

## THE EFFECT OF SOCIAL CAPITAL LEVEL OF ACCOMMODATION SERVICES EMPLOYEES ON JOB SATISFACTION

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*The aim of this research is to reveal the social capital level of employees in accommodation services, to measure job satisfaction by a Job Satisfaction Survey and to find out the relationship between social capital and job satisfaction. The sample of the research is 210 workers who work in 2, 3, 4 and 5 star hotels in Mardin and Batman and who are chosen with random sampling. For this aim in this research a scale prepared for researchers with 55 articles named "social capital levels in hotel managements" and again a scale to measure the job satisfaction of employees in accommodation services with 36 questions are used. The scale with 55 articles mentioned above is composed of five sections with titles of; organizational commitment, communication-social interaction, collaboration-social networks and participation, confidence, tolerance towards differences and sharing the norms.*

*At the end of the research it has been found out that there is a positive relation between job satisfaction and social capital except for the aspects of tolerance towards differences and sharing the norms. It has been confirmed that tolerance towards differences and sharing the norms has a slightly negative relationship with job satisfaction. Those results show that to increase the job satisfaction of employees and accordingly to increase their efficiency and to ensure the continuance of the business they should take measures to increase social capital of employees.*

**Key words:** accommodation businesses, social capital, job satisfaction, organizational commitment, communication and social interaction.

*Scopul acestei cercet ri este de a descoperi nivelul capitalului social al angaja ilor din serviciile de cazare, pentru a m sura printr-un sondaj satisfac ia fa de locul de munc i a identifica rela ia dintre capitalul social i satisfac ia locului de munc . E antionul cercet rii include 210 lucr tori, care muncesc în hoteluri de 2, 3, 4 i 5 stele în Mardin i Batman (Turcia) i care sunt ale i prin e antionare aleatorii. Pentru acest scop, în aceast cercetare sunt folosite o scal preg tit pentru cercet tori cu 55 de articole, numite "niveluri de capital social în gestionarea hotelurilor", i o scal pentru a m sura satisfac ia locului de munc al angaja ilor în cadrul serviciilor de cazare cu 36 de întreb ri. Scala cu 55 de articole, men ionat mai sus, este compus din cinci sec iuni cu titlurile: angajament organiza ional, interac iunea prin comunicare social , re ele de colaborare i participare social , încredere, toleran fa de diversitate i împ rt irea normelor.*

*La sfâr itul studiului s-a constatat c exist o rela ie pozitiv între satisfac ia locului de munc i capitalul social, cu excep ia aspectelor de toleran fa de diversitate i împ rt irea normelor. Astfel, a fost confirmat faptul c toleran a fa de diversitate i împ rt irea normelor are o rela ie u or negativ cu satisfac ia profesional . Aceste rezultate arat c pentru a cre te satisfac ia pentru locul de munc al angaja ilor i, în consecin , pentru a cre te eficien a i pentru a asigura continuitatea afacerii, ar trebui s se ia m suri pentru a spori capitalul social al angaja ilor.*

**Cuvinte cheie:** afaceri de cazare, capital social, satisfac ia profesional , angajamentul organiza ional, comunicare i interac iune social .

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those expectations (Toker, 2007). Providing the job satisfaction for employees is also social duty of organizations.

Until today, many researches have been made that examines the elements that increase job satisfaction. But in literature there are few researches that assess the effect of social capital on job satisfaction which was pointed out by scientists like Hanifan, Bourdieu, Coleman, and Putnam (Devamo lu, 2008). In this study the relation between social capital and job satisfaction is examined by a research that was made in hotels in Batman and Mardin in accommodation businesses, an industry heavily depending on work labor. The aim is to find out the relationship between job satisfaction and social capital of employees in accommodation services.

