



**RELATIONSHIP BETWEEN WORKAHOLIC BEHAVIOR AND JOB SATISFACTION
OF TOURISM INDUSTRY EMPLOYEES: INTERMEDIARY ROLE OF EMOTIONAL
COMMITMENT TO THE ORGANIZATION**

**TURİZM ENDÜSTRİSİ ÇALIŞANLARININ İŞKOLİKLİK DAVRANIŞI İLE İŞ TATMİNİ
İLİŞKİSİ: ÖRGÜTE DUYGUSAL BAĞLILIĞIN ARACI ROLÜ**

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ABSTRACT

The aim of this study is to investigate the effect of workaholic behavior on job satisfaction and to analyze intermediary role of emotional commitment to the organization. For this purpose, 230 people who is working in the tourism sector in Muğla participated in the survey conducted in Muğla. In the study, DUWAS (Dutch Work Addiction Scale), which was developed by Taris and Bakker (2006), The Job Satisfaction Scale administered and adapted to Turkish by Pellegrini (2006) The Emotional Commitment Scale applied and adapted to Turkish by Pellegrini (2006) were used. It has been determined that the workaholic behaviors of tourism workers participating in the survey are close to the average, emotional commitments to the organization are below the average, job satisfaction levels are above the average. In conclusion, it was found a positive correlation between job satisfaction and workaholism.. In addition, it has been found that emotional commitment has a partial mediator effect between work and job satisfaction. However, it has been proved that the workaholism has positive effect on job satisfaction.

Keywords: Tourism, Management, Workaholism, Job Satisfaction, Emotional Commitment to the Organization, Human Resources

ÖZ

Bu çalışmanın amacı işkolikliğin iş tatmini üzerindeki etkisini araştırmak ve bu örgüte duygusal bağlılığın aracı rolünü analiz etmektir. Bu amaçla Muğla'da yürütülen araştırmaya, Muğla ilindeki turizm sektöründe çalışan 230 kişi katılmıştır. Araştırmada Taris ve Bakker (2006) tarafından geliştirilen işkoliklik ölçeği DUWAS'ı (Dutch Work Addiction Scale), Pellegrini (2006) tarafından uygulanan ve kendisi tarafından Türkçe'ye uyarlaması yapılan İş Tatmini Ölçeği, Pellegrini (2006) tarafından uygulanan ve kendisi tarafından Türkçe'ye uyarlaması yapılan Örgüte Duygusal Bağlılık Ölçeği kullanılmıştır. Araştırmaya katılan turizm çalışanlarının işkolik davranışı ortalamaya yakın, örgüte duygusal bağlılıkları ortalamanın altında iş tatmin düzeylerinin ortalamanın üzerinde olduğu tespit edilmiştir. Araştırma sonucunda, işkoliklik ve iş tatmini arasında pozitif korelasyon bulunmuştur. Bunun yanı sıra örgüte duygusal bağlılığın işkoliklik ve iş tatmini arasındaki ilişkide kısmi aracı etkiye sahip olduğu tespit edilmiştir. Ancak işkolikliğin iş tatminine olumlu etkisi kanıtlanmıştır.

Anahtar Kelimeler: Turizm, yönetim, İşkoliklik, iş tatmini, örgüte duygusal bağlılık, insan kaynakları

1.INTRODUCTION

The tourism sector has a high rate of occupation, but due to its labor-intensive nature, its main input is the sector of human resources. Because of the negative consequences of the occupational turnover, both managers and researchers are quite concerned with the concept of loyal or dependent workers. Employees with high organizational commitment are found to have higher mobility and production participation and better performance within the organization than non-affiliated employees. In addition, employees with high

organizational commitment have good relationships with other members of the business and have a higher level of satisfaction at work. For this reason, it is very important for organizations to be able to determine the organizational commitment of employees. (Obeng and Ugboro, 2003:83). In the literature of psychology and psychiatry, Workaholism is seen as a phenomenon which can cause harmful consequences to the individual and it is included in theories of addiction. In the articles of business and organizational behavior, there are also studies on the organizational results as well as the individual results related to the workaholism. Developments after the industrial revolution, the continuation of the development trend with technological innovations such as the internet and computer based jobs, with big splashes has also caused significant effects in business life. This effect is primarily affected by the bosses, managers and employees while also affect the organization of close and distant surroundings was felt the same intensity. Global competition, global markets, thinning at geographic boundaries, transportation technologies, mass media, virtual organizations etc. many environments, parameters and variables also affect the quantity and direction of the individual's efforts to exist. As the manifestation of the individual's efforts to exist in organizational life; job satisfaction, commitment to work, job orientation, addiction to work, dedication to work, job extinction, work stress and, of course, workaholism are now more common concepts. (Arsezen-Otamış, 2016).

Some writers argue that environmental factors, such as the intensity of competition brought about by globalization, cause workaholism, but some authors seem to have concentrated their research on the triggering and feeding of workaholic behaviors. Causes and consequences of the behavior of workaholism continued the discussion, the focus of discussions that workaholism is a dynamism of organizational life and that its effects are organizational and even systematic. In today's world where environmental dynamics force organizations to become more flexible and strong, it is imperative that they understand and explain the behavior, attitudes, and trends that drive organizational structures (Arsezen-Otamış, 2016).

Job satisfaction is the emotional satisfaction of the employee, such as the financial interests of the employee and the happiness of produce work or pleasure of working together. (Eren, 2007: 202). In these empirical studies, job satisfaction is generally considered as a factor affecting the productivity increase in the enterprises (İşcan and Timuroğlu, 2007:125). The beginning of the study of the relationship between performance and job satisfaction is often associated with the widespread adoption of the human relationship approach in management in Hawthorne research. (Filley vd., 1976; Schwab ve Cummings, 1970, aktaran Petty vd., 1984; Judge vd., 2001).

The purpose of this study is to investigate the effect of workaholism on job satisfaction and to analyze intermediary role of emotional commitment to the organization. In this context, the concepts of workaholism, job satisfaction, and formal emotional attachment were included in the study and then the research method, findings and results were presented.

