to meet the expectations of the employees from their jobs and increase their occupational satisfaction levels (Gavcar & Topaloğlu, 2008: 60).

The satisfaction of the employees and quality of services, the sector not providing much opportunity for mechanization and the service being realized by communicating directly with customers by employees are of extra importance for hotel enterprises (İnce, 2008: 58; Türkay, Korkutata ve Yılmaz, 2018: 15). In this context Belas et al. (2014) emphasize the effect of satisfaction mirror in service sector. It means that customer satisfaction is determined by satisfaction of employees.

The direct contact of the guests with the hotel employees is related to the increase in the quality, trust, brand value, profit rate and reputation offered by the company (Yılmaz & Sezgin, 2017: 167). Therefore, the managers of food and beverage and kitchen departments in hotel enterprises should show the sensitivity required to provide the factors that increase the level of satisfaction such as qualifying staff, improving their performance and providing continuity in the work (İnce, 2015: 26). Otherwise, the cost of personnel selection, training and orientation processes will put enterprises in financially difficult situations (Çakınberk et al., 2011: 268).

The main factors affecting the employees' ceasing of employment in the hotel sector are wage level, long working hours, quality of work, occupational satisfaction level, inadequate working environment, lack of promotion opportunities, injustice experienced in the working environment, presence of unethical behaviors, sexual harassment, conflict, management style. Occupational satisfaction plays an important role in the hotel industry. The efficiency of the work performed, the quality of the service provided and the loyalty of the personnel to the enterprise depend on the high level of satisfaction of the employees. While achieving the occupational satisfaction of the employees ensures that they work efficiently in line with the vision of the enterprise, the employees with low occupational satisfaction experience inefficiency in their jobs, causing the employees remaining in the organization to work with more workload and creating a problem of filling the employment gap created by the missing personnel in the enterprise.

The aim of this study is to understand the relationship between the reasons for ceasing of employment and occupational satisfaction of the employees of the food and beverage and kitchen department employed in hotel enterprises and to determine the reasons for hotel employees' ceasing of employment. Employees who have gained their business skills and who fulfill their business requirements are especially important in terms of customer satisfaction and financial gains especially for the hotel enterprises where the service is provided directly. The employees who perform well increase the profit, image and product and service quality of the enterprises. In terms of hotel enterprises, this depends on the satisfaction of the employees in their jobs, that is, the achievement of occupational satisfaction. In hotel enterprises where staff turnover rate is high, the loss of efficient employees can create many problems especially for the kitchen department where cooperation is important. Factors such as the cost of start and end of employment for the enterprise, filling the vacant hotel staff, training of new personnel, and adaptation require both time and budget. In this context, it is thought that the hotel enterprise managers should be directed in terms the importance of occupational satisfaction levels of the employees and which factors cause them to cease their employments and therefore prevent it and to address to the distress of catering-kitchen department employees.

2. Literature Review

2.1. The Concept of Ceasing of Employment

Ceasing of employment means that employees leave the enterprise and organization and continue to work with another organization (Kaya & Abdioglu, 2010: 130). Ceasing of employment is also affected by the level of occupational satisfaction that increases or decreases individuals' commitment to the enterprise they work for. It is the result of the decision made by the employees if they are dissatisfied due to certain conditions in their work and do not reach the level of occupational satisfaction (Rusbult et al., 1988: 614).

2.2. Reasons for Ceasing of Employment in Hotels

The individuals' reasons for ceasing of employment mostly depend on factors such as wages, hours, shifts, working conditions, management, colleagues, job security, quality of work, use of skills and abilities, career opportunities, policies and rules, new job opportunities, loss of seniority or job offers (Bon & Forbringer, 1992: 49). Particularly, accommodation industry employees can leave their jobs to get employed in better working conditions due to wage levels, working hours, lack of time for social life and career opportunities (Brown et al., 2015: 134).

Wage: It is an important determinant of the continuation of the work of the employees and the decisions to stay in the enterprise. The amount of wages received by employees affects their departure from the enterprise they work for (Barutçugil, 2004: 110). Employees, who define wage as the equivalent of their labor and contributions to the enterprise, may feel that they are not valuable as a result of low wages (Berg & Frost, 2005: 668). Considering that wages affect both the decision to leave and the level of occupational satisfaction of the employees, the remuneration system in hotels is effective for encouraging employees, increasing their loyalty to the company, providing motivation and achieving productive job performance from employees (Kline & Hsieh, 2007: 70).

Promotion prospects: The promotion of employees to a higher position in terms of authority, responsibility and wage is called promotion. When the individuals working in the same position for a long time do not get promotion, their commitment to the enterprise decreases (Yalçın & İplik, 2007: 494; Androniceanu, 2019). Employees expect a career in which they are rewarded by organizations. Organizational rewards include promotion, bonuses and the desired task assignments (Taormina & Law, 2000: 92). The status of the promoted individuals increases not only their wages but also their high productivity. This also provides credibility for the employee. Therefore, it is desirable for employees to be promoted in their jobs (Erdoğan, 1994: 378). The employee is promoted as a result of bringing him to a higher level, which requires more responsibility than the level of work that he has done, and gives him more wages, privilege and freedom of authority (Bingöl, 2003: 425). The lack of promotion opportunities in the hotel sector leads to the separation of trained personnel. Therefore, management should provide career and promotion opportunities for employees (Çakınberk et al., 2011: 270).

Discrimination Between Employees: Discrimination in working life is expressed as the fact that people with similar education, talent, experience come short compared to other employees because of their demographic characteristics such as being a woman or a minority in terms of benefiting from opportunities such as promotion and wages (Free and Reporting, 2002: 159; Mura et al., 2019). Wilkinson et al. (2019) searched this important issue focusing on the automation shape talent attraction and retention. Discrimination can occur in many aspects such as remuneration, working time, break, leave, performance evaluation, promotion, vocational training (Seymen & Bolat, 2005: 35). Discrimination can have negative effects and consequences for employees (Baybora, 2010: 54) and affect the production levels and productivity of the employees negatively and may cause qualified employees to cease the employment (Demirel, 2011: 67).

Physical Working Conditions: The efficiency of the personnel working in the hotel sector is affected by the working environment and the physical conditions that make up this environment. Improvement of working conditions leads the staff to work more productively and efficiently (Sabuncuoğlu, 1994: 94). Employees in sectors providing food and beverage services must act quickly in the working environment. The fact that the conditions in the working environment meet the expectations of the employees affects the satisfaction of the employees positively and this situation is also reflected in their occupational satisfaction (Pelit et al., 2011: 794; Ciobanu et al., 2019).

