



The Effect of Organizational Pride on Job Satisfaction: A Research in the Tourism Sector

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Abstract: *The tourism sector generally has features such as labor intensive, simultaneous production and consumption, and inability to store the product. Due to these features, the human element has great importance and role in terms of both production and business profitability. The main purpose of this study is to examine the effect of organizational pride on job satisfaction in terms of tourism sector employees. The research was carried out by survey method on 392 personnel in five-star the hotels in Antalya region. The results of the correlation analyses showed that it was determined that organizational pride and its sub-dimensions had a positive and low-level relationship with job satisfaction and its sub-dimensions. According to the results of the multiple regression analysis, it was concluded that the emotional pride dimension, which is one of the sub-dimensions of organizational pride, has a significant effect on job satisfaction and its sub-dimensions.*

Keywords: Organizational Pride, Job Satisfaction, Tourism, Hotel Management, Employee

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1. Introduction

Today, organizations are struggling in an intensely competitive environment to make a profit, maintain their existence and fulfill their social responsibility duties. In this environment, organizations have to use their resources effectively to increase their productivity. In all sectors, human resources are the most valuable resources that increase the effectiveness and efficiency of all other resources (Toker, 2007: 92; Gürkan et al., 2017: 132; Sökmen, 2019: 981). However, the importance of human resources in hotel businesses, which are included in the tourism sector, which is a labor-intensive sector, and which constitutes the backbone of the sector, is higher than in other sectors (Yılmaz et al., 2010: 90). At this point, job satisfaction of the employees is an important issue to both provide better service and reduce personnel-related costs in hotel businesses where the customer- employee interaction is high (Çiftçi & Zencir, 2019: 132).

The success and survival of a hotel business are possible with customer satisfaction. This is only possible with the quality service provided by the employees (Tayfun & Tekbalkan, 2014: 64). Job satisfaction of hotel business employees is considered an important factor affecting service quality and customer satisfaction (Yeşilyurt & Koçak, 2014:304). According to Arnett et al. (2002: 89), the perceived service quality and targeted customer satisfaction in hotel businesses are directly related to the service provided by

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employees with high job satisfaction. According to Akıncı (2002: 2), an employee with low job satisfaction can't provide service to customers at the expected level in an environment where the customer receiving the service and the employee providing the service are face to face. For customers to stay and leave with a high level of satisfaction, employees must also be satisfied with their jobs and workplaces. High job satisfaction makes it possible for the employee to work more efficiently and to work without looking for other jobs (Üngüren & Yıldız, 2009: 37). It is stated that a satisfied employee this way will be a happy employee and a happy employee will be a more successful employee no matter who they are (Widyanti et al., 2020: 3).

Organizational pride attracts attention from both practitioners and management scientists as a driving force for positive work behaviors, a key determinant of business success, an important differentiator for being competitive, and a strategic asset (Durrah et al., 2020: 2). According to Gouthier and Rhein (2011: 634), organizational pride is considered a critical factor for the success of organizations. While organizational pride reduces some negative emotions such as employees' intention to leave, job stress, and organizational cynicism; it has a positive effect on many organizational variables such as employee engagement, job satisfaction, persistence, self-efficacy, and creativity (Durrah et al., 2020: 2). Research on organizational pride shows that there is an important and positive relationship between pride and job satisfaction (Mas-Machuca et al., 2016: 587). However, there seems to be limited research on the relationship between organizational pride and job satisfaction in hotel businesses. Therefore, there are many gaps in the literature on organizational pride (Arnett et al., 2002: 87; Jitpaiboon et al., 2006: 71; Fiernaningsih et al., 2019: 1217; Raza et al., 2021: 1108).