1.1. Workaholism

In this section, the general framework for the concept of workaholism has been tried to draw on the basis of ideas that are both negative and positive perceptions, acting on definitions that are basically similar but differing. In this respect, the workaholism literature can be divided into four groups. (Arsezen-Otamış, 2016):

- ✓ Studies on the definition of the concept of workaholism from 1968 to 1998,
- ✓ 1998-2005 studies that investigate the properties of workaholic individuals,
- ✓ 2005-2010 Studies that investigate the causes and consequences of workaholism,
- ✓ From 2001 onwards and after 2010, intensive studies of the relationship between workaholic behavior and other tendencies and behaviors.

Oates ve Oates (1968); Oates (1971), is the first person to define “workaholic” word as a kind of alcohol or drug addiction, derived from inspiration from “alcoholic” word. According to Oates (1971), workaholism is a mood that arises due to continuous work and is an over-and uncontrollable need to continuously work at a level that affects health, happiness, and relationship with other people in a negative way.

In 1992, Spence and Robbins, following Oates', they have defined the way of behavior of those who can not break away from work even in the absence of extreme indulgence, addiction to work, and work out of work out of work activities as workaholism According to them, those who are highly dependent on work, motivated to work, and have a lower level of fun are workaholic people.. Porter in 1996, business and business-related activities to pass in front of the individual's life and other vital activity of patients and the working environment, no matter for whatever reason can not be released, it is described as workaholism. Scott and others, in 1997, similar to Spence and Robbins, they call workaholism to constant behavior, which is exhibited in different

organizational environments that cause overworking and thinking even in extreme working and non-working time. As a matter of fact, at the beginning of the 2000s, common points in the different definitions of workaholics were accepted, and studies investigating the characteristics of individuals who were considered as workaholic began to multiply. Robinson (1998) stated that workaholics compares themselves with others for business and tends to talk about work for hours. Burke is one of the most engaged researchers on workaholism. In his study, Burke (2000) said that workaholics are more enthusiastic and dedicated to working harder than regular employees; they feel less secure than their colleagues; more praise, they need to be approved. The workaholics are mostly those who are anxious, feeling insecure, feeling obliged to work constantly, perfectionist, and expecting the same perfectionist behavior from others. (Oates, 1971; Garson, 2005). The studies describing the various characteristics of the workaholics are summarized in Table 1 below:

Table 1. Characteristics of the Workaholics	
<p>The workaholics are rigorous and organized in their work, they are very diligent and patient, but usually achieve moderate success, Workaholics demand excellence in quality, ethics and ethical norms, Workaholics want other people to be perfect too, Workaholics, they have to make the choices, behaviors, thoughts and strategies in the "correct" when trying to act all the positive and negative aspects and considering the difficulty in doing so, The workaholics are elaborate, The workaholics are stubborn and purpose-oriented, The workaholics think systematically, The workaholics are cautious, refusing to make mistakes, The workaholics are fragile, tense and stressful, The workaholics are not good at relaxing, pausing, forgiving, emoting their emotions,</p>	Kukk,1980
<p>He/she is one who is insistent, energetic, competent, and able to be governed. He/she has doubts about himself. Prefer to work instead of resting. He/she works everywhere and all the time. He/she is busy with a large part of his time. He/she does not differentiate between work and pleasure.</p>	Machlowitz, 1980
<p>One of the most typical characteristics of a workaholic is to lie. They lie to themselves and their relatives (like they are so busy, they always have to work.)</p>	Wilson-Schaefer ve D.Fassel, 1988
<p>The workaholics are addicts that can not be controlled, The workaholics are those who take refuge in work to escape their other individual responsibilities, Workaholic's competitiveness levels are high, Workaholics' self-confidence is weak.</p>	Seybold ve Salamone, 1994
<p>The workaholics are mostly hurried, The workaholics want to control everything, The workaholics are perfectionists, Workaholics often have difficulties in social relations, The workaholics don't think about anything except work, The workaholics are unsuccessful in loosening and having fun out of work, The workaholics make their lives problematic, Workaholics, they don't like to be kept waiting and waiting, The workaholics are impatient and nervous, The workaholics think they are inadequate, The workaholics neglect themselves.</p>	Robinson, 2000
<p>The workaholics are people who get away from reality and change, The workaholics are highly committed to work, The workaholics have perfectionist behavior, The workaholics are highly motivated to control their environment, The workaholics always act as if there is an emergency or crisis, The workaholics deny that they are workaholic.</p>	Porter, 1996, 2006

Reference: Arsezen-Otamiş, 2016

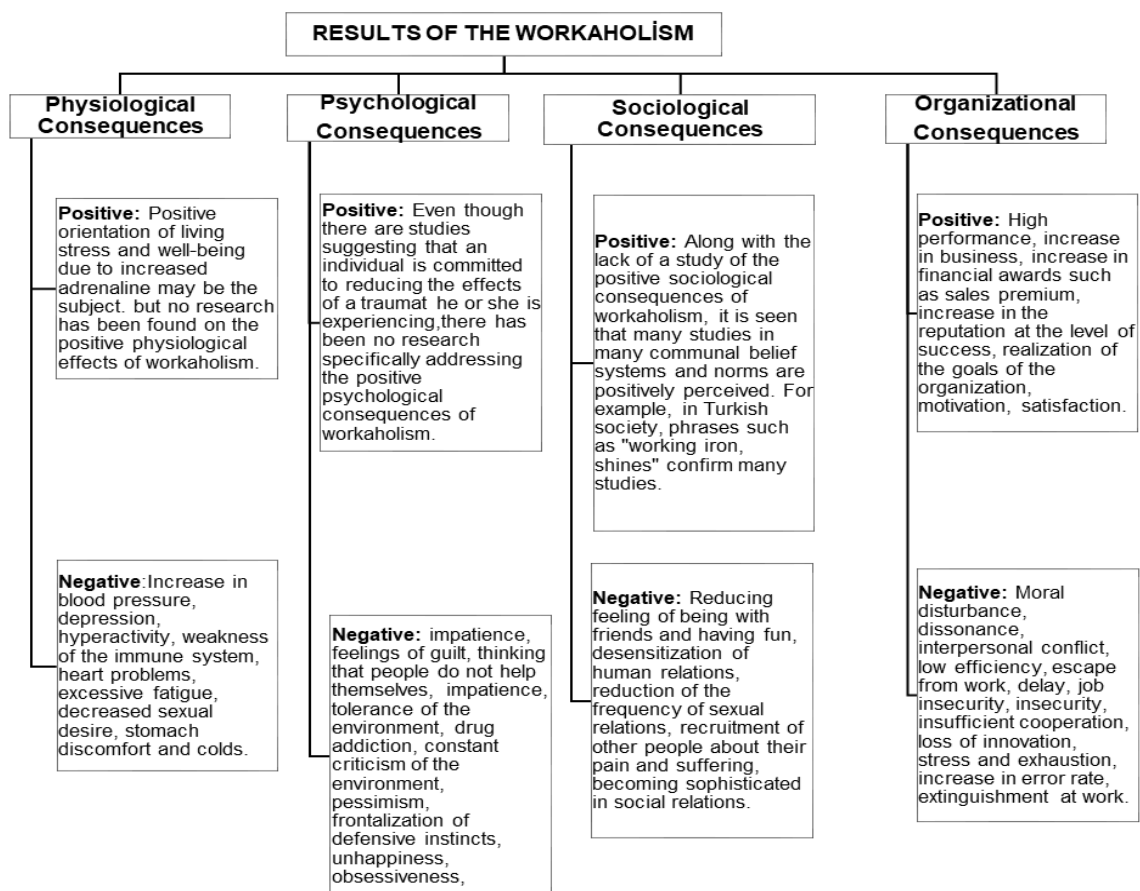
When we look at the approaches related to workaholism, it can be said that workaholism are developed based on individual, organizational, business and social reasons. However, the dependency and the work-related relationship created by technological innovations (internet, social networks, tablets, smartphones, etc.) in modern business life have not yet been addressed (Arsezen-Otamiş, 2016).