### **Social Capital**

Until today the elements that are considered to be the main elements for production were labor, capital, natural sources and entrepreneurship. But economic production direction could not be explained by those four factors of production. Hence, in addition to those four factors of production, human capital that involves knowledge and skills of employees and social capital that determines communication level depending on social trust have entered into economic theory as factors of production. In this context there are many empirical studies that reveal the strong relationship between both human and social capital and economic growth (Üngüren et al., 2010).

Sociologists and political scientists refer to the concept of social capital to shed light on questions in their fields in their researches. Social capital is the resource that is referred to in analyzing problems in family researches, behavioral problems in youths, school and education, society/community life, democracy and administration, economic development and collective activity (Rızao lu and Ayyıldız, 2008). In this article social capital is considered to be one of the factors that increase job satisfaction and an empirical study has been made accordingly.

Even though it has recently gained importance, social capital is a sociological factor whose importance and impact is seen as historical by social scientists. Especially theorists like Adam Smith, Karl Marks, Emile Durkheim, Thorstein Veblen and Max Weber pointed the importance of social capital in analyzing social problems (Karagül and DÜndar, 2006). In the 1990s concept of social capital -it started to be used more and be more important in social sciences (KOSKEB, 2005). In this period the concept was first used by American reformist L.J. Hanifan in 1916. Hanifan broadened the concept of capital to use it beyond its general concrete meaning which includes premises, private property or money to draw attention to existence of contacts between individuals that create social integration, between families, about peoples' daily lives like goodwill, friendship or sympathy (Devamo lu, 2008). But the concept gained fame with the studies that were done by Bourdieu (1980, 1986), Coleman (1988, 1990) and Putnam (1993, 1995) (Ergin, 2007).

In his study "The Form of Capital" (1986) Bourdieu relationally separates the concept of capital into three as economic, cultural and social. According to Pierre Bourdieu social capital is concentrated on class conflicts and it is a sum of individual and social resources of a group that depends on acquaintance relationships. To make it clear, social capital is a sum of existing and potential resources that are related to relationship networks which are constituted by high or low amounts of mutual acquaintance relationships. In other words it is being a member of a group that provides trust for its members. According to Bourdieu density and endurance of connections are very important (Helliwell and Huang, 2005).

Coleman explained the concept of social capital in his article written in 1988 as "a concept that explains how people are able to live together". Coleman defined social capital as a perfect public good not only useable for its creators but also for every piece of structure (Ergin, 2007). According to Coleman's approach social capital is what is called as the invisible hand in classical economy. But just like physical capital and human capital, social capital eases the act of producing. The emphasis on "making people's living spaces better and gathering them together" made by Hanifan in 1916 while he was defining social capital was conceptualized on a larger level by Coleman (Devamo lu, 2008).

Putnam, different from Bourdieu and Coleman, with his political scientist identity – contributes a great deal to the social capital theory with his studies on American society and Italy. He emphasized the place of social capital in social development and in democratic political systems on a macro scale. He found out that mutual relation between government and civil society underlies the institutive performance. He explained the difference between south and north not by socio-economic elements but by emphasizing social networks, level of trust, and mutual norms and related institutive performance difference with regional social capital accumulation (Devamo lu, 2008). According to Putnam, things like social capital,

communication networks, norms and trust are features of social life that makes participants act collectively to maintain shared goods. According to Putnam as long as trust and social capital are developed individuals, companies, neighborhoods and even whole nations will success and progress (Ergin, 2007).

As can be seen there is not one single accepted definition of social capital in literature. Different philosophers from different disciplines attributed different meanings to social capital. To create a common language and to prevent conceptual confusion it is a must to know meanings attributed to the concepts and define them. Generally in literature, social capital is defined depending on the concepts of trust, reciprocity, networks and associations and membership of unions or groups, norms and collective activities (Tüylüo lu, 2006).