This research examines the effect of organizational pride perception on job satisfaction, which has not been studied much in the literature, in the context of five-star hotel businesses. In this context, it is thought that significant contributions can be made to both the literature and business managers by associating organizational pride with job satisfaction and examining these relationships in the sample of five-star hotel businesses, thanks to the current study. In the continuation of the study, first of all, a literature review on organizational pride and job satisfaction was made. In the third part, the method of the research is explained, in the fourth part the research findings are mentioned and then the results are evaluated.

2. Literature Review

2. 1. Organizational Pride

Pride is an important psychological force that people can experience in their daily lives. Shame is closely linked to issues of self and identity, along with guilt and embarrassment. It takes place in a "special emotion class" that is fundamental for the psychological functioning of individuals (Mas-Machuca et al., 2016: 1). Pride arises from enthusiasm, pleasure, or one's talents or personal achievements. The workplace of the individual is very important for stimulating, developing, and maintaining the pride dynamic (Lu & Roto, 2016:5; Seyedpour et al., 2020: 2). According to Oo et al., (2018: 3), pride can be defined as a conscious emotion that includes complex self-evaluation processes. It arises from one's own or other people's success and is associated with self-esteem and positive self-image. Two types of pride can be identified in a business setting. Personal pride arises from individual achievements, such as being valued for one's good deeds. Collective pride can occur when employees achieve success as a group and feel a sense of commitment and identity with the group/organization, even if their achievements are not included.

Organizational pride is used to describe the positive emotion obtained through the evaluation of the relative status of the organization. It is the positive emotion perceived by an employee as a result of identifying with the success and reputation of the organization (Alias & Bahron, 2019: 420). Jones (2010: 859) named organizational pride as an employee's self-respect and pleasure from being a member of or a part of the organization. According to Durrah et al. (2019: 4), organizational pride consists of feelings of admiration, importance, and value for the organization based on status evaluations made by employees. Organizational pride is considered to be the driver of positive work behaviors and the main differentiator in competition, an important factor for the strategic assets and organizational success of the organization.

Organizational pride can be defined as the pleasure of being a part of the organization. At the organizational level, the pride experienced after the employee completes his/her task also creates a motivating effect in his/her next assignments and increases the employee's performance (Çekmecelioğlu & Dinçel, 2014: 83). According to Arnett et al., (2002: 90), the pride that an individual feels about the institution he/she works for is formed as a result of his/her perceptions and experiences. Employees who take a high level of pride in an organization have a perception that their organization is a meaningful, important, effective, and valuable part of society. Employees with this perception willingly participate in all kinds of activities necessary for the realization of the goals of the organization.

Organizational pride involves the employee's appreciation and strong attachment to the organization. In this direction, it is seen that a distinction is made between emotional pride triggered by successful organizational events and cognitive and permanent attitudinal pride arising from employees' sense of belonging to the organization (Gouthier & Rhein, 2011: 635; Mas-Machuca et al., 2016: 591; Durrah et al., 2019: 5). Researchers also think that work-related events affect employees' work attitudes, which causes more than one emotion and includes both types of pride (Kashif et al., 2017: 1678).

Emotional pride is expressed as a separate and intense, short-lived, mental experience. When the sense of pride is felt in organizations, it is experienced quite intensely (Çelebi, 2020: 3263). In emotional pride, the short-term, impressive feelings that the employees have after the success of the organization come to the fore. In other words, the employee is proud of the success of the organization, but this does not have a long-term effect. Emotional pride is also an element that affects attitudinal pride (Gouthier & Rhein, 2011: 635).

Attitudinal pride stems from the relationship of the member of the organization with the organization, and unlike emotional pride, it is not individual but collective (Çelebi, 2020: 3263; Durrah et al., 2019: 5). Attitudinal pride is a long-term concept that is based on the positive or negative impression of the environment, the experience of the employee, can be learned, can develop over time, and has a high degree of appreciation for the organization in which the individual works (Ercan et al., 2019: 103). Contrary to emotional pride, attitudinal pride is more difficult to both form and destroy. The attitudinal pride structure is better expressed by a general attitude toward the organization. Therefore, portraying it as an emotion creates a conceptual deficiency (Gouthier & Rhein, 2011: 636).

