

## **ORGANIZATIONAL STRUCTURE OF HUMAN RESOURCES IN HOTEL INDUSTRY AND ORGANIZATIONAL COMMITMENT LEVEL OF EMPLOYEES<sup>1</sup>**

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### **ABSTRACT**

In this study the structure of human resources has been searched in hotels that are the main part of tourism industry. In parallel with that subject, the position of employees in human resources organization and their organizational commitment level have been searched. The study was carried out on 12 different sized hotels and 205 employees in Van province. In terms of productivity of study, the human resources structure and organizational commitment in hotels are examined.

In the study, structured questionnaires were used in the light of the information obtained in the literature search. Obtained findings were analyzed with the SPSS 24. In the study firstly, the structure of human resources organization in hotels was examined in research universe, and then it tried to determine the organizational commitment of employees to structure of hotels according to their demographic characteristics.

**Keywords:** Human Resources Organization, Organizational Commitment.

### **1. INTRODUCTION**

The human resource management has been displayed a changing and progress that ongoing throughout history (Demirkaya, 2006). The way of the keep up with this changing for companies is employ qualified, work-loving and dedicated employees. Because the matters that keep up and forward a company are employees and collaboration of employees. This condition is important for every sector but it is more important for labor intensive sectors. Moreover, this condition is valid and must be provided in accommodation sector which is the backbone of tourism. Because it is a labor-intensive sector, as well as a sector where the rate of employee change is high (Yildirim, Yirik & Yildirim, 2014).

The indispensable need of labor force in tourism requires well-grounded human resources in organizations. Because of irritability of automation, the quality and customer satisfaction are depends on the employee performance. And organizational structure is one of main component that affects employee performance. A professional organizational structure which appropriate for employees who respond differently against different cases, affects the rate of employee change and retains employees (Aydoğan & Karakurt, 2016).

The importance of well-grounded organization structure in companies is not only important, but also the organizational commitments of members are important too. Organizational commitment, which means psychological attachment, is the employee's desire to stay in the organization and to strive for the organization (Yalcın & Iplik, 2007). With a high rate of employee turnover in a sector such as tourism, partnership working it is very important and this importance is increasing day by day. In hotels more than the whole sector, the service is directly connected to the employee performance. The service provided by the employees to

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the guests rather than the facilities offered by the hotels, is the determinant of the service quality of the enterprise. A high quality service is based on a high organizational commitment that based on the motivation of the employee, the harmony of work with colleagues and a strong organizational structure.

### **1.1 Background**

The most important source of service production in accommodation establishments, which is the locomotive of tourism sector, is human (Avci & Kuçukusta, 2009). Employees providing services in enterprises are a key factor in producing a service with high attractiveness and quality in today's intense competitive environment. For a sustainable quality, there is a great deal of responsibility for the business management in ensuring the permanence of the employees with this capability. For this, it is necessary to establish a well-founded human resources structure and to ensure a high organizational commitment is a fundamental requirement for employees.

### **1.2 Problem Detection**

In the tourism sector which has a labor-intensive structure, therefore, the rate of change of employees is also high. Therefore, hiring, placement, training and many other activities are carried out again and again especially in accommodation establishments. Thus, cost, time, productivity and job satisfaction are adversely affected. At this point, organizational loyalty comes into play, ensures the employee's commitment to the organization and hence to the business, and gives positive results on productivity, time, cost and job satisfaction. This means an increase in the overall performance of the business. (Yalcın & Iplik, 2007).

### **1.3 Purpose of The Research**

The main aim of the study is to examine the organizational structure of the accommodation enterprises in the study universe and the organizational commitment of the employees according to their demographic characteristics. In this study, which is made by using the ideas, sources and researches in the field of organizational commitment, examines the organizational structure of human resources and organizational commitment of employees in the accommodation enterprises which are most important building blocks of tourism sector. For this purpose, the scope of the human resources department in the accommodation establishments and the organizational commitment of the employees are considered in terms of factors such as age, gender, marital status, education status, the department they work and duty.

### **1.4 Research Questions**

- Q.1:** Does the size of accommodation establishments affect the human resources organization structure?
- Q.2:** How is the organizational commitment of employees in managerial positions?
- Q.3:** How is the organizational commitment of employees with bachelor's degree education status and higher in accommodation establishments?