Another difficulty of social capital faces us as measurement and assessment of social capital because there is not a single reliable method of assessing social capital. That is why it is not possible to measure social capital certainly. But it is possible to observe social capitals – existence and series of reflections in social and economic fields. In this respect today two methods are used to measure social capital. These are *observation* and *questionnaire* data. According to method of observation the elements like rate of crimes against life and property, rates of bills used in debts among individuals, on what level the commercial relations exceed family relations and become anonymous, bureaucratic procedures and density of corruption and divorce are important elements (OECD, 2001:43). Increase in elements written above are indicators of a weak social capital in a society. The other method to measure social capital is questionnaires about trust level and civil institutions. Especially *World Values Survey Questionnaire* (WVS) conducted by World Values Survey has an important place at this point (Duman and Alacahan, 2011).

Briefly, the concept of social capital defined as analyzing trust relations among individuals and institutions in with an economic perspective is considered as an element that is directly related to economic, political and social success of countries (Koç and Ata, 2012).

### **Job Satisfaction**

The Concept of job satisfaction which is used for explaining attitudes of individuals towards their jobs is not only a field of interest for scientists who study the effect of human behavior on organizations or effect of organizations on human behavior but also for psychologists or social psychologists who study the effect of job satisfaction on the sociological structure of society. In some studies job satisfaction is defined as “rate of providing one’s important needs at the work place”. In some other studies it is defined as “the difference between one’s expectation and what they get in reality at the work place”. Job satisfaction may also be defined as rate of comfort of a job (Yelbo a, 2009).

When there is an interaction between social and cultural ways of style and people’s feelings and values there occurs many characteristics of job satisfaction. There are many descriptions of job satisfaction due to this abundance of characteristics and close relations between satisfaction and attitudes (Tütüncü and KOzak, 2007). In general, job satisfaction is contentment that employees have with their jobs Akıncı, 2002). Locke (1976) defined job satisfaction as one’s feeling of content or positive position against his/her job or job experience values. Robins and Coulter defined job satisfaction as general attitudes of an employee towards his/her job (Lam et al. 2001). According to Davis (2004) job satisfaction is a positive effect on the employees’ attitudes towards job status (Davis, 2004). Job satisfaction is about employees’ values and their feelings at work (Akarsu and Akta , 2005).

From a different point of view, job satisfaction is the emotional reaction people have against their jobs (Yelbo a, 2009). Again in a different definition job satisfaction is a concept that indicates one’s rate of feeling positive due to his/her job and the job’s level of significance and satisfaction for employees (Shamir and Salomon), 1985, p. 455). While Locke (1976) defines job satisfaction as the positive state oneis in after evaluation of job or job experience, in a similar way Davis (1984) defines it as contentedness or dissatisfaction of employees (Pelit and Öztürk, 2010).

The concept of job satisfaction was first used in 1920’s but gained importance in 1930-40’s. Another reason why job satisfaction is important is that it is about life satisfaction which affects directly physical and mental health (Dinler, 2010). Today, studies about job satisfaction, one of the mostly analyzed issue in fields of management and organization has a common point that they emphasize, and it is the fact that for a business to be successful it has to keep the level of job satisfaction high. In this respect relations between the level of employees’ job satisfaction and other elements frequently become a subject of studies.

The common point of studies about job satisfaction conducted on accommodation services is that “for accommodation service that is a labor intensive industry, job satisfaction has a more delicate importance in organizational success in comparison with technology intensive industries”. Thus, researchers suggest managers of accommodation businesses – should keep job satisfaction level as high as possible. Also it is frequently stated that employees are not only an economic assets they also have social and emotional aspects and in this respect their social and emotional expectations must be fulfilled as well as their economic ones (Fine, 2008).

Even though in all the studies about job satisfaction researchers use different theories and models about job satisfaction the point they agree upon is that the concept of job satisfaction consists of internal and external components. Internal components that can be considered as elements that have effect on job satisfaction include success that causes one to be satisfied by his/her job and motivates him/her internally, recognition, interesting or competition requiring tasks, responsibility, possibility of rising or advance. On the other hand, external components include elements that contribute to job satisfaction and expected to be provided by an organization to make employees work efficiently in organizations like supervision, relationships among individuals, and working conditions (Öztürk and Pelit, 2010).