Workaholism tendency is increasing due to sociological, economic and psychological changes caused by technological developments according to some researches (Wojdyło, 2015). On the other hand, managers have not yet realized enough the distinction between overwork and productive work. From a superficial perspective, workaholism seems to be positive for the organization. In terms of business owners and managers, it is highly desirable to have employees who are ready to work, who are ready to work, who are dependent on the work

and the workplace, or who are enthusiastic about doing a lot of work or doing a lot of work. The short-term view can assess workaholism as a gain. However, there are many studies that argue that workaholic individuals have a negative impact on their health. (McMillan, at al., 2001; Kanai and Wakabayashi, 2001). In addition, the number of research (Oates, 1968; McMillan at al., 2001; Kluft and Kleiner, 1988; Topolnicki, 1989) advocating for the negative effects of workaholism in family ties and social relations is not quite low. The number of studies addressing workaholism at the organizational level is not yet sufficient. In a small number of studies it has been mentioned that workaholic occupants have problems with their colleagues and superiors (Temel, 2006).

The causes of workaholism, which is the subject of studies, trigger the workaholic behavior and confront individuals and organizations with the consequences of this behavior. Just like job stress, workaholism also is recognized by researchers created both positive and negative outcomes. The researchers distinguished the results of workaholism as physiological, psychological, organizational and sociological and positive and negative. (Spence and Robbins, 1992, Robinson and Post, 1997; Portem, 2001; Kart, 2005; Burke et al., 2008; Mcmillan et al., 2004; Bardakçı and Baloğlu, 2012; Zincirkıran, 2013; Pekdemir and Koçoğlu, 2014; Bathini and Kandathil; 2015). The following figure 1 presents a summary of the results of workaholism:

Figure 1. Results of the Workaholism (Arsezen-Otamiş, 2016)



When an evaluation and classification is carried out in the context of the variables covered by research on occupational areas, the following outline of the subject matter arises. (Arsezen-Otamiş, 2016):

- ✓ Studies that measure alcoholism and degree,
- ✓ Studies that investigate workaholic person characteristics,
- ✓ Studies that measure workaholism tendency,
- ✓ Studies that measure the degree of commitment to work,
- ✓ Studies that investigate alcoholism and work-family interaction and conflicts,
- ✓ Studies that investigate the relationship between workaholism and organizational citizenship,
- ✓ Studies that investigate the relationship between workaholism and beliefs and fears,
- ✓ Studies that investigate the results of workaholism,
- ✓ Studies on the relationship between workaholism and work-life balance,
- ✓ Studies that investigate the relationship between workaholism and hard-working.

- ✓ Researches that examine the relationship between workaholism and marital alienation and divorce,
- ✓ Research on the relationship between workaholism and economic and environmental factors,
- ✓ Researches that examine the relationship between workaholism and monetization motivation and self-esteem,
- ✓ Studies that examine the relationship between workaholism and job status and happiness,
- ✓ Studies that investigate organizational climate relationship with workaholism,
- ✓ Studies that examine the relationship between life satisfaction and work-life balance with workaholism,
- ✓ Studies that examine the relationship between workaholism and depression
- ✓ Studies that examine the relationship between workaholism and fatigue,
- ✓ Studies that examine the relationship between workaholism and work behavior, satisfaction and psychological health,
- ✓ Field studies that address the relationship between workaholism and organizational, individual performance,
- ✓ Studies that examine the relationship between workaholism and enjoyment of work and motivation to work,
- ✓ Studies that examine the relationship between workaholism and work extinction and negative emotions,
- ✓ Studies that investigate the relationship between workaholism and job separation and inefficiency.

1.2. Job Saisfaction

Job satisfaction is the emotional satisfaction that the employee has in the workplace, such as the material interests of the employee and the pleasure of working together or producing something. (Eren, 2007: 202). Job satisfaction, which is the result of the harmony between the individual and working conditions, it can also be expressed as a feeling of satisfaction developed by the individual towards his work. (Ugboro and Obeng, 2000:254). According to another definition for comprehension, job satisfaction, happiness is achieved by evaluating the work and working conditions of the person. (Balay, 2000:135-136). The most prominent feature of the concept of job satisfaction is an emotional concept (İşcan and Timuroğlu, 2007:125). Bingöl (2003) suggests that job satisfaction brings to mind the happiness of putting a product together with the interests of the work being worked on and the other employees whom the person is pleased to do business with. From this point of view, in line with the happiness that an individual achieves for his work, the satisfaction towards his work will also change. That is, if the happiness of the individual is high, the level of satisfaction with the job will also be high. (Balay, 2000:135-136).