### **1.5 Research Hypotheses**

- H.1:** Female employees have higher affective commitment.
- H.2:** Affective commitment is higher among employees who have worked in the tourism sector for many years.
- H.3:** The majority of employees do not love the job they see as a necessity.
- H.4:** Continuance commitment is higher among married employees.

### **1.6 Emphasis of Research**

In the literature review, it has been determined that studies are carried out in occupational groups in different fields related to organizational commitment in general and studies on human resource organization structure in different sectors but studies related to organizational structure of accommodation establishments are less. The low number of studies related to accommodation establishments is important for the organizational structure of the enterprises.

## **2. LITERATURE REVIEW**

Human resource structure and organizational commitment of employees are examined in the basic concepts of the study.

### **2.1 Human Resources Structure in Accommodation Enterprises**

Human resources are the association of shaped functions and activities to increase the efficiency of employees in a business. Human resources should be composed of studies that provide the requirements of law and effective management in such a way as to be beneficial to the organization, employee and the external environment. The aim is to develop policies, strategies and information that will increase the motivation of employees and increase the level of productivity and create continuity (Tuncer, 2012).

Human resources are a large field of work that covers people in organizations and practices for people. The history of human resources can be traced back to the earliest times of human knowledge. However, with the industrial revolution that started in England in the late 18th century, the problems towards the employees have started to gain importance. It was known as personnel management until the 1950s and then it was developed as human resources management (Demirkaya, 2006).

While the personnel management is in a passive position in business management in terms of authority and duty, human resources play an active role in strategic planning in the enterprise, decision-making stages, determination, development and resolution of employee problems (Demirkaya, 2006).

The differences between personnel management and human resources management are shown in a table below.

<b>Tasks</b>	<b>Personnel Management</b>	<b>Human Resources Management</b>
Planning and Strategy	It participates only in the operational dimension.	It takes a role in determining all the plans and strategies of the business and determines how the business functions are integrated into strategies.
Authority	Has secondary level of authority (eg, Personnel Manager)	He has a high level of authority (eg General Manager for Human Resources).
Interests	Only concerned with personnel.	It deals with all managers and employees within the enterprise.
Taking decision	It can take only decisions in operational dimension.	It can take the decisions in strategic dimensions.

Integration	It can adapt very little with the other sections.	It works in an integrated way with all the departments in the business.
Coordination	It cannot control all the functions of human resources.	It controls and manages all human resources functions.

Table 1: Differences Between Personnel Management and Human Resource Management.

Within the organizational structure, it is possible to explain the scope of the personnel department and the human resources departments with the following tables (Demirkaya, H. 2006).