Although job satisfaction as an attitude is different from motivation that includes behavior it is first analyzed in literature with motivation theories (Toker, 2007). But due to the complexity of human behavior it is hard to say that a single motivation theory can explain motivation and job satisfaction as a whole. In this context Maslow’s hierarchy of needs theory, Herzberg’s two-factor theory and Adam’s equity theory are the main studies that analyze job satisfaction as well as being motivation theories. Along with these theories that explain job satisfaction Hackman and Oldham’s model of job design and Smith, Kendall and Hulin’s Cornell Model are also important theories that attempt to explain job satisfaction (Toker, 2007).

Elements that effect job satisfaction are separated into two as social and individual elements. In the first one it is about the job itself, job’s rank, opportunities of rising, recognition, working conditions, wage, attitudes of managers, physical conditions, relationships between people working in the workplace, status of profession in society, whether the job is suitable for the employee and prices. The second one on the other hand includes element like personality and former experience, age, gender, educational background and term of service. It is of great importance to detect variables and their significance level that has the effect on job satisfaction and to describe profiles of employees according to their level of job satisfaction for developing efficient strategies and policies (Üngüren and Do an, 2010).

Since in the accommodation business service is intense and employees should work with a team spirit. The most important factor that makes employees work in that way is certainly strong communication among employees. Management should make participation compulsory for eliminating or at least reducing communication problems. The common aims that will provide business continuity can be determined, and shared norms among employees can be constituted by achieving participation which is the core of total quality management. Thus employees will not resist to decisions that are made with a participatory approach and they will work more efficiently and be more productive to realize the decisions (Okazaki, 2008). If the intensity of working hours exceed over physical capacity of employees it will tire them and cause mistakes to increase and even to work accidents. Education an employee gets from his/her family or from school may also affect the business success (Örücü and Esenkal, 2005).

### **Relation Between Social Capital And Job Satisfaction**

In many studies it has been confirmed that there is a direct relation between economic growth and social capital. It has been confirmed that in preventing waste of goods used in the production phase and in reducing cost of operation, the level of trust in society has an important place. Also social capital has an important contribution to regional development strategies of countries because while determining shared aims about the future in society the level of trust is helpful for economic development. It is more accurate to define social capital as a supplementary factor that affects in a positive way in the case of high rates of other economic and social activities and affects in a negative way in the case of deficiency of other factors (Karagül and Dündar, 2006). To assess the effect of social capital’s level emphasized in the empirical study to job satisfaction will be the main aim of this study.

In these studies on this topic Brass (1982), Hurlbert (1991) and his friends (1995) and Hodson (1997) get different results. For example, Hurlbert (1991) studies work relations in network and he finds out that members of a network can reach more sources to improve themselves. Hodson (1991) finds out that solidarity among employees have positive effects on job satisfaction. Brass (1982) was not able to

find out a relation between an employee's network and job satisfaction. In the same way Bulder and his friends (1995) were not able to find a relation between number of available relations in a network or number of people in a network and job satisfaction. On the contrary, they find out that network diversity may have negative effects. Douthit (1999) defines human and social capital as individual investment that provides objective and concrete outputs. He presumes that potential power of human and social capital shows itself in concrete forms like social capital. Social capital leads the way and motivates giving opportunities and rising to make more money. Social capital theory presumes that intelligence capability, education and superiority in different fields is related to social status of an individual in his/her organizational social structure. As Douthit (1999) says social capital makes it possible for people to orient themselves to their social appearances by which they can use their full capacity (Douthit, 1999).

In Mohsenzade and Ahmadini's studies, three different effect of social capital on job satisfaction is mentioned. First one motivates employees for solidarity who are satisfied by job's features like strategic network about job, income, security, and job opportunities. Second one enhances job satisfaction by social features of jobs like closed networks, general social conditions of the job, cooperation with management, cooperation with co-workers. Thirdly, one has an intense negative effect despite the fact that an inseparable bow shaped network encourages trust in job's social conditions (Mohsenzadeh and Ahmadi, 2013).