Stress: Work stress is expressed as the physical and emotional reactions of the individual to the characteristics of the threatening work environment as a result of the relationship between the worker and the work environment (Hu & Cheng, 2010: 1138). Stressful situations arising from employee relations, work itself or working conditions become a negative factor for hotel employees. Stress experienced in hotel enterprises can also cause physiological disorders for employees (Çivilidağ, 2014: 3).

Long working hours, low wage policies and layoffs cause employees to experience work stress (Genç et al. 2016: 98). Work-related stress directly affects the work done by working people (Aydın, 2004: 7). The fear of confronting the work environment depending on the stress experienced may lead the employee to negative behaviors towards his/her job. As a result, the obligation to go to work is an important cause of tension and anxiety (Aydın, 2002: 75; Bacik et al., 2019; Ibrahim, 2019). Anxious staff is more likely to have an accident. Factors such as careless behavior, not being aware of the danger, fear cause accident risk (Şimşek & Kınır, 2006: 208). At the same time, the stress of the employees affects the colleagues and causes negative results in business performance and success (Gümüştekin & Öztemiz, 2005: 282). This leads to a serious decrease in the productivity and occupational satisfaction levels of the employees, the absence of work and ceasing of employment (Aydın, 2002: 106).

Working Hours: Individuals employed in the hotel industry generally work for very long hours (McNamara et al., 2011: 226). Due to this, hotel employees have physical health problems in the long term (Bohlea et al., 2004: 23). The length of the hours worked significantly affects the physical, psychological and emotional states of the employees. The irregularity of shift hours, weekend and night work in the hotel sector causes employees to face problems such as inability to allocate time to their families (Birdir & Tepeci, 2003: 93). Conflicts between work and family create emotional exhaustion for employees, which can leave employees (Cleveland et al., 2007: 277).

Job Security: Job insecurity is defined as the factors that threaten the continuity of the job, threaten the continuity of the job and concern about the loss of the job (Erlinghagen, 2008: 183). Anxiety of employees to lose their jobs may arise as a result of various threats to business continuity such as economic crisis, shrinkage of the enterprise (Seçer, 2011: 46). In the short term, job insecurity has an impact on factors such as occupational satisfaction, job loyalty, attitudes and trust. In the long term, it causes the physical and psychological health of the employees to deteriorate, poor performance in terms of work and undesirable situations related to leaving the enterprise (Sverke et al., 2005: 38; Kot-Radojewska & Timenko, 2018). The motivation, occupational satisfaction and loyalty of the employees who think that they have job security are high (Bakan & Büyükbeşe, 2004: 55). Even the possibility of job insecurity as it causes economic problems affects the employees (Hellgren et al., 1999: 181).

Incentives and Rewarding: Incentives and rewards are among the factors that improve the performance of employees in their jobs. A fair incentive and rewarding program has features that enhance employee loyalty and occupational satisfaction (Gaertner, 1999: 489). It adds value to personal and organizational performances by increasing employee satisfaction (Kontoghiorghes, 2001: 47). Thanks to the rewards, it is ensured that employees and employees make sense of the business and work in line with the business objectives (Bulut & Çavuş, 2015: 608).

Abuse: While female employees feel worthless due to the fact that they are mostly employed in lower levels in the hotel sector, that they are expected have close communication increases sexual harassment behavior (Gilbert et al., 1998: 49). Sexual harassment can take place not only physically but also with disturbing words or behavior. Verbal harassment that occurs from the strong to weak can also be caused by emotionally disturbing actions such as psychological pressure (Pryor & Day, 1988: 415). Sexual harassment may cause negative consequences for harasser, harassed, organizational structure and communication (Aguinis et al., 2001: 207). Employees who have been subjected to harassment leave their jobs in order to avoid a similar situation, and even if they continue, they cannot be productive in their jobs after the negative situation (Mimaroglu & Özgen, 2008: 331). It causes traumatic conditions such as anxiety, stress, depression and anger in employees (Solmuş, 2005: 2). Accordingly, it affects the decision of employees to continue or not to work (Barling et al., 2003: 277).

Organizational Justice and Ethics: Organizational justice is a system that brings the right personnel to the organization for the enterprise, increases the loyalty of the employees to the organization, encourages them to be more productive and fair perception by the employees (Fay & Thompson, 2001: 222). When employees face unfair situations in the working environment, they are more likely to leave the organization (Hang-Yue et al., 2011: 1208). Unethical behaviors are expressed as discrimination-

favoritism, intimidation, neglect, corruption-bribery, humiliation, oppression-violence, sexual harassment, gossip, abuse of duty among employees (Şimşek & Kınır, 2006: 264). In addition, unethical behaviors may occur while performing the work (Knouse & Giacalone, 1992: 371). Unethical behavior can lead to insecurity. Meanwhile, insecurity can lead to deterioration of relations in the working environment, loss of organizational work, communication disruptions, loss of commitment and ceasing of employment (Şenturan, 2014: 108).

Conflict: It occurs between the employees or the employee and the enterprise and causes the workflow to halt or stop completely in the enterprise (Eren, 2003: 609). It creates a loss of productivity and motivated employees and endangers the existence of the organization (Solmuş, 2004: 40). The factors that cause conflict may stem from organizational structure, participation in management and decisions, inequality in rewarding, lack of job descriptions and responsibilities, subordinate-superior relationship, differences in management style and problems arising from job sharing (Aktaş & Kılınc, 2007: 78). Conflict creates destructive consequences such as breakage of communication within the organization, decrease of loyalty, damage of cooperation, hostility of employees and decrease in job satisfaction (Üngüren, 2008: 885).

2.3. Concept of Occupational Satisfaction

Occupational satisfaction is the positive emotional state the employee feels as a result of his/her pleasure or work received from his/her job as a result of his/her evaluation of the qualifications and work life of his/her job (Başaran, 2000: 215). Factors such as employee's appreciation, pleasure, and meaningfulness increase the level of occupational satisfaction (Yeh, 2013: 220). While the employees with high occupational satisfaction are diligent in fulfilling their responsibilities, the unfulfilled employees are distressed, unhappy and tense (Heller et al., 2002: 816; Vveinhardt, & Gulbovaite, 2018: 548-549). Occupational satisfaction is the result of the interaction between the employee and his/her job. Therefore, participation in work affects organizational performance, productivity and continuity (Dienhart & Gregoire, 1993: 30). High occupational satisfaction provides benefits that prevent employees from quitting and strengthen organizational commitment (Yang, 2010: 611).