Emotional pride and attitudinal pride can occur in the same person at the same time, or only one of them can occur in a person. As explained earlier, emotional pride refers to a temporary feeling triggered by a certain event or achievement, while attitudinal pride corresponds to a generally positive attitude towards the organization. Therefore, while one of these two different types of pride can be seen, the other can not be seen, but can also be seen together (Çelebi, 2020: 3263).

2.2. Job Satisfaction

The concept of job satisfaction, which first began to be the subject of research in the 1920s, was only fully understood in the 1940s. Business life and the understanding of owning a job are very important for all people. Because one of the environments in which people live in the business environment and approximately one-third of human life is spent working. The job that a person has allows him to meet his various needs at the social, psychological, and economic levels. The wage, goods, services, or information obtained in return for the work done represents the economic dimension of the work done. With this, the person covers the expenses of food and beverage, accommodation, transportation, and similar expenses to continue his life (Biçen & Koç, 2019: 1454).

One of the most researched concepts in the field of organizational behavior is job satisfaction (Avcı & Akdemir, 2014: 127). Job satisfaction is the positive attitude of an employee towards the job itself or certain aspects of the job (Tengilimoğlu, 2005: 27). According to Locke and Dunnette (1976), job satisfaction is generally defined as "a pleasurable or positive emotional state arising from the evaluation of one's job or work experiences" (Cited by Kashif et al., 2017: 1676). Job satisfaction resulting from the harmony between personnel and working conditions (Arseven, 2017: 215) can also be expressed as the degree of liking for their

job (Fiernaningsih et al., 2019: 1218). According to another definition of the concept, it is the state of pleasure and happiness that a person gets from his job and work-related factors (Baltacı et al., 2014: 65).

Job satisfaction is an emotional and cognitive evaluation obtained from work experience (Park & Shim, 2019: 100) and consists of internal reactions developed by the individual against the perceptions of work and work conditions processed through the system of norms, values, expectations (Biçen & Koç, 2019: 1454). If the person gets the necessary satisfaction from the job and job-related conditions, he will have a positive attitude towards his job and work environment (Çekmecelioğlu & Dinçel, 2014: 84). In general, physical and psycho-social factors related to working conditions and individual differences affect the perception of job satisfaction (Kahyaoğlu & Akca, 2020: 228). In this respect, job satisfaction emerges in two ways as individual satisfaction and extrinsic satisfaction. *Internal satisfaction* is when the individual evaluates the gains he/she has achieved due to doing his/her job well or successfully fulfilling the tasks undertaken; *external satisfaction* corresponds to the evaluation of gains such as status, recognition, and promotion offered to the individual by the manager or business (Ergün & Boz, 2017: 4).

Job satisfaction emerges as a dynamic structure. Once business managers achieve job satisfaction, they cannot ignore the issue later. A person's job satisfaction can happen very quickly. But the reversal of this could happen much more quickly. Low job satisfaction is the most important evidence of worsening conditions in an organization. Behind work slowdown, low productivity, discipline issues, and other organizational problems lie job dissatisfaction in more subtle forms. Individuals who are not satisfied with their job weaken the immune system of the organization, reduce the organization's response to internal and external threats, and even destroy it (Akıncı, 2002: 3).

Job satisfaction is the primary factor for the efficiency and effectiveness of an organization (Widyanti et al., 2020: 3). However, since job satisfaction is an emotional reaction to situations occurring in the work environment, it can be felt spiritually, but cannot be observed or measured. While job satisfaction is related to the level of fulfillment of employee expectations, the level of job satisfaction, in general, is a relative situation. Since job satisfaction indicates different behaviors and attitudes towards different dimensions of the job, there may be differences in job satisfaction. As a result, the job satisfaction felt by the employees can be examined with its material and moral aspects (Ercan et al., 2019: 102).