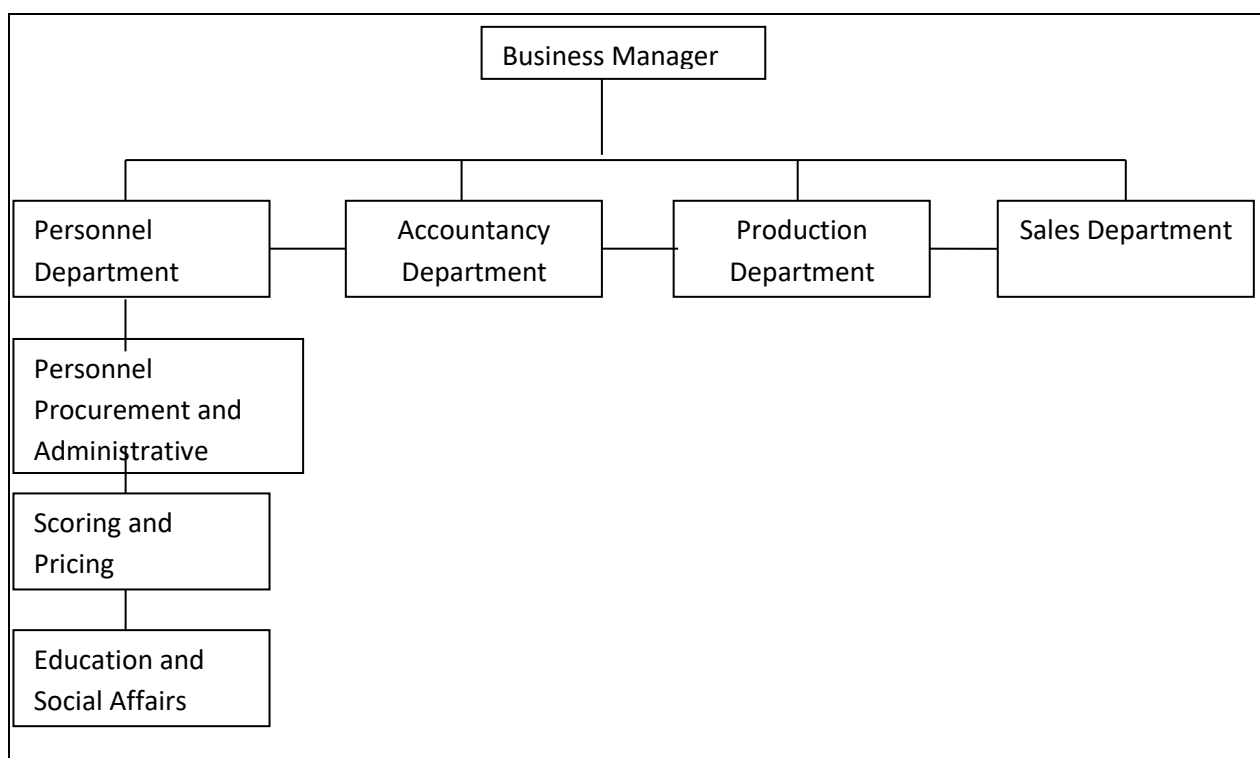


Table 2: Scope of Personnel Department in Organizational Structure

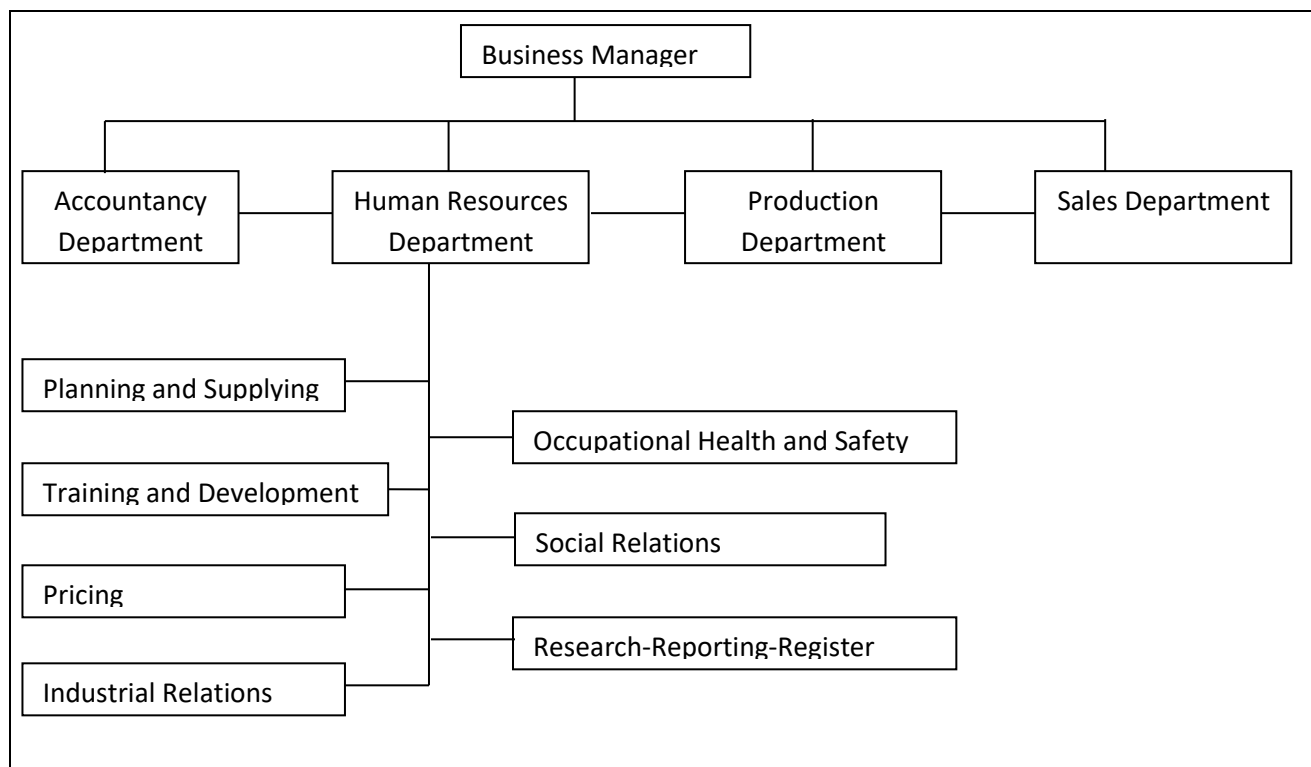


Table 3: Scope of Human Resources Department in Organizational Structure

It is assumed that the information obtained regarding its position in human resources and organizational structure is also valid for accommodation establishments. The study on the human resources organization structure in the accommodation establishments in the research universe will be evaluated in the research analysis section.