2.4. Factors Affecting Occupational Satisfaction

Occupational satisfaction arises due to many factors (Aşık, 2010: 31). These factors are divided into two groups: individual and organizational. Individual factors are internal and organizational factors are external (Lee & Way, 2010: 345). Occupational satisfaction increases or decreases according to internal and external factors that determine employee behaviors. The perception of these factors by working individuals and the way they affect the job they perform constitute the occupational satisfaction levels (Frye & Mount, 2007: 110). The level of occupational satisfaction varies depending on the working style and conditions, organizational climate, demographic characteristics and career expectations (Tütüncü & Kozak, 2007: 4). In addition, factors such as the quality of work, wages and additional income, job security, promotion, fair rewarding, management style affect occupational satisfaction (Bakan & Büyükbeşe, 2007: 7).

Individual Factors

Occupational satisfaction varies from person to person (Lopopolo, 2002: 984). As the education level of individuals increases, the level of job satisfaction decreases. Employees with high levels of education want to gain gains that will provide both financial and psychological satisfaction such as increase in wages, prestige, authority and supervision (Eskildsen et al., 2004: 122). High levels of education can lead to dissatisfaction by generating unfulfilled expectations (Wharton et al., 2000: 69). Depending on the status and experience, the level of occupational satisfaction increases. Employees who have experience in high positions and jobs are satisfied with their jobs compared to low-ranking and

inexperienced employees (Oshakbemi, 2000: 1212). The age of the individuals also affects their level of satisfaction. This is caused by the needs of individuals, maturation process and age-changing cognitive structures (Rhodes, 1983: 340). Satisfaction level also varies according to employees' personal success, perceived self-efficacy, performance levels and beliefs about their ability to produce (Judge et al., 2007: 108).

Organizational Factors

Conditioning and occupational satisfaction of employees is important in the labor-intensive hotel sector (Zhang et al., 1999: 49). Providing occupational satisfaction depends on finding the right ratio between the qualifications of the job and the expectations of the employees (Tütüncü & Kozak, 2007: 4). As a result of their needs and experiences, employees have expectations (Aziri, 2011: 78). Supporting factors such as awards, bonuses, premiums received by employees based on their performance increase the level of satisfaction. This also enables employees to perform effectively to meet their expectations (Lawler & Porter, 1967: 23). The harmony between the expectations of the employees and the benefits provided by their work increases their occupational satisfaction (Kuzgun et al., 1999: 15). Failure to meet the expectations of the employees may lead to dissatisfaction with their jobs, leaving them out of the business and even leaving the sector (Cleveland et al., 2007: 280). Highly satisfied employees do not think about leaving because they are satisfied with their job (Lawler & Porter, 1967: 22).

The communication style and behaviors of the managers may affect the occupational satisfaction of the employees positively or negatively. Employees who communicate with executives in a healthy manner are willing and satisfied with the work environment (Kumari & Pandey, 2011: 224). At the same time, intra-organizational communication and relations, organization support is especially important for labor intensive services that require cooperation (Pan, 2015: 86). Factors such as fair leadership, a good organizational climate, role clarity, and participation in decisions to be taken significantly decrease the production loss levels of employees, while inequalities cause a significant high production loss (Felicita, 2016: 97).

The long hours worked reduce the level of occupational satisfaction. However, the application of a fair remuneration and reward system, and knowing that the employee will be given what he deserves, prevents the reduction of professional satisfaction (Groot & Brink, 1999, 359). Working conditions also affect the level of satisfaction (Lee-Ross, 1998: 68; Horváth & Hollósy, 2019). When employees do not have the appropriate working environment and sufficient equipment to fulfill their job responsibilities, they cease employment (Biggs et al., 2011: 145). Working conditions affect the satisfaction of the organization as well as affect the professional job satisfaction (Saari & Judge, 2004: 397). Employees with a sense of occupational safety feel that they are given importance, and use their skills in the way that their professional development allows. This positively affects saturation levels (Dienhard & Gregoire, 2016: 31). The level of occupational satisfaction increases depending on the length of employment (Zhang et al., 1999: 50). Satisfaction levels of long-term individuals are increased by obtaining professional gains such as seniority, promotion, wage increase and status (Cruz et al., 2014: 67).

2.5. The Relationship Between Reasons for Cof Employment and Job Satisfaction

There is a significant relationship between job satisfaction and ceasing of employment. Those who experience occupational dissatisfaction are considering ceasing of employment job at the first opportunity (Başaran, 2000: 222). Low level of occupational satisfaction, slow operation of the job, loss of success and productivity, loss of commitment, the occurrence of work accidents increase the complaints about the work causes (Akıncı, 2002: 7). The employee, who has low level of satisfaction, seeks ways to quit and move to another job when he/she finds the opportunity to escape from work. This harms the enterprise (Özkalp, 2015: 80). Ceasing of employment leads to disruption of work, depresses the remaining business employees, creates cost problems such as finding and training the staff to replace the employee (Türk, 2007: 98).

Employees with low level of satisfaction are unhappy, they are not satisfied with being in the workplace and the job they do, so they do not want to remain responsible for the job when possible (Aşık, 2010: 46). Employees experiencing dissatisfaction also suffer from psychological and physical aspects, and they look pessimistic in business life (Koyuncu & Sevin, 2017: 36). Considering the effects of occupational satisfaction on working life, it is observed that it significantly affects the ceasing of employment (Kumari & Pandey, 2011: 225).

3. Methodology

3.1. The Purpose and Importance of the Research

The aim of this study is to determine the relationship between the reasons of workers employed in catering and kitchen departments leaving their jobs and their job satisfaction. Particularly, the increasing number of resignations in the service sector may cause the hotel enterprises to face big problems in terms of labor management. Therefore, it is important to know the expectations of the employees, to reveal the reasons for leaving the job, to determine what can be done in order not to quit their jobs and to increase their occupational satisfaction levels. In this way, policies will be developed to recruit efficient employees and to reduce their turnover. The research has sought the answers to the questions of "What are the occupational satisfaction levels of hotel employees?", "Is there a relationship between the reasons for hotel employees' ceasing of employment and occupational satisfaction levels?" and "What are the possible reasons that may cause the hotel employees to cease their employment?". In addition, in line with the aim of the study and based on the literature (Giritlioğlu ve Özlü, 2016, Kim ve Jogaratnam, 2010, Choi, 2006, Lam et al., 2001) the following research hypotheses have been developed to investigate the relationship between the reasons employees to cease the employment and job satisfaction;

H₁: There is a significant relationship between reasons of hotel employees' for ceasing of employment and occupational satisfaction levels.