2.3. Organizational Pride and Job Satisfaction

It is possible to define organizational pride, which is associated with social identity theory, resource conservation theory, social exchange theory, and emotional events theory, as an emotional response state resulting from the employee's identification with an organization and his evaluation of organizational performance and attributes (Durmaz & Arda, 2021: 2). Organizational pride is a unique psychological resource that provides internal motivation for employees (Fiernaningsih et al., 2019: 1218). According to Arnett et al. (2002: 90), pride is a very important emotion for understanding human behavior. Organizational pride arises especially when employees believe that their organization's perceived actions and behaviors exceed expectations or social standards (Sturm et al., 2022: 5). It is very important as a trigger for this person to be more committed to his work and to feel more comfortable at work (Nadati et al., 2020: 1). According to Kraemer and Gouthier (2014: 130), organizational pride supports the work environment and requires a high level of social identification with the organization. It also entails seeing the organization as successful and attributing its successes to organizational capabilities and efforts. According to Seyedpour et al. (2020: 5), organizational pride includes organizational activities such as providing a positive and encouraging work environment that requires a high level of social harmony between the business and the employee. At the same time, it creates a feeling of great joy and satisfaction due to the achievements of the organization. Employees who are proud and identified with working in an organization are also satisfied with their jobs (Mas-Machuca et al., 2016: 592).

It is claimed that organizational pride is seen as an antecedent of many job-related attitudes such as job satisfaction and increases the productivity of employees (Arnett et al., 2002: 90; Ellemers et al., 2011: 100; Helm, 2011: 659). Gunter and Furnham (1996: 206), in their study on four public institution employees,

found that most of the employees were satisfied with their jobs, but not all of them were proud. Arnett et al. (2002: 96) confirmed that there is a direct positive relationship between organizational pride and job satisfaction. Fiernaningsih et al. (2019: 1217) stated that work-life balance, which is an important factor in organizational pride and job satisfaction, does not have a significant effect on the intention to leave. They also found that organizational pride significantly affects job satisfaction and intention to leave, and job satisfaction also has a significant effect on the intention to leave. Helm (2011: 661) found that organizational pride increases job satisfaction and organizational commitment. Ellemers et al. (2011: 97) found that organizational pride can reveal not only job satisfaction but also organizational commitment.

Helm (2012: 4) revealed that organizational pride and job satisfaction are closely related, and that pride and job satisfaction also mediate the relationship between perceived external reputation and intention to leave. Çekmecelioğlu and Dinçel (2014: 90) pointed out that the fact that employees feel admiration and good feelings towards the organization they work for and that they say the name of the organization with pride increases both their job and wage satisfaction and their organizational commitment. Mas-Machuca et al. (2016: 597) determined that employees who feel comfortable in their jobs and who establish an effective balance between work and life are proud of working for the organization, and employees who are proud of their organizations will feel job satisfaction. Widyanti et al. (2020: 1) stated that organizational pride and organizational justice perception of employees have a positive and significant effect on job performance and job satisfaction. Based on the theoretical foundations and empirical evidence discussed, the following hypotheses are proposed:

H_{1(a)}: The emotional pride dimension of organizational pride perception has a positive significant effect on internal satisfaction.

H_{1(b)}: The emotional pride dimension of organizational pride perception has a positive significant effect on external satisfaction.

H_{2(a)}: The attitudinal pride dimension of organizational pride perception has a positive significant effect on internal satisfaction.