**The Aim of the Study.** Human factor and accordingly social capital level and job satisfaction have great importance in the accommodation businesses since their production style is labor intensive. For both of the variables affect directly success of the business and employees' satisfactory services. In this study the aim is to find out effect of social capital's level on job satisfaction by detecting social capital level of employees in the accommodation businesses. In this respect two main aims are designated for this study.

A) According to employees in accommodation services, on what level do the social capital scores in businesses predict the job satisfaction score?

B) According to employees, on what level is the job satisfaction predicted by businesses low social capital scores?

**Method.** In this study, the first literature review is made about social capital level and job satisfaction, then second hand resources are analyzed through theoretic data that has been achieved by information sharing about employees. Depending on the information gathered the questionnaire method is used in fieldwork. Two distinct assessment instruments are used on employees. First one of them aims to assess employees' social capital level and consists of 55 questions. The second one is a common job satisfaction survey consisting of 36 questions. In this study among general screening models relational screening model is used. Relational screening model is a research model that aims to find out existence or level of covariance among more than one variable.

**Population-Sample.** 2, 3, 4 and 5 star of 29 hotels in cities Batman and Mardin constitute this research's population. It has been determined that there was 1200 employee in 29 hotels that constitute this research's population. Hotels in this research are detected depending on the data from Culture and Tourism City Directorship in these cities. Sample of this research is constituted by 285 employees from 12 accommodation businesses selected from the population through random sampling. After sorting out the wrongly or deficiently filled assessment tools 210 assessment tools are evaluated. 166 of the participants are male and 44 of them are female.

**Data Collection Tools. Social Capital Survey:** "social capital survey in schools" consisting of 62 articles and developed by Ekinçi (2008) is changed and developed by separating into five parts and 55 questions to assess social capital level of employees in the accommodation businesses. Social Capital Survey which has the type of 5-point Likert type is used in frequency as always, very frequently, occasionally, rarely, very rarely and never. It is assessed as the high score would show the high level of social capital. Reliability rate of this social capital survey which consists of five dimensions is reported as 0.96 points. It has been observed that – the survey consists of five factors as organizational commitment, communication-social interaction, cooperation-social networks, participation, trust, tolerance for differences and shared norms. And these factors explain 58.78 of the total variance of the assessment tool.

In the reliability analysis that has been made depending on the data from research survey's internal consistency is measured as 0.95. After the factor analysis *Kaiser-Mayer-Olkin* value has been assessed as 0.89 and the Barlett test has been found meaningful. As it is known in multiple factor surveys, declared variance should be 2/3 of the total variance (Bütüköztürk, 2003).

**Job Satisfaction Scale:** To measure the effect of social capital level on job satisfaction in the accommodation businesses Job Satisfaction Survey (JSS) which is widely accepted and whose reliability and validity has been presented by many researches (Yelbo a, 2009).

The survey consists of 36 articles and is 5-point Likert type. Options are between strongly agree-strongly disagree. By using data from 210 employees who constitute the sample of the research it has been assessed that the reliability ratio of survey is 0.71. After the factor analysis KMO value has been assessed as 0.89 and the Barlett test has been found meaningful. It has been observed that the assessment tool consists of one factor and this factor explains 65.09% of variance in the assessment tool. Since 30% variance rate is seen as sufficient in single-factor scales it can be said that the rate achieved by this research is very high. According to analysis outcomes it has been found out that survey articles' factor loading is between the lowest level of 0.35 and the highest level of 0.66 and all articles has been found functioning and processed accordingly.