H₂: Reasons for hotel employees' ceasing of employment affect their occupational satisfaction.

3.2. Population and Sample of the Research

The population of the research consists of employees of food and beverage and kitchen departments working in three, four- and five-star hotels in Eskişehir who have obtained tourism operation certificate from the Ministry of Culture and Tourism. According to the statistics of the Ministry of Culture and Tourism (2019), there are 24 three, four- and five-star hotels with tourism operation certificate in Eskişehir. Within the scope of the research, all three, four- and five-star hotels in Eskişehir have been contacted; for the application phase of the research, a questionnaire has been applied by receiving positive answers from 22 hotel enterprises. 3 of the hotel enterprises participating in the study are five-star, 5 of them are 4-star and the remaining 14 are three-star hotel enterprises. The reason why three-, four- and five-star hotels have been preferred in the research is the size of the organizational structure and the large number of personnel compared to other hotels. The reason for investigating the food, beverage and kitchen department employees is the idea that long working hours and heavy working conditions may be a factor in the reasons for leaving the employees and that the conditions of the sector may affect the occupational satisfaction of the personnel. In order to determine the number of employees in the population, the managers of the Human Resources Department of the 22 hotels where the study is conducted have been asked for the number of personnel in the kitchen and catering departments. According to the information obtained, approximately 110 kitchen workers and 176 food and beverage employees are employed in these hotels. However, the managers of the Human Resources Department of some of the interviewed hotels have stated that this number varies depending on the business situation

and intensity and therefore they cannot give a clear figure. In this respect, a questionnaire has been distributed to all employees who accepted to fill the questionnaire easily. In total, 286 questionnaires have been distributed and feedback is provided from 266 questionnaires. However, 22 of these surveys have not been included in the analysis process due to the fact that not all of the questions have been answered and there have been marking errors. The total number of surveys included in the analysis process is 244.

3.3. Data Collection Method and Analysis

Survey technique has been used to collect data about the research. The data has been collected between 10.04.2019-29.04.2019. In this study, the questionnaire form used by Çanakçı (2018) in his doctoral thesis study is used. The questionnaire consists of two parts. The first part consists of questions that have been designed to determine the demographic characteristics of the participants. In the second part, there are 24 statements which aim to determine the reasons of the employees' resignation. In order to measure the occupational satisfaction levels of the employees, the questionnaire form used by Yıldırım (2018) in his master's thesis has been used. This questionnaire consists of 20 statements in order to determine the satisfaction of employees from their professions. They are asked to evaluate the statements within the scale of employees' reasons to cease the employment and occupational satisfaction as; 1: strongly disagree, 2: disagree, 3: neither agree nor disagree, 4: agree, 5: strongly agree. The 4th, 9th, 10th, 11th, 14th and 19th items in the occupational satisfaction scale have been reverse coded. The arithmetic means of the statements have been evaluated and interpreted using the ranges given below (Demirel, 2014: 235);

- $1.00 \leq \bar{x} < 1.80$ (Very low)
- $1.81 \leq \bar{x} < 2.60$ (Low)
- $2.61 \leq \bar{x} < 3.40$ (Medium)
- $3.41 \leq \bar{x} < 4.20$ (High)
- $4.21 \leq \bar{x} < 5.00$ (Very high)

The data collected within the scope of the research has been analyzed using SPSS 22.0 statistical package program. Firstly, it has been checked whether incorrect data has been entered. In order to determine whether to use parametric or non-parametric tests, normality test has been performed and skewness-kurtosis values have been examined. George and Mallery (2003: 99) state that the distribution can be considered normal when skewness and kurtosis values are between -2 and +2. As a result of the analysis, it is observed that the kurtosis and skewness values of the statements in the scales are between -2 and +2. Therefore, parametric tests have been used in the analysis of the data. The reliability analysis of the scales has been made and the Cronbach's Alpha coefficient of the reasons for leaving the job scale has been found to be 0.989 and the Cronbach's Alpha coefficient of the occupational satisfaction level has been found to be 0.672. These values show that the scales are reliable (Kayış, 2010: 405). The data obtained from the analysis have been tested with percentage, frequency analysis, factor analysis, correlation and simple linear regression analysis.

4. Findings

Data on the demographic characteristics of the participants are shown in Table 1. Accordingly, 203 (83.2%) of the hotel employees are male and 41 (18.2%) are female. When age ranges are examined, 97 (39.8%) are in the 18-24 age range, 99 (40.6%) are in the 25-34 age range, 15 (6.1%) are in the 35-44 age range, 33 ' Fifty years of age (13.5%) are over 45 years old. While 146 (59.8%) of the participants are single, 98 (40.2%) are married. 105 (43.0%) of the participants are high school graduates, 94 (38.5%) are associate degree graduates, 40 (16.4%) are undergraduate and 5 (2.0%) are graduate. employees. 228

(93.4%) of the hotel employees participating in the questionnaire has stated that they have received vocational training, while 16 (6.6%) stated that they have not receive vocational training. When the total working years of the participants have been examined in the tourism sector, it is observed that 5 of them (2.0%) has worked for less than one year, 127 (52.0%) between 1 and 5 years, 43 (17.6%) between 6 and 10 years, 26 (10.7%) between 11 and 15 years and 43 (17.6%) for 16 years and more. When the age of start of employment for the hotel employees is taken into consideration, 9 (3.7%) are under 18 years old, 228 (93.4%) are between 18-24 years old and 7 (2.9%) are 25 years or older when they have entered the sector.

Table 1. Socio-Demographic Characteristics of Participants

Gender	n	%
Male	203	83.2
Female	41	16.8
Age		
18-24 years old	97	39.8
25-34 years old	99	40.6
35-44 years old	15	6.1
45 years and older	33	13.5
Marital Status		
Single	146	59.8
Married	98	40.2
Educational Status		
High School	105	43.0
Associate	94	38.5
Undergraduate	40	16.4
Postgraduate	5	2.0
Whether S/he Received Training Related to His Profession		
Yes	228	93.4
No	16	6.6
How Long S/he Has Worked in the Tourism Sector		
Less than 1 year	5	2.0
1-5 years	127	52.0
6-10 years	43	17.6
11-15 years	26	10.7
16 years and over	43	17.6
Age of Entry to the Sector		
Under 18 years old	9	3.7
18-24 years old	228	93.4
25 years and older	7	2.9
Total	244	100

Source: own processing

4.1. Participants' Views on the Difficulties of Working in the Tourism Sector

Table 2 presents the frequency and percentage distributions of the participants' views on the good aspects of the study in the tourism sector. For the best part of working in the sector, 41 people (16.8%) have responded as doing their favorite job, 25 people (10.2%) as having a satisfactory salary, 24 people (9.8%) as receiving double wages on special days, 23 people (9.4%) as it being a job requiring labor and care and 20 people (8.2%) as appreciation/occupational satisfaction of the product.