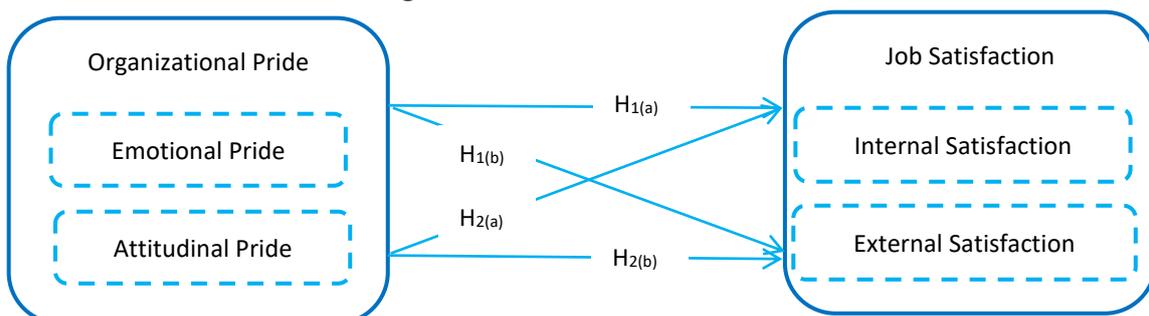
H_{2(b)}: The attitudinal pride dimension of organizational pride perception has a positive significant effect on external satisfaction.

3. Methodology

3.1. Purpose and Model of the Research

This research aims to determine the existence and direction of the relationship between the sub-dimensions of organizational pride and the sub-dimensions of job satisfaction among the personnel working in hotel businesses. At the same time, it is to examine what kind of effect the sub-dimensions of organizational pride have on the sub-dimensions of job satisfaction. Organizational pride sub-dimensions (1) emotional pride and (2) attitudinal pride are independent variables. The sub-dimensions of job satisfaction were evaluated (1) internal satisfaction and (2) external satisfaction as dependent variables. In Figure 1, the research model, which is formed according to the narrative in the research design, is presented.

Figure 1: Model of the Research



3.2. Sample and Data Collection

The population of this research consists of employees of five-star hotels operating in Antalya, Turkey. According to the figures of the Ministry of Culture and Tourism, there are 289 five-star hotels with tourism certificates in Antalya. Since the number of employees in the hotel business varies according to both the season and the capacity of the hotel, no statistical information about the total number of employees could be obtained. Since the population is not known exactly, the ratio maximizing the variance was taken into account when calculating the sample size by scientific criteria. In this framework, the number of samples was calculated as 384 with a 5% significance level and 5% margin of error (Büyüköztürk et al., 2009: 96; Ural & Kılıç, 2013: 47). In the process of collecting the research data, it was found appropriate to use the convenience sampling method on the volunteers due to the cost and time constraints in reaching the entire population. Within the scope of the research, 500 questionnaires were distributed to 24 five-star hotels. The survey was carried out in Mart and April 2022. 450 responses were received from the distributed questionnaires, but 58 questionnaires were excluded from the evaluation because they were marked incomplete/incorrect or unilateral. The remaining 392 valid questionnaires were processed into the data set.

3.3. Measurement Tools of the Research

In this research, the survey method, which is widely used in collecting first-order data in the field of social sciences, was used. A questionnaire form consisting of three parts was prepared. The first part consists of 7 questions asked about the socio-demographic characteristics of the participants.

In the second part, the "Organizational Pride Scale" developed by Gouthier and Rhein (2011: 649) was used to measure the organizational pride perceptions of the participants. The measurement tool consists of 7 items in the form of a two-dimensional scale: emotional pride (4 items) and attitudinal pride (3 items). While adapting the measurement tool, with the help of language experts, it was checked whether it lost its meaning with the translation-re-translation method and it was finalized. The scale is in a 5-point Likert type, and the answers given to each item are graded between "strongly disagree" and "strongly agree", which are scored between 1-5.

In the third part, the "Minnesota Job Satisfaction Scale" developed by Weiss et al. (1967) and adapted into Turkish by Baycan (1985) was used to measure the job satisfaction level of the participants (Ünsever & Çetinkaya, 2021: 2663). A measurement tool is a short form of the Minnesota Job Satisfaction Scale consisting of 20 items in the form of a two-dimensional scale. 12 items constitute the dimension of internal satisfaction and 8 items constitute the dimension of external satisfaction. The Minnesota Job Satisfaction Scale has been used in many studies (Ünsever & Çetinkaya, 2021: 2663). The scale is in a 5-point Likert type, and the answers given to each item are rated between "Not at all satisfactory" and "Very satisfactory", which are scored between 1-5.