The factors that affect the level of job satisfaction of the individuals can be expressed as follows:

- ✓ The Nature of Work: The way in which the individual perceives the work and the working environment influences his or her job satisfaction (Sarıkaya, 2002:15). One of the factors affecting the job satisfaction is the pleasure of the individual who performs the work, the interest of the individual and the ability to suit his/her interests (Altundaş, 2000:43). If individuals are allowed to use their knowledge and skills in the work they do, their satisfaction levels will be high; it is possible to say that the level of satisfaction will be low if individuals are putting too much responsibility in their work.
- ✓ Fees: This factor is one of the most important factors affecting the satisfaction level of the individuals. Equal fees should be paid to employees who do similar jobs. If the employee is receiving low wages from other colleagues who do similar work, the employee's satisfaction level and therefore the performance will decrease accordingly. For this reason, it should be emphasized in the wage policies applied. In the related article, it is not proved that there is a relationship between the wage and the level of satisfaction that the individual has taken with the studies done, although the satisfaction levels of the individuals are shown to increase in proportion to the wages they receive. (Andrews, 2003:35).
- ✓ Workplace Conditions: Another important factor affecting individual satisfaction levels is working environment conditions. It is stated that individuals are more willing to work in working environments that have improved physical conditions (ventilation, heat, etc.), are comfortable and do not present danger. Therefore, it is possible to say that if the working environment is parallel to the demands of the individual, it will make a positive contribution to the satisfaction levels and performances of the individuals. In this context, managers try to improve work environments in order to increase employees' performance and therefore their productivity, where noise levels are at a

minimum level, which is high level of working safety, free of environmental pollution which may adversely affect the health status of individuals. In addition to this, play and recreation halls where individuals can use their leisure time have also started to be added to their work environments. (Bingöl, 2003:454).

- ✓ Promotion Opportunities: promotion means that the individual moves to a higher position from the position in which he is, to earn a higher reputation and status, which is another element that affects the level of satisfaction of individuals. Gaining a new status by promoting an upper position from the position of the individual will increase the level of motivation and job satisfaction of the individual. But the most important issue to be considered here, the promotion process is done in a fair manner. (Robbins, 2001:82). If an employee deserves to be promoted with demonstrated performance, but the promotion is not presented to him, the motivation and satisfaction level of the individual will diminish. In these cases, the individual may perform better than he should. Thus, the overall efficiency of the business will be affected in a negative way.
- ✓ Social Relationships in the Workplace: The social relations that the individual develops in the working environment are closely related to the satisfaction of the individual. The development and involvement of an individual in relation to any social group in the workplace is among the factors affecting the satisfaction level of the individual. (İşcan and Timuroğlu, 2007:127). The fact that large factories took over the small production workshops, along with the industrial revolution, led to the co-operation of individuals with different characteristics in these large factories. It is stated that if positive social relations are established between individuals with different characteristics, social integrity will be provided in the business and the productivity of the business will increase. It is also stated that in the case of ensuring social integrity, individuals will internalize the aim, aim and value judgments of the organization, would be happy with the working environment and increase their satisfaction level.

From the end of the 1950's, theories on job satisfaction began to find wide coverage in the literature; Models that explain job satisfaction and empirical studies that test these models have become widespread. (Lacy and Sheehan, 1997). In these empirical studies, job satisfaction is generally considered as a factor affecting the productivity increase in the enterprises. (İşcan and Timuroğlu, 2007:125). The beginning of the study of the relationship between performance and job satisfaction is often associated with the widespread adoption of the human relationship approach in management in Hawthorne research. (Filley at al., 1976; Schwab and Cummings, 1970, Petty at al., 1984; Judge at al., 2001). Meta-analyzes made in this area not prove the positive effect of job satisfaction on performance. (Petty vd., 1984; Iaffaldano ve Muchinsky, 1985; Judge vd., 2001). However, in the research conducted in this regard, the term "performance" refers to individual performance. In the following years, studies that relate occupational satisfaction to organizational performance, it has been seen that job satisfaction has a positive effect on organizational performance and that the organizations and business units whose employees have higher job satisfaction levels have achieved more effective results. (Ostroff, 1992; Harter at al., 2002).

1.3. Organizational Commitment

The concept of organizational commitment has become one of the important concepts in the field of organizational behavior since the 1970s. (Özkalp and Kirel, 2013:664). Organizational commitment is one of the most important organizational issues facing managers today as well. (Lo at al., 2010:79). The concept of organizational commitment can be evaluated as versatile. From this point of view, the concept is regarded as a link connecting the individuals and groups in the organization from one side to the other; on the other hand it is regarded as a motivational element which enables individuals to connect with each other and organization. (Beem, 2007:14). People such as attitudes toward their work, there are also attitudes rather than organization or business they work for. This situation is expressed as organizational commitment. In other words, organizational commitment is expressed as the degree to which employees are psychologically related to the organization they are working with and their willingness to be involved and to remain in the organization as part of it. (Özkalp and Kirel, 2013:664-665). Organizational commitment is the result of the mutual exchange process between the individual and the organization. If an individual obtains a certain reward or benefit from the organization, he or she attaches himself or herself to the network. In other words, the individual expects to be rewarded or benefited from the organization, as a counterpart to his commitment (Balçı, 2003: 27–28).

Organizational commitment can be defined in various forms (Erben ve Güneşer, 2008:960; Saher vd., 2013:444). However, the commonly used definition was made by Allen and Meyer (1990). (Erben and Güneşer, 2008:960; Ortiz, 2010; Rehman and Afsar, 2012:151; Hakimian vd., 2014:374). Allen and Meyer

(1990) describe organizational commitment as psychological states that connect employees to the organization. (Erben and Güneşer, 2008:960; Ortiz, 2010; Saher at al., 2013:444). Loyalty Word is defined as the power of employees to define themselves as a part of a particular organization and as an organizational participation of employees. (Saher at al., 2013:444).