Table 3 exhibits the frequency and percentage distributions of the participants' views on the difficult aspects of working in the tourism sector. For the hardest part of working in the sector, 21 people (8.6%) have responded as lack of social life, 21 people (8.6%) as working hours and leave days changing frequently, 20 people (8.2%) as not being able to allocate time to family, 19 people (7.8%) as working on

public holidays and holiday celebrations and 19 people (7,8%) as not being able to use the right to have a break due to the intensity of the work.

Table 2. **Frequency and Percentage Distributions of the Participants' Views on the Good Aspects of Working in the Tourism Sector**

The Best Side of Working in Tourism Sector	n	%
Doing the job I like	41	16.8
Satisfactory wage	25	10.2
Receiving double wages on special days	24	9.8
Having a job that requires labor and care	23	9.4
Appreciated product/Occupational satisfaction	20	8.2
Having knowledge about world cuisines	18	7.4
Not being a constant job/Being on the move all the time	17	7.0
Being able to take part in events such as competition and festival	16	6.6
Having the opportunity to find a job anywhere in the world	16	6.6
Teaching beginners the occupation	16	6.6
Pleasing people	10	4.1
Ensuring the coordination	9	3.7
Being in touch with people	8	3.3
Total	244	100

Source: own processing

Table 3. **Frequency and Percentage Distributions of the Participants' Views on the Difficult Aspects of Working in the Tourism Sector**

The Hardest Aspect of Working in Tourism Sector	n	%
Lack of social life	21	8.6
Change in working hours and leave days too often	21	8.6
Not being able to spend time with the family	20	8.2
Working on public holidays and holiday celebrations	19	7.8
Not being able to use the right to break due to the intensity of the work	19	7.8
Working in night shift	18	7.4
Fewer annual leave days	16	6.6
Overtime due to mandatory reasons	15	6.1
Working with many people in a restricted space	15	6.1
Long working hours	14	5.7
Trying to keep cost control to a minimum	12	4.9
High risk of work accident and injury	11	4.5
Dealing with impatient customers	9	3.7
Unstable customers who don't know what they want	7	2.9
Approaching female employees with the idea that "they cannot do anything"	6	2.5
Problems with other units	5	2.0
Requiring knowledge of more than one foreign language	5	2.0
Total	244	100

Source: own processing

4.2. Participants' Views on Reasons for Leaving Previous Enterprises

Table 4 shows the responses and frequency distributions of hotel employees to the question of reasons for leaving their previous workplaces. For this question, 28 participants (11.5%) have responded

as the wage not being satisfactory, 27 participants (11.1%) as doing the job continuously, 25 participants (10.2%) as not contributing to professional development, 22 participants (9.0%) as the job not coming around as expected and 21 participants (8.6%) as work conditions being heavy.

Table 4. Frequency and Percentage Distribution of Participants' Opinions on Reasons for Leaving Previous Enterprises

Reason(s) of Leaving the Previous Workplace	n	%
Wage not being satisfactory	28	11.5
Doing the same job constantly	27	11.1
Not contributing to professional development	25	10.2
The job not coming out as expected	22	9.0
Heavy working conditions	21	8.6
Not being a corporate enterprise	20	8.2
Grouping among employees	20	8.2
Not getting promoted	19	7.8
Excessive workload by position	17	7.0
Job offer with positions	16	6.6
Problems with superiors	12	4.9
Psychological pressure/Mobbing	8	3.3
I didn't quit my job	9	3.7
Total	244	100

Source: own processing

4.3. Participants' Opinions on Reasons for Ceasing of Employment by Risking Unemployment for a While

The responses and frequency distributions of the participants to the question "In which situations would you leave without thinking about being unemployed for a while?" are given in Table 5. For this question, 29 participants (11.9%) have responded as low wages, 25 participants (10.2%) as not getting respect for myself and my job, 25 participants (10.2%) as being discriminated, 24 participants (9.8%), as injustice and 23 respondents (9.4%) as involuntary overtime work.

Table 5. Frequency and Percentage Distributions of the Participants' Views About on Which Occasions They May Leave Their Jobs by Risking Unemployment for a While

In what circumstances would you leave without a second thought, by risking unemployment for a while?	n	%
In cases where the wage earned is low according to the work done	29	11.9
No respect for me and my work	25	10.2
Discrimination	25	10.2
Injustice	24	9.8
Continuous involuntary overtime	23	9.4
Experiencing problems with my colleagues that are difficult to solve	20	8.2
No sense of belonging	17	7.0
Insulting words or behaviors	15	6.1
Problems with superiors	15	6.1
The wage continuously not being paid on payday	13	5.3
Verbal or physical violence	13	5.3
Serious health problems	11	4.5
Abuse	11	4.5

Pregnancy	3	1.2
Total	244	100

Source: own processing

4.4. Factors Analysis for Reasons for Ceasing of Employment Scale

Table 6 exhibits the results of the factor analysis of the participants' "Reasons for Ceasing of Employment" scale.

Table 6. Factor Analysis Results for Participants' Reasons for Ceasing of Employment

Reasons for Hotel Employees' Ceasing of Employment	Statements	Factor Load	Communality	Eigenvalue	Explained Variance (%)	Alpha	
WORKING CONDITIONS	Enterprise location	.921	.929				
	Management understanding of enterprise	.898	.965				
	Employees not being given the opportunity to demonstrate their creativity	.888	.943				
	Continuous employee turnover in the enterprise	.887	.963				
	Employees in the management position ceasing of employment	.873	.952	19.702	82.092	.991	
	The work not being appreciated	.871	.930				
	Not enough satisfaction with the job	.864	.948				
	Gender discrimination in the workplace	.851	.934				
	Ambiguous authorities and responsibilities	.783	.922				
	Difficult physical working conditions	.731	.870				
	Stressful work environment	.727	.874				
	Unethical behaviors in the enterprise	.709	.921				
	SOCIAL/ ECONOMIC CONDITIONS	Lack of business guarantee in the enterprise	.907	.918			
		Harassment incidents in the workplace	.882	.924			
Long working hours		.875	.888				
Discrimination between employees (favoritism)		.872	.939	1.816	7.566	.984	
Low wage level		.827	.765				
Unhealthy communication between employees		.813	.913				
Inadequate occupational safety measures		.797	.909				
Conflict between employees		.742	.767				
Lack of promotion opportunities		.729	.898				
Lack of incentive and reward system		.722	.886				
The negative image of the enterprise in the public eye	.712	.807					
Emergence of different job opportunities	.679	.754					