## 2.2 Organizational Commitment in Accommodation Enterprises

Organizational commitment can be defined as the willingness of employees to accept the goals and values of the enterprise, to make efforts to achieve these objectives and to maintain membership of the organization (Durna & Eren, 2005). In today's world, where the world is getting smaller and the limits of the economy and trade have disappeared with technology, the organizational commitment has gained importance in terms of standing and developing of the enterprises (Gul, 2002). The fact that borders have been eliminated has brought the global competition. The way to be successful in this competition is to manage all the values of the enterprises in the best way. The value of labor, which is increasingly important, has an important role in the success of enterprises. For this purpose, it is important to bring the beneficial employee to the business, to ensure their development and to keep these employees in the business (Avcı & Küçükusta, 2009). It is necessary to feel that the employee is a part of the family and is willing to work in line with the business objectives rather than the production factor.

The need for people in the tourism sector where mechanization is limited is more than the other sectors. Customer satisfaction is important for success and continuity in accommodation establishments, quality of service offered by employees creates satisfaction. For this, it is important to keep these employees as important as the appropriate employees can be selected. An accommodation business that loses an employee with a high quality service is faced with reduced customer satisfaction and thus an increasing cost.

Numerous studies and different classification on organizational commitment have been made. The classification that used in this study “emotional commitment, continuance commitment and normative commitment” made by Meyer and Allen.

*Emotional Commitment:* It refers to the employees' emotional attachment to the organization and self-identification with the enterprise. The employee with a strong emotional commitment can stay in the organization for long periods of time. Employees with emotional commitment, which are considered to be the best form of organizational commitment, are the persons whom all employers want to employ in their businesses (Gul, 2002).

*Continuance Commitment:* It is the continuation of the desire to continue to stay in the organization, considering the costs to be faced after leaving the organization. (Gul, 2002). Employees who have this type of organizational commitment do not want to leave the organization because they know that they will face more costs and difficulties.

*Normative Commitment:* Employee see the commitment to organization as a duty and morality. Reflects the employee's sense of responsibility for staying in business. Employees with this organizational commitment feel obliged to remain in business. Staff does not predicate his commitment to benefit, and predicates to loyalty, virtue and moral responsibility. As a result of the study carried out in the accommodation enterprises in the research analysis section, the organizational commitment levels of the employees according to their demographic characteristics were examined.

### **3. METODOLOGY**

#### **3.1 Research Strategy**

In the province of Van, businesses in the city center were identified for this study, which included accommodation enterprises of different sizes. According to the determined information, negotiated with 20 accommodation enterprises and questionnaires were distributed in 12 of them in the province of Van. After one week questionnaires were collected. The reason for collecting the surveys one week later is that all employees are involved in the survey as the employees work in different shifts. The reason why some of the visited enterprises did not allow the distribution of surveys was observed as the intensity of work, the prejudice that could affect the work of the employees and the lack of awareness of the development of tourism by some business managers.

#### **3.2 The Number of Participants**

205 people participated in 273 questionnaires that distributed to 12 enterprises.

#### **3.3 Data Collection Instruments**

In order to examine the organizational structure of human resources in accommodation establishments, a questionnaire, which is composed of "type of enterprise, number of employees, human resources department, human resources firstly responsible manager and human resources department responsibilities" questions, was applied to the manager. In this survey, human resources structure was determined according to the type of hotel. On the other hand, the employees' organizational commitment levels were determined according to their demographic characteristics. For this, the three-dimensional organizational commitment survey developed by Meyer and Allen (1991) was applied to the employees of the accommodation enterprises. The questionnaire, which was prepared based on a three-dimensional organizational commitment questionnaire developed by Meyer and Allen (1991) in order to collect data in the study, asked a total of 24 questions, 8 of which were emotional

commitment, 8 were related to continuity commitment and 8 to normative commitment. Apart from this, in the survey, questions such as "age, gender, marital status, education status, department, duty, working time" were asked about the demographic characteristics of the participant and their duties in the enterprise. A 5-point Likert-type scale was used in study "1: Strongly Disagree- 5: Strongly Agree " which determines the extent to which employees participate in the survey.