Organizational commitment, according to Meyer and Allen (1991: 67), is a psychological condition that directs the employee's decision to continue or not to join the organization and it is considered the relationship between the employee and organizations. The concept of organizational commitment is often a form of behavior, an intense desire to be a member of an individual who works, or to remain a member of the organization, a high degree of willingness to make an intense effort to reach the goal of the organization, voluntary efforts to make a high level effort on behalf of the organization, and overall acceptance of these elements by internalizing the goals and values of the organization. (Luthans, 2002:124).

There is a psychological aspect of the concept of organizational commitment. Hence, commitment is shaped by the situation of the relationship with the employee's organization. Individuals exhibit behaviors such as continuing and separating from the organization in which this relationship operates according to the diagram. For this reason, organizational commitment is directly influenced by the relationship of the individual to the organization (Demirel, 2009:52).

Organizational commitment is one of the most critical factors in reaching organizational goals. For this reason, all organizations want to increase the level of commitment of their members. Because organizational commitment makes employees more problem-solving individuals, not problem-generating individuals. Research shows that employees with a high degree of commitment make extra efforts to fulfill their duties and achieve organizational goals. (Çöl, 2004:233).

Previous work has shown that one of the key elements of survival in an organization is the willing commitment of employees. (Lo at al., 2010:79). Today's organizations are operating in a more competitive environment than in the past. One of the factors that are effective in the successful operation of organizations in this harsh competitive environment is human capital. The level of commitment to employees' organizations is seen as a key element in achieving the achievement of the organization. Organizational commitment transforms employees into people who find solutions to problems instead of generating problems. In this context, organizations want to increase the level of commitment of their employees (İnce and Gül, 2005:13-14).

Employees with a high level of commitment to organization have a lower tendency to leave work and perform better in the jobs they have done. (Stup,2007: 1). In organizations where the high level of commitment, compared to other organizations, work late, factors such as absenteeism and employee turnover rate is stated to be lower and that such organizations have a significantly higher productivity rate (Angle and Perry, 1981:2). According to Ozkalp and Kirel (2013), thanks to organizational commitment, labor turnover is decreasing, recruitment costs are reduced, and the individuals adopt the goals and objectives of the organization and make more efforts on success. For this reason, the concept of organizational commitment has a vital proposition in order to protect and sustain the success of the organization.

Allen and Meyer (1990) describe organizational commitment as multidimensional. According to this, organizational commitment consists of three components; emotional, normative and continuing commitment. (Erben and Güneşer, 2008:960; Randeree and Chaudry, 2012:65; Rehman at al. Afsar, 2012:151; Saher vd., 2013:445; Hakimian at al., 2014:374). Because of the emotional attachment to the organization, the emotions and desire of the employee; nonnormative commitment, because the employee is obliged to stay in the organization; continuity is due to the employee's dedication to finding the cost of leaving the organization high. (Allen and Meyer, 1990). Hence, each aspect of organizational commitment is a result of the different psychological conditions of the employees. (Çetin Gürkan, 2006:20).

Emotional attachment implies that individuals form an emotional connection to the organization (Cole and Johnson, 2007:193; Erben and Güneşer, 2008:960; Randeree and Chaudrhy, 2012:65; Rehman and Afsar, 2012:151; Saher at al., 2013:445; Hakimian at al., 2014:374), embrace organizational objects, and identify themselves with the organization (Meyer at al., 1998). Reasons such as friendship, working atmosphere, organizational culture, or satisfaction with doing business explain organizational commitment (Özkalp and Kirel, 2013:666). Employees in emotional attachment adopt the value judgments and accept to be part of the organization. This kind of commitment is the best form of employee commitment to the organization. Because the employee is bound to his own wish., without waiting for any benefit from the organization. (Çetin Gürkan, 2006:20). Employees want to be a part of the mission, vision, goals and values that they have in the organization because of their man. For this reason, every manager wants employees who have that kind of

commitment in their organization. Because such employees do not hesitate to take much responsibility to reach their goals. They make too much effort when necessary. (Karacaoğlu and Güney, 2010:142).

Previous studies in the literature have shown that there is a positive relationship between emotional commitment and behavior of employees. Muse and Stamper (2007) found that there was a positive relationship between emotional commitment and performance; Vandenberg and Lance (1992), Russ and McNeilly (1995) and Cetin (2006) found that there was a positive relationship between emotional commitment and job satisfaction; and Meyer et al. (2002) found that there was a positive relationship between emotional commitment and organizational justice.

Continued commitment implies that the employee's separation from the organization is aware of the costs and risks that may arise (Erben and Güneşer, 2008:960; Randeree and Chaudry, 2012:65; Rehman and Afsar, 2012:151; Saher at al., 2013:445; Hakimian at al., 2014:374). In other words, the employee does not want to quit his job considering the damages he will receive when he leaves the organization. The reason why the employee does not leave the organization is requiring to organization (Özkalp and Kirel, 2013:667). Continuity Commitment is the belief that if employees leave the organization, they will lose benefits that they have provided, and they continue to work from necessity because they think business alternatives are limited. (Meyer vd.,1993:539). In other words, this type of commitment involves the employee's own expectations and interests and they don't leave the organization because they would contradict their interests even if they did not want to work in the working organization. From here it is possible to say that the continuity of movement is related to the interest relation of the employee to the organization. The factor that drives employees to become part of the organization is the economic losses that they can experience if they are separated from the organization. In some cases, employees continue to work in organizations because they think they can not find other jobs with similar conditions due to their personal and special circumstances, or because they think they do not have enough equipment to find a new job (Demirel, 2009:117). In this context, as the employee's investment in the organization increases and the job opportunities that could be an alternative to the current job become less, the employee's commitment to the organization will also increase (Meyer and Allen,1991:72).

It is stated that continuity commitment has an effect on reducing the turnover rate, but has no effect on employee performance (Hakimian vd., 2014:374). According to Hakimian et al. (2014), employees who do not leave the organization due to the risks they may encounter can develop feelings of frustration and resentment that will negatively affect their performances. For this reason, according to Meyer and Allen (1997), employees with a strong continuing commitment can have a negative impact on organizational development.