Varimax Rotation Principal Component Analysis - Total variance explained: 89.658%

KMO Sample Adequacy: .953 - Bartlett Sphericity Test: X^2 : 13924.567 s.d.: 276 $p < 0.001$

Alpha for the full scale: .989

Response categories: (1) Strongly Disagree (2) Disagree (3) Neither Agree nor Disagree

(4) Agree (5) Strongly Agree

Source: own processing

As a result of the factor analysis to determine the reasons for hotel employees' ceasing of employment, Kaiser-Meyer-Olkin Sample Adequacy for 2 factors (working conditions/social economic conditions) of 24 statements have been calculated as 0.953. For Bartlett's Sphericity Test, chi square (13924,567, degree of freedom (sd) = 276, $p < 0.001$) is also significant. Both results indicate the suitability of the data set for factor analysis (Kalaycı, 2010: 321). The reliability of each factor has been tested using Cronbach's alpha coefficients. Reliability levels of the factors are satisfactory and ranged from 0.921 to 0.679. The first factor obtained consisted of 12 statements and explained 82,092% of the total variance. This factor is called "Working Conditions". The second factor obtained consists of 12 statements and explains 7.566% of the variance explained. Taking into account the statements in this dimension, the second factor is called "Social and Economic Conditions".

4.5. Factor Analysis of Occupational Satisfaction Scale

Table 7 exhibits the results of the factor analysis of the "occupational satisfaction" scale of the participants.

Table 7. Results of Factor Analysis Regarding Participants' Occupational Satisfaction Levels

Occupational Satisfaction of Hotel Staff	Statements	Factor Load	Communality	Eigenvalue	Explained Variance (%)	Alpha
DESIRE FOR IMPROVEMENT	I participate in workshops, trainings, seminars and congresses to increase my professional knowledge.	.874	.851			
	I watch publications about my profession. (TV, Books, Magazines, Education, etc.)	.870	.837			
	I take initiatives to increase my professional knowledge.	.803	.805			
	I try to learn new things about my work.	.729	.824			
	I think my job suits my interests.	.728	.876			
	I recommend my profession to others.	.694	.816	14.096	70.479	.967
	I find my work important and meaningful.	.685	.824			
	I think my job suits my abilities.	.679	.722			
	When I meet my colleagues, I ask them how they do their jobs.	.673	.582			
	If I was born again, I would like to do the same job.	.665	.845			
	I'm doing a job that suits my training.	.661	.508			
	I struggle with the obstacles I face while carrying out my profession	.599	.588			



COMPLIANCE WITH QUALIFICATIONS	As soon as I get the chance, I'm thinking of moving on to another job.	.841	.766			
	I feel unhappy and bored at work.	.809	.771			
	I sometimes wish I'd done another job.	.783	.861			
	There are moments when I intend to change my profession.	.778	.872	1.080	5.402	.952
	I'm eager to come to work.	.701	.805			
	I think that my occupation allows the development of my career.	.677	.817			
	I think my desire to work at the workplace is interfered.	.674	.515			
	I'm thinking of retiring early.	.673	.689			
Varimax Rotation Principal Component Analysis - Total variance explained: 75.881% KMO Sample Adequacy: .962 - Bartlett Sphericity Test: X ² : 6185.334 s.d.: 190 p <0.001 Alpha for the full scale: .977 Response categories: (1) Strongly Disagree (2) Disagree (3) Neither Agree nor Disagree (4) Agree (5) Strongly Agree						
Source: own processing						

As a result of factor analysis to determine occupational satisfaction levels of hotel staff, Kaiser-Meyer-Olkin Sample Adequacy for 2 factors of 20 statements (desire for improvement/compliance with qualifications) has been calculated as 0.962. For Bartlett's Sphericity Test, chi square (6185.334, degree of freedom (sd) = 190, p <0.001) is also significant. Both results indicate the suitability of the data set for factor analysis (Kalaycı, 2010: 321). The reliability of each factor has been tested using Cronbach's alpha coefficients. Reliability levels of the factors are satisfactory and ranged from 0.874 to 0.599. The first factor obtained consisted of 12 statements and explained 70.479% of the total variance. This factor is called "Desire for Improvement". The second factor obtained consists of 8 statements and explains 5.402% of the explained variance. Taking into account the statements in this dimension, the second factor is called "Compliance with Qualifications".

4.6. Correlation Analysis

4.6.1. Correlations between the Reasons for Ceasing of Employment and Its Sub-Dimensions and Occupational Satisfaction Level and Its Sub-Dimensions

Correlation analysis has been used to investigate the relationship between the working conditions and social/economic conditions, the sub-dimensions of the reasons for ceasing of employment, and occupational satisfaction and its sub-dimensions occupational satisfaction/desire for improvement and compliance with qualifications. The results of the analysis are summarized in Table 8. Upon examining the correlation analysis made in the research to determine if there is a significant relationship between the reasons for ceasing of employment and occupational satisfaction level, no statistically significant relationships have been found between reasons for ceasing of employment and occupational satisfaction level ($r=.062, p>.001$), reasons for ceasing of employment and occupational satisfaction level/desire for improvement ($r=.065, p>.001$) ve reasons for ceasing of employment and occupational satisfaction level/compliance with qualifications ($r=.053, p>.001$), reasons for ceasing of employment/working conditions and occupational satisfaction level ($r=.079, p>.001$) and reasons for ceasing of employment/social/economic conditions and occupational satisfaction level ($r=.033, p>.001$). Therefore "H₁: There is a significant relationship between reasons of hotel employees' for ceasing of employment and occupational satisfaction levels" is rejected.