**Table 1**

**Cronbach Alpha Reliability Index and Declared Variance Rates According to Dimensions of Employees' Job Satisfaction Surveys and Social Capital Level in Accommodation Businesses**

Extents	Article Number	Reliability Index	Declared Variance %
Organizational Commitment	11	0.909	41.834
Communication-Social Integration	14	0.886	5.709
Cooperation-social networks and participation	9	0.925	4.196
Trust	13	0.751	3.616
Tolerance towards Differences and Shared Norms	8	0.927	3.433
Total Social Capital	55	0.962	58.788
Job Satisfaction	36	0.731	65.093

**Source: Created by the author.**

According to data in Table 1 it can be seen that survey's extents' Alpha reliability index change between 0.751 and 0.927. Hence it can be said that along with Social Capital Survey as a whole every sub-dimension of it is reliable – as well. Five sub-dimensions of survey explain 58.78 of total variance.

**Table 2**

**KMO and Barlett's Test**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.894
Bartlett's Test of Sphericity	Approx. Chi-Square	821.052
	Df	10
	Sig.	.000

**Source: Created by the author.**

**Analysis of Data.** Data from answers of employees in hotels in the sample of the research has been analyzed with a packaged software SPSS which was developed for social sciences. Data has been analyzed statistically in frame of descriptive statistics and inferential statistics. In the study both of the assessment surveys are graded from positive to negative points 5, 4, 3, 2, 1 in the 5-point Likert type and

high points shows high level of information sharing. Analysis of data has been evaluated through measuring the average of the answers of employees to “Social Capital Scale in Accommodation Businesses” and “Job Satisfaction” and regression model and correlation analysis has been applied to total score.

Before starting regression analysis Mahalanobis distance values, distortion and kurtosis values were checked. Data that has been observed to violate the normality assumption were omitted from evaluation. It was investigated if there was autocorrelation between included variables and observed that there was not autocorrelation by looking Durbin-Watson values ( $DW=1.776\dots$ ). Also the data set has been analyzed through multicollinearity assumption and it has been observed that there is not multicollinearity between independent variables (for all variables  $VIF<10$ ,  $CI<30$ ). After all these examinations it has been observed that the data set is appropriate for regression analyze and analysis has been made.

**Findings.** This part includes findings about the effect of social capital level of employees in the accommodation businesses on job satisfaction. With this aim firstly the correlation between employees job satisfaction and sub-dimensions of social capital in the work place according to employees’ ideas is given, and then findings about the prediction level of social capital and sub-dimensions of it is evaluated.

Table 3

## Correlations About Employees’ Job Satisfaction and Sub-Dimensions of Social Capital

	Communication-Social Interaction	Cooperation-Social networks and participation	Trust	Tolerans towards differences and shared norms	Job Satisfaction
Organizational Commitment	0.635**	0.754**	0.707**	0.703**	0.585**
Communication-Social Interaction		0.709**	0.757**	0.656**	0.418**
Cooperation-Social networks and participaiton			0.802**	0.796**	0.492**
Trust				0.742**	0.452**
Tolerance towards differences and Shared Norms					0.404**

Note: \*\* $P<0.01$

Source: Created by the author.

In Table 3 when the social and correlation index between capital’s sub-dimensions and job satisfaction is analyzed it can be seen that there is a meaningful relation between all of the sub-dimensions of social capital and job satisfaction. When the correlation index is analyzed it has been seen that the highest correlation is between social capital’s organizational commitment sub-dimension and job satisfaction. These results show that job satisfaction of accommodation businesses employees is more related to the “organizational commitment” which is considered as the most important component of social capital.

In Table 4 there are regression analysis results of effect of social capital level of employees on job satisfaction of the same employees.