### 3.4 Data Analysis Process

The questionnaire forms prepared for collecting data were distributed separately to each enterprise and employees. After the specified period, all the completed and not filled forms were collected and separated. It is observed that all questionnaires have completely filled. Questionnaires for analysis the necessary tables were created using SPSS 24 program. According to this, the demographic characteristics of the participants were tabulated and the answers of the questions about the organizational commitment were numbered between 1-5 and analyzed. In the tables, the significance of the response was measured by taking the average of the totals of the respondents.

### 3.5 Rate of Response

Surveys were conducted in 12 of the 20 accommodation establishments. Surveys distributed to 273 employees in these 12 enterprises and were collected one week later. It is observed that 205 of questionnaires were filled. Accordingly, the participation rate was determined as 75,09% on employee basis and 60% on enterprise basis.

### 3.6 Reliability

In the study, it is necessary to investigate the reliability dimension in order for the questionnaire forms to give accurate results. Reliability is expressed as consistency between independent measurements of the same thing (Nas & Toprak, 2016). The reliability of the study was found as 0,743.

## 4. RESEARCH ANALYSIS

### 4.1 Human Resources Organizational Structure of Hospitality Enterprises in the Field of Research

Hotel Type	Employee Number	Human Resources Department	Human Resource Responsible	Human Resources Responsibilities
Apart Hotel	1-25	Personnel and Administrative Affairs	General Manager	Recruitment, Performance Evaluation, Career Planning, Transfer-Assignment, Remuneration, Personnel and Personnel Affairs, Training Occupational Safety
Apart Hotel	1-25	Accounting	General Manager	Recruitment, Performance Evaluation, Career Planning, Transfer-Assignment, Personnel and Personnel Affairs, Education, Health, Service, Food, Job Security
Apart Hotel	1-25	Accounting	General	Recruitment, Personnel



			Manager	and Personnel Affairs, Education, Job Security
Boutique Hotel	1-25	Personnel and Administrative Affairs	General Manager	Recruitment, Food
Suit Hotel	1-25	Personnel and Administrative Affairs	General Manager	Recruitment, Personnel and Personnel Affairs, Job Security
Three-Star Hotel	1-25	Personnel and Administrative Affairs	General Manager	Recruitment, Performance Evaluation, Remuneration, Personnel and Personnel Affairs
Three-Star Hotel	1-25	Personnel and Administrative Affairs, Accounting	General Manager	Recruitment, Remuneration, Education, Health, Food
Three-Star Hotel	1-25	Personnel and Administrative Affairs	General Manager	Recruitment, Performance Evaluation, Remuneration, Training, Job Security
Four-Star Hotel	26-50	Human Resources Department	Human Resources Manager	Recruitment, Performance Evaluation, Career Planning, Transfer-Assignment, Personnel and Personnel Affairs, Education, Health, Service, Food, Job Security
Four-Star Hotel	26-50	Human Resources Department	Human Resources Manager	Recruitment, Career Planning, Performance Evaluation, Remuneration, Health, Education.
Five-Star Hotel	51-100	Human Resources Department	Human Resources Manager	Recruitment, Training, Performance Evaluation, Designation, Health, Remuneration, Work Safety
Five-Star Hotel	51-100	Human Resources Department	Human Resources Manager	Recruitment, Performance Evaluation, Career Planning, Compensation, Job Security

Table 4: Human Resources Organization Structure of Hospitality Enterprises in the Field of Research

Table 4 shows the human resources organization structure according to the size of the accommodation establishments in the research field and which are conducted surveys. In the table, according to the size of the surveyed enterprises assessment was made. According to this; It has been observed that jobs and transactions within the scope of human resources are made within the departments of 'personnel and administrative affairs 'accounting. Also it is



observed that in 4 and 5 star hotels there is separate section named as "Human Resources Department".

However, in most hotels, the subjects covered by human resources are usually managed by the same department. For example, jobs within the scope of human resources can be run in the same department in a 4-star hotel and in an apart hotel. This situation shows that this similarity arises in small hotels as well as other managerial jobs as well as personnel works, but because the human resources department in large hotels is only interested in personnel affairs.