Normative commitment is the moral dimension of organizational commitment (Randeree and Chaudry, 2012:65). Normative commitment refers to the employee's sense of responsibility and liability towards organization (Cole and Johnson, 2007:193; Erben and Güneşer, 2008:960; Randeree and Chaudry, 2012:65; Rehman and Afsar, 2012:151; Saher at al., 2013:445; Hakimian at al., 2014:374). Normative commitment is the result of employees thinking that their organization is morally right. (Meyer and Allen,1991:66). The basis for normative commitment is the feeling of gratitude that causes the employee to continue to be an organization member (Meyer vd., 2000:320). In this kind of commitment, the investment and expenditures that the associate makes to the employee, the employee feels himself or herself indebted. This forces the employee to stay in the organization and normatively binds it (Özkan ve Kirel, 2013:667). For reasons such as the organization should provide job opportunities for workers when they need it most or being in the most difficult situation with the individual, employees act with gratitude towards the organization; and feel obliged to be a part of them. In such cases, employees think that the organization provides positive benefits to the individual and must continue to be a part of the organization to pay for these benefits. In other words, the working group approached consciously to be a part of the organization, and even though he did not like his work, he felt compelled to work in that job. (Çetin Gürkan, 2006:22; Demir and Öztürk, 2011:25). Normative commitment differs from other commitment dimensions due to the fact that the employee regards continuing to be a part of the organization as a duty and because he thinks that maintaining his commitment is correct (Gül at al., 2008:74).

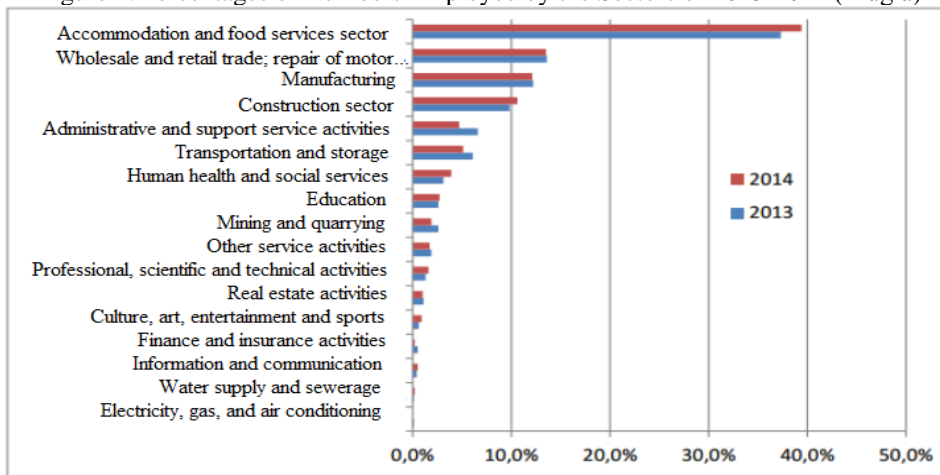
Normative commitment has an important effect on the success of jobs. However, when compared with emotional attachment, employees with normative commitment do not show the same enthusiasm and commitment to organization as employees with emotional attachment. (Hakimian vd., 2014:374).

1.4. Human Resources Capacity And Employment of Muğla

According to the Muğla labor market analysis study, the sectors that stand out in terms of the number of employees in 2014 are respectively; accommodation and food services sector (39,4%), wholesale and retail

trade; repair of motor vehicles and motorcycles (13.5%) and manufacturing (12.1%). 65.1% of the people working in Muğla work in accommodation and catering services, the wholesale retail trade sector and the repair and manufacturing sector of motor vehicles and motorcycles. Figure 2 shows the percentages of the total number of employees in Turkey and Mugla according to the sectors in 2013-2014. (GEKA, 2014):

Figure 2. Percentages of Numbers Employed by the Sectors of 2013-2014 (Muğla)

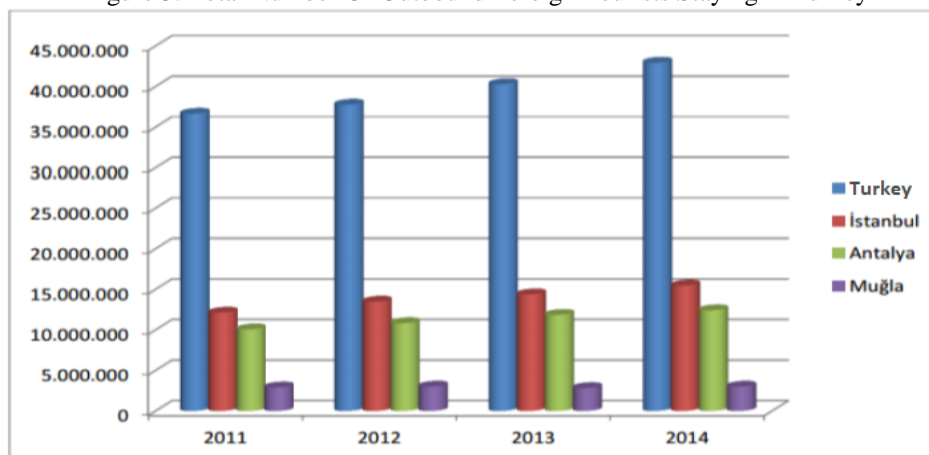


Reference: GEKA, 2014.

1.5. Muğla and Tourism

When most visited destinations in Turkey investigated the outstanding provinces respectively Istanbul, Antalya, Istanbul, Izmir and Aydın. In Muğla province, whose economy is improving dependent largely on tourism, bed capacity, located above the average in terms of number of visitors and tourism assets, Marmaris, Bodrum, Fethiye, Datça, Köyceğiz, Ula, Dalyan, Dalaman is designated as a tourism focus. when considering the population and economic size of these districts across the province despite the city's overall tourism potential, the desired growth and efficiency is not achieved in the tourism sector. One of the reasons is that strong cooperation and initiative can not be created. While many NGOs related to tourism in the region are working on many issues such as solving tourism problems and establishing relations with top authorities, resulting in inefficient coordination between the institutions and resulting in inefficient results. While many districts are trying to take important steps about tourism in the country and worldwide, they can not produce fruitful results and can not create the lobbying power needed to solve problems. In addition, although there are many different destinations and alternative tourism types throughout the region, the lack of a promotional strategy that emphasizes these differences is one of the obstacles in front of tourism. Nowadays, it is determined that the use of information communication technologies is not at the desired level in the promotion of the region, while the use of every field of information communication technologies with advanced information networks is important. Although the region has many well-known destinations throughout the country and around the world, it has been determined that the branding process and the successful tourism center can not be created. (GEKA, 2014). Figure 3 shows the total number of outbound foreign tourists staying in Turkey:

Figure 3. Total Number Of Outbound Foreign Tourists Staying in Turkey

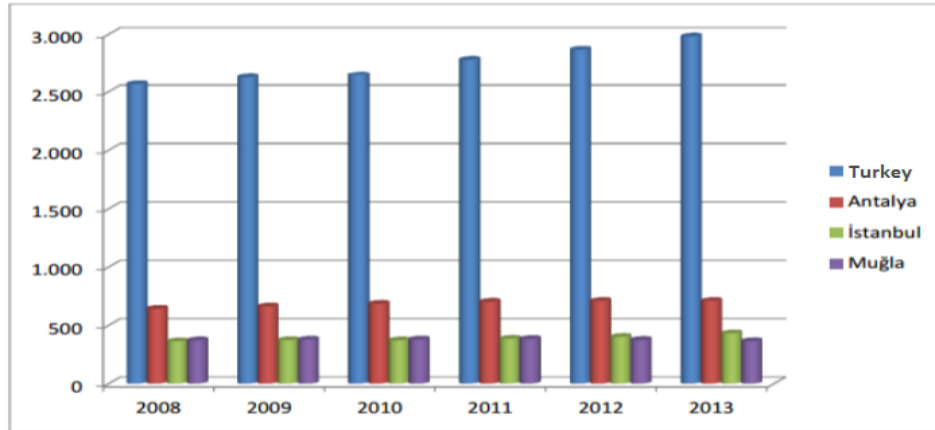


Reference: TÜİK, Tourism Statistics

In terms of the number of foreign tourists departing from Turkey, the most prominent cities are Istanbul, Antalya and Muğla. According to the data of the year 2014, the number of foreign tourists departing from Istanbul and Antalya have covered about 65% of Turkey's total. The number of foreign tourists departing from Muğla is about 7% of Turkey's total.

Below in Figure 4 include tourism operation certificate numbers (2008-2013) are shown:

Figure 4. Number of Facilities with Tourism Operation Certificate (2008-2013)



Reference: KTB, Tourism Statistics

According to the statistics of the number of facilities with tourism operation certificate between 2008 and 2013, there is a decrease of 2% in the whole of Muğla province, although the number of facilities in Turkey has increased by 16%. According to the data of the year 2013, the number of establishments having the tourism business document of Muğla constitutes 12% of the total of Turkey.

Between 2008 and 2013, according to the statistics of facilities with tourism operation certificate, the number of rooms increased by 32% in Turkey and 15% in Muğla province. According to the data of the year 2013, the number of the rooms with the tourism business document of Muğla constitutes 12% of the total of Turkey.

As of December 31, 2014, the total number of foreign tourists entering the air and maritime border gates is 3 million 149 thousand 912 persons. According to the monthly foreign tourist entrance statistics of Muğla, the period in which tourists visit the most intensively includes the months from May to October. The share of foreign tourists visiting Muğla in the winter season was only 4.8% in the total number of foreign tourists. Therefore, in parallel with the development of the tourism sector in Muğla on the sea, sand and sun axis, sustainability of the sector should be ensured by carrying out the necessary studies for the development of winter tourism. This problem can be solved by the development of alternative tourism types, especially culture tourism, agro tourism, nature tourism, congress tourism etc. Countries with the highest percentage of foreign tourists entering Muğla by nationality are England (44%), Russian Federation (9%), Netherlands (8%), Germany (7%), Poland (4%) and Belgium (4%). During the period of 2008-2013, the total number of nights spent by foreign tourists with tourism certificates increased. However, the total number of overnight stays in facilities with municipality certificates fluctuates within years. Especially in the 2012-2013 season, the total number of foreign tourists visiting the municipal facilities decreased by 46%.

When the average stay of tourists in Turkey, Antalya, Istanbul and Muğla is examined, a striking result is encountered. Muğla'ya gelen turistler tesislerde ortalama 4,9 gün kalırken; Tourists visiting Muğla stayed at the facilities for an average of 4.9 days, while in Turkey an average of 3.2 days; 4.8 days in Antalya and 2.2 days in Istanbul. Fethiye is the leader with its occupancy rate (62.5%) and Ortaca is the leader with its average duration of stay (7.1 days) among the districts of Muğla. The average stay time of foreign tourists staying in facilities with tourism certificate in Muğla in the period of 2008-2013 has reached the highest value in 2013. The occupancy rates provided by foreign tourists show a fluctuating trend during the period of 2008-2013. The total occupancy rate covering the whole of domestic and foreign tourists reached 54.72% in 2013.

The graph of foreign tourists entering Muğla during the winter months (May-October excluding October) during 2009-2013 shows a steady fluctuation in all years. Only 4.8% of foreign tourists arriving in 2014 entered Muğla in winter months. This rate, which was 4.2% in the winter season of 2013, showed a slight increase in 2014.

Excluding municipal certified tourism facilities; Among the districts of Muğla, the most prominent arenas in terms of facility, room and bed capacity are Bodrum, Marmaris, Fethiye, Milas and Ortaca respectively. Bodrum constitutes 44% of all provinces and 33% of Marmaris in terms of bed capacity of tourism investment / operation certified facilities.