**Table 4**

Variables	B	Standard Error		t	p
Modulus	2.427	.099		24.638	.000
Total Social Capital	.246	.027	.535	9.085	.000

R=.535 R<sup>2</sup>=.286 F = 82.531 p = .000

**Note: Job Satisfaction= 2.427 + 0.246 Total Social Capital**

**Source: Created by the author.**

Model Summary b						
Model		R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
dimension0	1	.535a	.286	.283	.32642	1.776

a. Predictors: (Constant), X6

b. Dependent Variable: Y1

When the regression analysis results are examined it can be seen that the model is meaningful as a whole (F082.531; p<0.01) and there is a highly meaningful relation between social capital and job satisfaction of employees (R0 0.535 R<sup>2</sup>= 0.286). When R<sup>2</sup> is examined it is seen that 29% of variance about job satisfaction is explained by social capital in the regression model. This fact shows that job satisfaction level of accommodation businesses employees is highly predicted by total social capital and this regression model is highly supported by the data set.

The equation achieved through linear regression analysis about the relation between sub-dimensions of social capital and employees' job satisfaction sharing is:

$$\text{Job Satisfaction of Employees} = 2.427 + 0.245 * \text{Total Social Capital}$$

In Table 4 findings about multiple linear regression analysis between social capital's sub-dimensions in accommodation businesses and job satisfaction of employees are presented.

**Table 5**

**Regression Results about Prediction Level by Social Capital's Sub-Dimensions in Accommodation Business of Social Capital**

Variables	B	Standard Error		T	P
Modulus	2.444	.102		23.884	.000
Commitment	.189	.034	.509	5.571	.000
Communication	.025	.046	.049	.540	.590
Cooperation	.060	.045	.155	1.327	.186
Trust	.012	.048	.028	.258	.797
Tolerance	-.047	.036	-.130	-1.303	.194

**Job Satisfaction = 2.444 + 0.189 + 0.025 Communication + 0.06 Cooperation + 0.012 Trust – 0.047 Tolerance, R = 0.595 R<sup>2</sup> = 0.355, F = 22.195 p = 0.0000**

**Source: Created by the author.**

Model Summary b						
Model		R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
dimension0	1	.595a	.355	.339	.31342	1.667
a. Predictors: (Constant), X5, X2, X1, X4, X3						
b. Dependent Variable: Y1						

The calculated regression index (Table 5) shows that “organizational commitment” dimension which is in the model as one of the explainers of dependent variable job satisfaction is the most important one among social capital’s sub-dimensions. It is observed that the relative order of importance of sub-dimensions in this regression model is this; 1. Organizational commitment ( =0.509), 2. Cooperation ( =0.155), 3. Communication ( =0.49), 4. Trust ( =0.28), 5. Tolerance ( =-1.130). And it is observed that among these dimensions only organizational commitment is statistically important.

As seen in Table 4 the model is meaningful as a whole ( $F_{022.199}$ ;  $p < 0.01$ ). Calculated coefficient of determination ( $R^2=0.355$ ) shows that about 36% of variance about job satisfaction is explained by social capital’s sub-dimensions in the regression model. This fact shows that job satisfaction of accommodation businesses employees is explained by social capital’s dimensions.

**Results, Discussion and Recommendation.** In the studies, the importance of job satisfaction for all organization types shows consistency. There is a strong relation between job satisfaction and efficiency of employees, wages, participation in decision, and health etc. A satisfied person is committed to his/her work and has high motivation. Being unsatisfied – with the job will reflect on performance, efficiency, employee relations, management policies and procedures, absenteeism and employees’ turnover rate. Also employees who have high job satisfaction have fewer tendencies to quit the job – than employees who have low job satisfaction (Tütüncü, 2000).

In the research they made in 2005, Cabrera and Cabrera concluded that social capital provides an opportunity for job satisfaction through increasing motivation by interpersonal relationships and social interaction. According to Cabrera and Cabrera’s results, social capital causes job satisfaction to increase especially with its structural and cognitive dimensions. Achieved findings show that the most important predictor of employees’ job satisfaction level is “organizational commitment” which is considered to be the most important component of social capital. These findings are also supported by other researches’ findings (Kankanhalli, Tan and Wei 2005; Mayer and Gavin 2005; Pan and Scarborough 1999; Wang, 2004).