**Q1:** Does the size of accommodation establishments affect the human resources organization structure?

In the analysis conducted according to Table 4, the human resources department, like other departments, depends on the same person (general manager / manager) or department, as it has a single center management approach in hotels with 3 stars and smaller. However, human resources department is managed as a different department (by human resources manager) in 4 and 5 star hotels. This shows that a more professional management approach has been developed in large enterprises. Therefore, as the enterprises grow, the human resources organization structure develops as a separate section in parallel.

## 4.2 Demographic Characteristics of Participants

<b>AGE</b>			<b>DEPARTMENT</b>		
<b>16-20</b>	15	% 7,3	<b>HUMAN RESOURCE S</b>	2	% 1
<b>21-25</b>	54	% 26,3	<b>SALES</b>	6	% 2,9
<b>26-30</b>	94	% 45,9	<b>ACCOUNTING</b>	18	% 8,8
<b>31-35</b>	23	% 11,2	<b>GUEST RELATIONS</b>	3	% 1,5
<b>36-40</b>	14	% 6,8	<b>RECEPTION</b>	59	% 28,8
<b>41-45</b>	5	% 2,4	<b>FOOD AND BAVERAGE</b>	70	% 34,1
<b>Total</b>	205	% 100	<b>OTHERS</b>	46	% 23,6
<b>GENDER</b>			<b>Total</b>	205	% 100
<b>MAN</b>	171	% 83,4	<b>DUTY</b>		
<b>WOMAN</b>	34	% 16,6	<b>DEPARTMENT EMPLOYEE</b>	168	% 82,0
<b>Total</b>	205	% 100	<b>DEPARTMENT MANAGER</b>	34	% 16,6
<b>MARITAL STATUS</b>			<b>ENTERPRISE MANAGER</b>	3	% 1,5
<b>SINGLE</b>	89	% 43,4	<b>Total</b>	205	% 100
<b>MARRIED</b>	116	% 56,6	<b>HOW MANY YEARS HAVE YOU BEEN WORKING HOTEL?</b>		
<b>Total</b>	205	% 100	<b>0-4</b>	129	% 62,9
<b>EDUCATION</b>			<b>5-9</b>	68	% 33,2
<b>PRIMARY EDUCATION</b>	44	% 21,5	<b>10-14</b>	8	% 3,9
<b>SECONDARY EDUCATION &amp; HIGH SCHOOL</b>	64	% 31,2	<b>Total</b>	205	% 100
<b>COLLEGE</b>	25	% 12,2	<b>HAVE YOU WORKED HERE IN ANOTHER POSITION?</b>		
<b>BACHELOR'S DEGREE</b>	64	% 31,2	<b>YES</b>	39	% 19
<b>MASTERS</b>	8	% 3,9	<b>NO</b>	166	% 81
<b>Total</b>	205	% 100	<b>Total</b>	205	% 100
			<b>HOW MANY YEARS HAVE YOU BEEN WORKING TOURISM?</b>		
			<b>0-4</b>	113	% 55,1
			<b>5-9</b>	66	% 32,2
			<b>10-14</b>	22	% 10,7
			<b>15+</b>	4	% 2
			<b>Total</b>	205	% 100

Table 5: Demographic characteristics of participants

Table 5 shows the demographic characteristics of the survey participants. Accordingly, the majority of the participants are young people between the ages of 20-35. The majority of male participants are married. Among the employees who participated in the study, the highest numbers of graduates were bachelor's degree and high school graduates. The reason was that the majority of the respondents were working in the front office and food and beverage department. In addition, while the majority of the participants are employed in the

departments of the company, 15% of them are in the managerial position. The reason for this is that most of the employees have been working in the enterprise for less than 4 years. A small part of the participants did not work in any other position before, and the majority of them had a tourism history between 0-9 years.

### 4.3 Affective Commitment Analysis

Affective Commitment Analysis				
	Participant Number	Lowest Answer	Highest Answer	Significance Ratio
1. I am happy to spend the rest of my career in this organization.	205	1	5	4,20
2. I like to discuss with people about my organization.	205	1	5	3,71
3. I really feel as if this organization's problems are my own.	205	1	5	4,40
4. This organization has a very special meaning for me.	205	1	5	4,33
5. I think that I could easily become as attached to another organization as I am to this one.	205	1	5	2,58
6. I do not feel like 'part of the family' at my organization.	205	1	5	2,07
7. I do not feel emotionally attached to this organization.	205	1	5	1,96
8. I do not feel a strong sense of belonging to my organization.	205	1	5	1,74

Table 6: General affective commitment analysis of participants

Analysis performed according to Table 6 showed a high degree of affective commitment in the majority of participants.