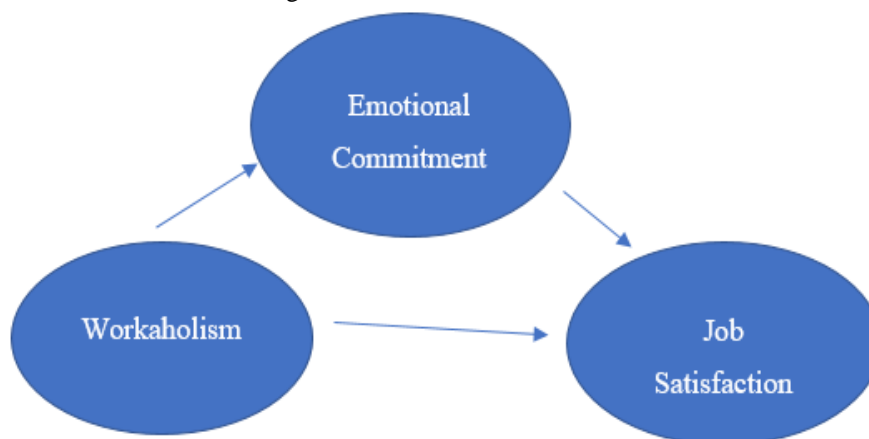
According to the order of the number of facilities with municipality certificate, the leading cities are Bodrum, Fethiye and Marmaris. These three provinces constitute approximately 85.5% of the total bed capacity of municipal certified facilities registered in Muğla.

Muğla has a total of 23 ministry certificates and 6 municipal certified marinas in the province of Bodrum, Marmaris, Fethiye, Datça, Köyceğiz and Milas. The yacht mooring capacity of these marinas is 5.337 for the marina with ministry certificate and 690 for municipal certificates.

2.METHOD

As mentioned above, tourism is one of the primary sectors for Muğla, and the majority of workforce is in the tourism sector. For this reason, the population of the research has been determined as the ones working in the tourism sector in the province of Muğla. The interview form was used as a data collection tool in the research. After a comprehensive literature review, the validity and reliability of the literature were tested using different studies. The work addiction scale developed by Taris and Bakker (2006), work satisfaction scale developed by DUWAS (Dutch Work Addiction Scale) and Pellegrini (2006) which was adapted to Turkish as well, and Organizational Emotional Commitment Scale developed by Pellegrini (2006) was used in the research. In this research, there are three variable groups of tourism workers, namely, worker behavior, perception of emotional commitment and job satisfaction. Based on the assumption that tourism workers' mediating role of work-related behaviors may have an intermediary role in job satisfaction effects, the research model was established as shown in Figure 5:

Figure 5. Model of the Research



3. RESULTS

52.8% of the participants were female and 47.2% were male. 17,6% of participants were in the 25-30, 16,5% in the 31-35, 15,1% in the 36-40, 15,7% in the 41-45, 12,7% in the 46-50, and 22.4% are over 51 years old. 16.4% of the respondents have experience between 1-5 years, 18.9% are 6-10 years, 18% are 11-15 years, 14.5% are 16-20 years and 15.2% are 20-25. 17% stated that they are in working life more than 26 years and over years, while working time in existing enterprises is 83% for 1-3 years, 11% for 4-6 years, 5% for 7-9 years 1% for more than 10 years.

The reliability coefficients of the scales of work, emotional commitment and job satisfaction are 0.71, 0.94, 0.82 respectively. As a result of the factor analysis on the scale used in the research, the KMO values of work-life, emotional commitment and work satisfaction were 0.89, 0.90, 0.79, respectively. The fact that the KMO values are higher than 0.80 indicates that the suitability of the factor analysis is at the perfect level (Durmuş, vd., 2011:80). At the same time, the original factor structures of the scales were observed to be preserved.

The mean value, standard deviation and correlation coefficients of the variables in the study are given in Table 2.

Table 2. K Correlation Analysis

Variables	Average Values	Standart Deviation	1	2
1.Workaholism	3.79	0.94		
2.Emmotional Commitment	3.92	1.09	0.451**	
3. Job Satisfaction	3.55	0.76	0.328**	0.312**

In Table 3 below, the effect of emotional commitment on job satisfaction was analysed. As can be seen, emotional attachment affects employees' job satisfaction ($\beta = .60, p < .001$) positively and significantly. This table also examines the effects of employees' behavior on job satisfaction. As a result of the analysis, it was determined that the job satisfaction positively and positively affected the job satisfaction ($\beta = .60, p < .001$).

Table 3. The Effect of Emotional Commitment to Job Satisfaction

	Job Satisfaction	Workaholism
Emotional Commitment	.84***	.60***
R ²	.71	.35
Adjusted. R ²	.71	.35
F	1385***	314.06***
Workaholism	.53***	
R ²	.28	
Adjusted. R ²	.28	
F	221.4**	

*p < .05 ** p < .01 *** p < .001

In the second stage, the relationship between the other independent variables and the job satisfaction of employees was examined (Table 4).

Table 4. Results of Mediating Effect of Emotional Commitment on the Affect of Jobs in Job Satisfaction

	β	
	Emotional Commitment	Job Satisfaction
Test 1		
Age		-.06
Year of Experience		-.06
Workaholism		.07
R ²		.55***
Adjusted.R ²		.31
F		.31
		87***
Test 2		
Age	-.03	
Year of Experience	.08**	
Workaholism	.84***	
R ²	.73	
Adjusted.R ²	.73	
F	512***	
Test 3		
Age	-.05*	-.04
Year of Experience	.04	.03
Workaholism	.44***	.18**
Emotional Commitment	.46***	
R ²	.76	.43***
Adjusted.R ²	.77	.36
F	456***	81***
Sobel Test	31.01***	12.38***

*p < .05 ** p < .01 *** p < .001

As a result of the analysis, it was found that worker's emotional commitment significantly affected ($\beta = .84, p < .001$). The impact on job satisfaction with the inclusion of emotional commitment to work has continued and decreased ($\beta = .18, p < .001$) and emotional commitment has also continued to affect job satisfaction ($\beta = .43, P < .001$). This finding suggests that emotional commitment to the job satisfaction of work has a partial mediating role. Sobel test was performed to confirm this finding and the test was found to be significant and mediated ($z = 12.38, p < .001$).

4. CONCLUSION

The high rate of occupational turnover in the tourism sector, which is a labor-intensive sector, reveals the importance of satisfaction of workers. In businesses with unsatisfactory worker experience, the work motivation of the employees decreases, which reduces the quality of the service. In addition, employees with low job satisfaction are less loyal to their job, which motivates employees to leave work. In this context, it has been seen that workaholic workers have high job satisfaction, and workers who are emotionally connected to the job are found to have higher job satisfaction. It has also been observed that emotional commitment plays a mediating role between work-life and job satisfaction, in part.

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