In accommodation services which is in the service industry and depending heavily on human labor employees’ relations with customers is of great importance. In these businesses since customer satisfaction depends on relationships with employees, employees’ job satisfaction is important. There are many elements that affect job satisfaction in these institutions. These elements mentioned as organization’s social capital take shape depending on the relationships mentioned before. In this respect social capital is an important concept that determines job satisfaction in accommodation businesses.

In this research employees’ job satisfaction level is detected as 3.29 which can be seen as a positive value. Along with this, in the study it has been shown that among the variables that affect job satisfaction low probability of rising in the job has the lowest average which is 2.34 and detected by factor analysis. With this it is understood that employees are desperate about their future. Apart from this they are most displeased about jobs that are not defined clearly with average of 4.1. In other words employees have complaints mostly about not having a chance to rise and jobs that are not clearly defined.

According to results of study the most important predictor of employees’ job satisfaction level is organizational commitment. Thus especially international hotel chains’ main aim in giving on-the-job-trainings and other trainings during their activities is to make employees feel belonging to the business. The commitment feeling of employees to the business makes them responsible to the business and customers and makes them work devotedly. Also with the results of the study it is observed that commitment affects job satisfaction in a positive way. In this respect commitment to the workplace will increase the job satisfaction level and efficiency of employees and it will contribute to success and continuity of the business.

As well as being a prerequisite, indicator and a product of social capital, and organizational commitment it is also an element that makes other profits possible (Cohen and Prusak, 2001). Organizational commitment is the main element of social capital with this aspect (Fukuyama, 2005). Coleman (1988) and Putnam (1995) see “organizational commitment” as one of the key elements of social capital and as an important factor that determines the effect of social capital. In this respect a high organizational commitment level makes employees’ job satisfaction increase and makes business activities go on easily and without problems.

Similar results have been achieved in a research Albino and his friends made (Yang and Chen, 2007). The results show that social capital’s dimensions called network connections and active relationships affect information movements and sharing in organizations in a positive way. In a similar way Willem and Scarbrough (2006) claims that social capital’s dimensions like trust, shared norms and organizational commitment establish a ground for motivating actors to contribute to job satisfaction actively and voluntarily (Ahmadi, Ahmadi and Zandieh, 2011).

Social capital opens channels of communication and information by creating opportunities of active networks and connection between actors in the organization (Nahapiet and Ghoshal, 1998). In this regard social capital act as oil which enables system to work in an active way and which shapes the relationships that creates channels (Requena, 2002). According to King (2004) networks that gain functionality in organizational processes – have a qualification that builds relationships and in which there is an information flow by definition (Oguz, 2006).

With the result of this research it can be see that when the findings of multiple linear regression analysis between social capital’s sub-dimensions and employees’ job satisfaction in the accommodation businesses, the model is meaningful commitment, communication and cooperation which are dimensions of social capital predict job satisfaction among employees is seen in a meaningful way. This result show that employees’ job satisfaction level is also highly predicted by social capital’s network and this regression model is highly supported by the data set. The results that have been achieved show that organizational commitment contributes to job satisfaction on an important level. In this respect social capital as a whole establishes a ground for increasing job satisfaction level by increasing opportunities for regulating human relationships and providing sincerity, warmth and cooperation relationships (Cohen and Prusak, 2001).

When the results are evaluated in general it can be said that social capital has important functions in the accommodation businesses in respect to job satisfaction. It is possible to say that in businesses where the organizational processes consist intensely of information, ability and experience, employees’ organizational commitment and sharing of information actively and efficiently leads to increasing job satisfaction level and customer satisfaction.

Although the results above are achieved there are limits to this research. Firstly, the research is made in Mardin and Batman and even though the number of sample is enough theoretically it is not enough to make a generalization. So it can be supported by other researches. Along with this the fact that the survey that has been used is a 5-point scale is also important. Some researchers claim that number of these factors can be increased in number but they also agree on that the factors in this survey are suitable for all jobs (Ergin 1997: 35).

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