Table 8. Findings for Correlation between the Reasons for Ceasing of Employment and Its Sub-Dimensions and Occupational Satisfaction Level and Its Sub-Dimensions

		Occupational Satisfaction	Occupational Satisfaction / Desire for Improvement	Occupational Satisfaction / Compliance with Qualifications
Reasons for Ceasing of Employment	Pearson Correlation	.062	.065	.053
	Sig. (2-tailed)	.336	.311	.408
	N	244	244	244
Operating Conditions	Pearson Correlation	.079		
	Sig. (2-tailed)	.221		
	N	244		
Social/Economic Conditions	Pearson Correlation	.033		
	Sig. (2-tailed)	.603		
	N	244		

** Correlation is significant at a level of 0.01 (2-tailed)

** Correlation is significant at a level of 0.05 (2-tailed)

Source: own processing

4.7. Regression Analysis

4.7.1. Findings on the Regression Relationship Between Reasons for Ceasing of Employment and Occupational Satisfaction Level

Regression analysis has been carried out in order to determine the effect of the reasons for ceasing of employment job dimensions on occupational satisfaction levels and the results are presented in Table 9.

When the results of the simple linear regression analysis are examined, it is observed that the managers' reasons to cease the employment do not have a statistically significant effect on the occupational satisfaction levels ($p > 0.05$).

Table 9. The Effects of Reasons for Ceasing of Employment on Occupational Satisfaction Level

Model	Non-standardized Coefficients		Standardized Coefficients	T	Significance Level	Tolerance	V.I.F.
	B	Std. Error	Beta				
(Stable)	3.744	.196		19.144	.000		
Reasons for Ceasing of Employment	.056	.058	.062	.964	.336	1.000	1.000
Dependent Variable: Occupational Satisfaction							
R: 0.062 ; R2: 0.004; Adjusted R ² : 0.00; For model F: .930; p = 0.336; sd: 1; D-W: 1.974							

Source: own processing

4.7.2. Findings on the Regression Relationship Between Job Reasons and Sub-dimensions of Job Satisfaction

Regression analysis of the sub-dimensions of the variable has been performed to determine the effect of dimensions of the reasons for ceasing of employment on the level of occupational satisfaction, and the results have been presented in Table 10.

Table 10. The Effects of Sub-Dimensions of the Reasons for Ceasing of Employment on Occupational Satisfaction Level

Model	Non-standardized Coefficients		Standardized Coefficients	t	Significance Level	Tolerance	V.I.F.
	B	Std. Error	Beta				
(Stable)	4.145	.374		11.093	.000		
Reasons for Ceasing of Employment/Working Conditions	.138	.092	.184	1.497	.136	.272	3.677
Reasons for Ceasing of Employment/Social Economic Conditions	-.128	.127	-.123	-1.005	.316	.272	3.677
Dependent Variable: Occupational Satisfaction							
R: 0.102; R ² : 0.010; Adjusted R ² : 0.002; F for model: 1.257; p = 0.286; sd: 2; DW: 1.959							

Source: own processing

When the results of multiple linear regression analysis are examined, it is observed that the model is meaningless ($p > 0.05$). The t statistics, which indicate the significance of regression coefficients, are not significant for reasons for ceasing of employment/working conditions ($t = 1.497$, $p > 0.05$) and reasons for ceasing of employment/social/economic conditions ($t = -1.005$, $p > 0.05$). According to this result "H₂: Reasons for hotel employees' ceasing of employment affect their occupational satisfaction" is rejected.

5. Conclusion, Discussion and Suggestions

This study aims to determine the relationship between reasons for ceasing of employment and job satisfaction of the employees of the food, beverage and kitchen department working in three, four and five star hotels operating in Eskişehir. When the opinions of the food and beverage and culinary department employees about the good parts of the working in the tourism are examined, it is observed that the majority of them have stated that they do their favorite work. They have also stated that their salaries are satisfactory, that they received double wages on special days, that their jobs require care, that they have occupational satisfaction as a result of the appreciation of the product and that their positions create the opportunity to find jobs in many parts of the world. In support of this finding, Ghiselli et al. (2001) have found that food and beverage department managers are satisfied with their jobs and provide continuity to their jobs if they are satisfied with their salaries. Kim et al. (2005) have stated that opportunities for promotion, pleasure from the work done, creative works increase the satisfaction levels of hotel staff and create a sense of belonging. In their study to determine the effects that affect the professional satisfaction level of employees and cause them to cease the employment; Khan & Aleem (2014) have concluded that wages and bonuses increase employee loyalty, promotion, working conditions and the quality of work done are an important factor in job satisfaction and affect ceasing of employment. Supporting this result, Mulyani, Sari & Sari (2019) have stated that compensation has an important contribution to the performance of employees. They have also emphasized that wages increase employee motivation and employee performance, and job satisfaction has a dominant effect on employee performance.

Participants have stated that, as a difficult part of working in the tourism sector, they can spend less time for their social lives and families, working hours and leave days change frequently, they have to work on public holidays and holiday celebration and work overtime against their will due to mandatory reasons and their working hours are long. The conclusion obtained in the research is also consistent with the researches of Fiksenbaum et al. (2010). It has been concluded that excessive work intensity, long working hours and overtime in hotel managers affect burnout and job-family conflict and lead to resignation. At the same time, Tuncer & Yeşiltaş (2013) concluded that improvements in work life can be increased and the level of employment of hotel employees can be reduced.

When the findings of the food and beverage and kitchen department employees' reasons for leaving their previous jobs are evaluated, it is observed that they complain about the fact that the wages are not at the most satisfactory level, that they do the same job continuously, do not contribute to their professional development, that the job is not as expected, that the working conditions are not institutional, as well as about factors such as difficulties in getting promotions or receiving job offers, grouping among employees or having problems with superiors and being exposed to psychological pressure. Consistent with this finding in the literature, Üngüren, Cengiz & Algür (2009) have stated that factors such as wages, awards and promotion opportunities, job security, working conditions, management style, quality of work, social opportunities and inter-employee communication affect occupational satisfaction, and these factors should be improved and that they would increase ceasing of employment if not provided. This is similar to the study of Çivilidağ (2014). It has been found that excessive workload, long working hours, shift work obligation, low wages, unauthorized working days, unfair rewarding and promotion system, lack of support among the employees and inadequate physical conditions in the working environment affect the hotel employees and create mobbing, burnout and job dissatisfaction on the employees. Supporting this result, Djoemadi, Setiawan, Noermijati and Irawanto (2019) have stated that working conditions are important in employee loyalty, followed by working relationships and promotion. They have stated that working conditions include occupational safety, job comfort, stress levels, working hours and management policies, and that employees' continuing to work can be achieved by improving these factors.