4. Results

The socio-demographic findings of the participants were obtained by applying frequency and percentage analysis to the data obtained within the scope of the research. Table 1 presents the results regarding the socio-demographic characteristics of the participants.

Table 1. Socio-Demographical Characteristics of the Participants

		Frequency (n)	Percent age (%)			Frequency (n)	Percentage (%)
Gender	Female	131	33.4	Marital Status	Married	164	41.8
	Male	261	66.6		Single	228	58.2
	Total	392	100.0		Total	392	100.0
Age	25 or below	160	40.8	Department	Front Office	77	19.6
	26-30	73	18.6		Service/Bar	90	23.0
	31-40	78	19.9		Kitchen	90	23.0
	41-50	43	11.0		Housekeeping	38	9.7
	51 and above	38	9.7		Others	97	24.7
	Total	392	100.0		Total	392	100.0
Working Time in the Tourism Sector (Years)	1-5	170	43.4	Educational Status	High School	197	50.3
	6-10	75	19.1		Associate Degree	67	17.1
	11-15	77	19.6		Undergraduate	116	29.6
	16-20	45	11.5		Master's Degree	12	3.1
	21 or over	25	6.4		Total	392	100.0
Way of Working	Continually				173	41.1	
	Seasonal				219	55.9	
	Total				392	100.0	

As seen in Table 1, 66.6% (n=261) of the hotel employees participating in the survey were male, 58.2% were single (n=228), 50.3% were high school graduates (n=197), and it was determined that 40.8% of them were aged 25 and below (n=160). It has been observed that 43.4% of hotel employees have 1-5 years of experience (n=170) in terms of working time in the sector. Of the participants, 55.9% work seasonally (n=219), and 24.7% work in other departments (n=97).

Within the scope of the research, Cronbach's α coefficient and explanatory factor analysis, and confirmatory factor analysis were used primarily to test the reliability and construct validity of the scales. Table 2 shows the reliability and validity results of the "Organizational Pride Scale" and "Job Satisfaction Scale" used in the research.

Table 2. Explanatory Factor Analysis

Factors Related to Organizational Pride and Job Satisfaction Scales		Question	Factor Loads	Cronbach α	Eigen Value	Variance%	Explained Variance	K-M-O Value	Bartlett Test of Sphericity	Sig.
Organizational Pride	Emotional Pride	4	0.779- 0.858	0.915	3.046	43.515	78.724	0.877	2028.792	0.000
	Attitudinal Pride	3	0.764- 0.842	0.852	2.465	35.209				
Job satisfaction	Internal Satisfaction	12	0.642- 0.768	0.936	6.867	34.333	63.022	0.948	5870.108	0.000
	External Satisfaction	8	0.643- 0.836	0.928	5.738	28.689				

As seen in Table 2, the KMO values for the organizational pride scale (KMO=0.877; $\chi^2=2028.792$; $p=0.000$) and job satisfaction scale (KMO=0.948; $\chi^2=5870.108$; $p=0.000$) It is greater than 0.60. In addition, the significant chi-square value as a result of the Bartlett Sphericity test indicates that the data are suitable for factor analysis. It seems that the organizational pride scale explained 78.724% of the total variance with two factors with an eigenvalue greater than one, and 63.022% of the total variance with two factors with an eigenvalue greater than one for the job satisfaction scale. It was observed that the Cronbach α coefficient of the factors belonging to each scale was greater than 0.70. Finally, it was determined that the factor loadings ranged from 0.764 to 0.858 for the organizational pride scale and between 0.642 to 0.836 for the job satisfaction scale. As a result of the explanatory factor analysis, it was revealed that the scales used were reliable, valid, and had high measurement power.