### Results

- It was observed that the affective loyalty was higher in the participants between the ages of 16-20 and 31-35.
- It was observed that the affective commitment rate was higher in the woman participants.

**H1:** Female employees have higher affective commitment.

This judgment was accepted because women had a more meaningful affective commitment than men. The low level of female employment and the need for female employees by accommodation establishments have a positive effect on this commitment ratio in women.

- It was observed that married participants had a higher affective commitment than single participants.
- It was observed that there was a higher level of affective commitment in bachelor's degree and masters graduates according to education level.
- It has been observed that there is a higher level of affective loyalty among employees in human resources and sales departments.
- It was observed that the affective commitment was higher in the employees who were not in the management positions.
- It has been observed that the affective commitment is higher in the participants who have been working in the same enterprise for 10 years or more.
- In the same organization, the participants who had not previously worked in another position had higher affective commitment.

**H.2:** Affective commitment is higher among employees who have worked in the tourism sector for many years.

This judgment can be accepted as it is observed that the loyalty rate is more meaningful in the participants who are working over 10 years. In general, the emotional commitment with the enterprise for long-term employees in a business is also valid for the tourism sector. In addition, it is among the other reasons that these employees are identified with their duties and with the company.

#### 4.4 Continuance Commitment Analysis

Continuance Commitment Analysis				
	Participant Numbers	Lowest Answer	Highest Answer	Significance Ratio
1. I am not afraid of what might happen if I quit my job without having another one line up.	205	1	5	2,56
2. It would be very hard for me to leave my organization right now, even if I wanted to.	205	1	5	3,24
3. Too much in my life would be disrupted if I decided I wanted to leave my organization now.	205	1	5	3,01
4. It would not be too costly for me to leave my organization now.	205	1	5	2,77
5. Right now, staying with my organization is a matter of necessity as much as desire.	205	1	5	3,82
6. I feel that I have too few options to consider leaving this organization.	205	1	5	3,40
7. One of the few serious consequences of leaving this organization would be the scarcity of available alternatives.	205	1	5	3,40
8. One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice- another organization may not match the overall benefits I have here.	205	1	5	3,77

Table 7: General continuance commitment analysis of participants

In Table 7, it was observed that the continuance commitment of the surveyed employees was moderate.

#### Results

**H.3:** The majority of employees do not love the job they see as a necessity.

When Table 7 is examined, the high average of the participants' answer to question 5 supports this judgment. Employees see it as a necessity rather than love their jobs in the same business. This may be attributed to the difficulty of finding a similar job elsewhere and the high unemployment rate throughout the country.

- Participants in the 31-35 age groups were observed to have high commitment to continuity.

- It was observed that the female continuance commitment was higher in the female participants.
- It was observed that the continuance commitment was high in married participants.

#### **H.4:** Continuance commitment is higher among married employees.

We can observe that this judgment is acceptable because the answers given by the married participants are more meaningful. This may be due to the fact that the married worker is more responsible and therefore he considers the study a necessity.

- It was observed that the continuance commitment of the masters graduate was high.
- In the accounting departments, it was observed that the attendance commitment was high.
- It was observed that the continuance commitment of the department managers was higher.
- Participants who worked in the same company for 10-14 years were observed to have higher continuance commitment.
- It was observed that the attendance commitment of the participants who had previously worked in the same enterprise was higher.
- Participants who worked in the tourism sector for 15 years or more were observed to have a higher commitment to continuity.

#### **4.5 Normative Commitment Analysis**

Normative Commitment Analysis				
	Participant Number	Lowest Answer	Highest Answer	Significance Ratio
1. I think people change jobs very often nowadays.	205	1	5	3,94
2. I do not believe that a person should always adhere to a organization.	205	1	5	2,68
3. I do not see any moral problem in moving from one business to another.	205	1	5	3,39
4. One of the main reasons I continue to work for this organization is that I believe that commitment is important, and therefore I feel it is a moral obligation to stay.	205	1	5	3,67
5. If I get a better offer from another place, I do not find it right to leave.	205	1	5	2,85
6. I was taught to believe in the value of remaining loyal to one organization.	205	2	5	3,80
7. Everything was better when people spent a significant portion of their careers in the same business.	205	1	5	3,83
8. Wanting to be the man / woman of a workplace does not make sense to me anymore	205	1	5	2,44

Table 8: General normative commitment analysis of participants

Table 8 shows moderate normative commitment in the surveyed employees.