The participants have stated that the reasons for leaving the job by considering being unemployed for a while are that the wages earned according to the nature of the job and their responsibilities are low, that their salaries are not paid on the day, and that they have to work overtime continuously. At the same time, they state that they will risk leaving their jobs in the event that they are not respected for themselves and their work, the presence of degrading words and behaviors, verbal or physical violence, being faced with discrimination and injustice in the workplace, experiencing difficulty to solve the feelings of belonging as a result of the lack of belonging and serious health problems if they live, they will risk leaving the job. In line with this result, in their study aimed to determine the effect of employee loyalty and job stress on organizational performance; Hidayati, Lestari, Maria and Zainurossalamia (2019) have concluded that employee loyalty increases organizational performance and stressful events in the workplace reduce employee loyalty. Female employees intend to quit because of pregnancy or harassment at work. Liu & Yang (2009) state that remuneration, organizational structure, hotel management and employee relations have a significant effect on job satisfaction of hotel employees. Knox (2008), on the other hand, concluded that gender-based occupational discrimination in hotels is experienced especially in kitchen departments.

As a result of the correlation analysis conducted in order to determine whether there is a significant relationship between the reasons for layoffs and occupational satisfaction levels, the hypothesis "There is a significant relationship between reasons for hotel employees' ceasing of employment and occupational satisfaction levels" has been rejected. Contrary to this result, Fulford (2005) concluded that occupational satisfaction had an indirect effect on organizational commitment and reasons for ceasing of employment. In support of this result, Kuruüzüm et al. (2009) have conducted a study in five-star hotels in the Antalya region in order to determine the structural relationships between the dimensions of participation, job satisfaction and organizational commitment in the accommodation sector, and emphasized that the participation in the work increases the job satisfaction and enhances the organizational commitment of the employees. emphasized that the emotional factors of the employees affect the continuity and organizational commitment and are related to professional satisfaction. Aydoğdu & Aşıkıl (2011) concluded that the decrease in the level of occupational satisfaction would lead to an increase in the number of employees. Similarly, Chiang et al. (2005) have concluded that job satisfaction positively influenced the continuation of work in the studies conducted to determine the factors that increase the training, job satisfaction and continuity of the employees in the hotel industry. In their study, Lu et al. (2016) concluded that job satisfaction affects employees' decision to quit and that participation increases job satisfaction.

According to the results of the regression analysis, it is concluded that the employees' reasons to cease the employment does not have a significant effect on their occupational satisfaction levels. According to this result, the hypothesis "Reasons for hotel employees' ceasing of employment affect their occupational satisfaction" is rejected. However, contrary to this conclusion in the literature, Sangaran & Teetesh (2015) have concluded in their research made to determine the job satisfaction factors and ceasing of employment factors in the hotels that job satisfaction is closely related to the wage, promotion, security, social services, moral values, authority, status of the employees in the food and beverage and that it is related to ceasing of employment. Similarly, Jung & Yoon (2016) examined the effects of job satisfaction on ceasing of employment in the food and beverage department of a hotel business and emphasized that the satisfaction of the employee affects their ceasing of employment and the employees who provide satisfaction from their work do not think of ceasing of employment. Uludag et al. (2011) similarly concluded that factors such as excessive workload, burnout and job family conflict are effective on the decision to quit and job satisfaction.

Generally speaking, low wage level is important for hotel employees' decision for ceasing of employment. Considering the quality of their work and the time they spend in business life, it is inevitable for the employees to increase their skills, to improve their jobs, and to want to be promoted when they consider their long-term work in the company. Failure of the expected promotion may create negative

thoughts in the employee. Physical working conditions are important for the employees to do their jobs in accordance with their qualifications, to enjoy the working environment and to work healthy. At the same time, the uncomfortable physical work environment can lead to undesirable situations such as employee accidents. Depressing and demotivating factors such as long working hours in the workplace, stressful working environment, presence of discrimination among employees, unethical behaviors in the enterprise, management style, harassment, insufficient occupational safety measures cause the employees to lose their commitment to their jobs. The existence of incentive practices such as appreciation of the work done for the employees to provide satisfaction from their work, the opportunity to show their creativity, and bonuses and premiums reinforce the employee's commitment to the business and the enterprise. Employees are important in terms of conducting business activities without disruption. The loss of employees who fulfill their job responsibilities and are aware of the objectives of the enterprise may cause serious losses for the enterprises. If the employee ceases the employment, the training of the replacement personnel, the time required to adapt to the enterprise and the organization, and the financial loss caused by the personnel employment and dismissal may cause problems in the enterprises. Therefore, enterprises should take into consideration the occupational satisfaction of the employees and should strive to create satisfied personnel who are satisfied with their jobs. This study is considered to be important for hotel businesses, managers and hotel staff. In particular, some suggestions can be made to avoid ceasing of employment and to increase the level of occupational satisfaction:

- Management should pay attention to improving the competencies and skills of employees.
- Employees should be rewarded for increasing their satisfaction and encouraging their success.
- The professional level of the employees should be increased, their self-confidence should be revealed and their organizational commitment should be strengthened.
- Fair promotion opportunities should be provided to employees and career strengthening opportunities should be created.
- In the enterprise, a management understanding that trusts, respects and encourages highly motivated employees striving for professional development should be established.
- Managers should regularly monitor job satisfaction and satisfaction of employees and evaluate their progress and reward employees to increase their productivity.
- It should be taken into consideration that thanks to the organizational support to be provided to the employees, the adoption of common goals in the enterprise and the level of occupational satisfaction will increase.
- It should be taken into consideration that employees will be exposed to harassment, insults, stress and pressure as a result of their employment.
- If managers are focused on maximizing the job satisfaction of employees, inability to resolve management conflicts of employees, low motivation, increasing role conflicts, intergroup tensions, communication disruptions, low performance problems can be minimized.
- Managers should increase employee satisfaction by providing good job opportunities and improving their working environment. This will prevent employees from leaving the business.

There are various limitations in the research conducted. The first limitation of the study was assumed to be limited to the items in the scale and the responses to the items, to determine the relationship between the reasons for ceasing of employment and the professional satisfaction of the employees working in the food and beverage and kitchen departments in the hotel enterprises. The second limitation is that, due to the voluntary participation in the research, the workload of the employees, their leave or report, no questionnaire has applied to all of the personnel working in the hotels. Therefore, generalization cannot be made within the scope of the research. Repeating and implementing a similar study for all hotel business employees by covering the entire sector will make the study generalizable. Another limitation is that there are few studies in the literature on the employees' reasons to cease the employment and their level of professional satisfaction working in the food and

beverage and kitchen departments of the hotel businesses. It is thought that the study will fill the gap in the literature and may be a source for future studies.

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