#### **Results**

- It was observed that normative commitment was higher in participants aged 31-40 years.
- A high normative commitment ratio was observed in female participants.
- The normative commitment was higher in married participants.

- It was observed that the normative commitment was higher in the masters graduate students.
- It was observed that the normative commitment of the participants in the human resources department was higher.
- It was observed that the normative commitment was higher in the participants working as departmental employee.
- It has been observed that normative commitment is less in participants who have been working in the same company for 4 years or less.
- a similar rate of normative commitment was observed in those who had previously worked in another position in the same organization and who did not.
- Normative commitment was observed to be higher in the participants who worked in tourism sector for 15 years and more.

**Q.2:** How is the organizational commitment of employees in managerial positions?

When Table 5 is examined, 15.3% of the participants are employed in managerial positions. In addition, it was observed that the level of emotional commitment and normative commitment were lower in employees who work in managerial positions than in other employees. On the other hand, it was observed that the commitment of continuity was higher in managers. This may be attributed to the fact that engagement in employees in managerial positions relies more on benefit rather than on emotional and normative. It can be said that this situation arises from the fact that in the work done, logic and professionalism are at the forefront. Therefore, it was observed that the organizational commitment was low in the managerial positions in the analysis.

**Q.3:** How is the organizational commitment of employees with bachelor's degree education status and higher in accommodation establishments?

It is observed that 34.8% of the participants have bachelor's degree graduate and masters education level. And it was observed that the level of organizational commitment in bachelor's degree graduate and masters graduates was high in the three types of organizational commitment. This may be due to the fact that these employees have a more professional working understanding and are working in more specific positions.

## **5. CONCLUSION AND RECOMMENDATIONS**

Factors such as global competition, economic crises, national and international political developments are the main factors that economic enterprises are affected. Enterprises establish defense mechanisms to not affect by these negative factors. The most important of these is the most efficient evaluation of the need for human resources. To do this, businesses must and should be doing continuous and renewable works to make their human resources sustainable and developed.

In today's world where mechanization and automation are at high levels, tourism sector is one of the sectors that need the least. In the tourism where the service and product quality are directly related to the employees, the enterprises are constantly working to keep the efficient and qualified employees within their structure. There is no doubt that the basis of these works is the human resources structure that is built on a solid foundation and a developed organizational commitment.

In this study, the human resources organization structure and the level of organizational commitment of employees in the accommodation establishments, which constitute the most important part of tourism, were examined in Van province. Based on the findings obtained; It is observed that there is not a strong human resources structure in the enterprises due to

reasons such as the development of tourism in Van in recent years, the fact that the majority of the accommodation establishments in the province are composed of middle and lower enterprises and the tourism awareness is not sufficient. On the other hand, a significant organizational commitment was observed in the employees. It is observed that the reason for this is an emotional commitment to business in some employees, while a commitment based on a benefit relationship in some employees and moral commitment in some of them.

Considering the current situation in Van, many recommendations for the development of tourism can be offered. However, first of all, improvements should be made in accommodation establishments which are the most important element of a tourism destination. The service and product quality in a business that is close to a tourist wealth with a significant appeal is also effective in the continuity of the business as well as the continuity of the touristic product. In Van, where there are touristic products with significant attractiveness, improvements should be made in accommodation establishments in order to ensure sustainability by providing a better quality service to incoming guests.

For this purpose, it is advisable to give orientation trainings for the establishment of a firm-based tourism awareness before the size of enterprises. With this awareness, employees' commitment to business can be increased by giving more importance to human resource development in order to ensure harmony between employees in enterprises. In addition, considering the existing and growing tourist potential in Van, the establishment of larger and institutional accommodation establishments should be provided by the relevant institutions. Thus, with the presence of enterprises with a stronger human resources structure, the human resources structure of the existing enterprises will develop.

In conclusion, it can be said that higher levels of the tourism potential of Van are possible and necessary. It has been observed that the enterprises and employees in which the study is carried out are willing and able to adapt to this development.

## **LIMITATIONS**

It is possible to mention some limitations of this research. The low number of accommodation establishments in the study area prevents access to more people. In addition, the fact that questionnaires were not allowed in many enterprises to be surveyed was another limitation. A questionnaire form was used to collect data. Scope, analysis and answer errors that may be encountered in each survey study may be included in this study. It is almost impossible to talk about a survey that is free of these errors.

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