Confirmatory factor analysis was performed to determine whether the factor structures obtained by the explanatory factor analysis of the scales used were appropriate. In this context, the two-factor (emotional pride and attitudinal pride) structure of the organizational pride scale and the two-factor (internal and external satisfaction) structure of the job satisfaction scale were tested. The goodness of fit values obtained by confirmatory factor analysis is presented in Table 3.

Table 3. Confirmatory Factor Analysis Goodness of Fit Values

Fit Indexes	$\Delta\chi^2/df$	RMSEA	AGFI	GFI	CFI	NFI	IFI
Good Fit Value	≤ 3	≤ 0.05	≥ 0.90	≥ 0.95	≥ 0.95	≥ 0.90	≥ 0.95
Acceptable Fit Value	$3 \leq \chi^2/sd \leq 5$	0.06-0.08	0.89-0.85	0.89-0.85	0.90-0.95	0.94-0.90	0.94-0.90
Organizational Pride	3.166	0.074	0.940	0.976	0.988	0.983	0.988
Job Satisfaction	3.476	0.080	0.851	0.889	0.938	0.915	0.938

As seen in Table 3, organizational pride as a result of confirmatory factor analysis ($\Delta\chi^2/df=3.166$; RMSEA=0.074; AGFI=0.940; GFI=0.976; CFI=0.988; NFI=0.983; IFI=0.988; $p < 0.001$) and job satisfaction ($\Delta\chi^2/df=3.476$; RMSEA=0.080; AGFI=0.851; GFI=0.889; CFI=0.938; NFI=0.915; IFI=0.938; $p < 0.001$) scales have been determined that it meets the criteria of good/acceptable goodness of fit (Meydan & Şeşen, 2011, p. 37). As a result of confirmatory factor analysis, the two-dimensional structure of the organizational pride scale with standardized factor loads varying between 0.769 and 0.856 was confirmed. As a result of the confirmatory factor analysis of the job satisfaction scale, question number 6 of the internal satisfaction dimension was excluded from the measurement model, taking into account the factor loads. Then, its four-dimensional structure consisting of optimism, resilience, hope, and self-efficacy with standardized factor loads between 0.673 and 0.845 was confirmed (Bagozzi & Yi, 1988, p. 81).

Descriptive statistics and Pearson correlation reflecting the evaluations of the participants regarding the organizational pride and job satisfaction variables are presented in Table 4.

Table 4. Descriptive Statistics and Correlation Coefficients

Variable	Mean \pm S.S	Skewness	Kurtosis	Emotional Pride	Attitudinal Pride	Internal Satisfaction	External Satisfaction
Emotional Pride	4.12 \pm 0.763	-1.433	2.299	1			
Attitudinal Pride	4.13 \pm .714	-1.297	2.187	0.722**	1		
Internal Satisfaction	4,00 \pm .746	-0.974	1.601	0.264**	0.215**	1	
External Satisfaction	3,90 \pm .867	-0.930	0.795	0.240**	0.199**	0.725**	1

** $p < 0.01$

According to the correlation analysis in Table 4, there is a low level and positive correlation between emotional pride, which is one of the dimensions of organizational pride, and the dimensions of job satisfaction (internal satisfaction 0.264** and external satisfaction 0.240**). Again, it was seen that there is a low and positive relationship between the other dimension of organizational pride, attitudinal pride, and the dimensions of job satisfaction (internal satisfaction 0.215** and external satisfaction 0.199**). It was observed that the skewness and kurtosis values of the scales were within the limits of ± 2.5 and the data provided a normal distribution. In addition, the arithmetic mean of organizational pride was 4.12 ± 0.763 for emotional pride and 4.13 ± 0.714 for attitudinal pride; it was determined that job satisfaction was 4.00 ± 0.746 for internal satisfaction and 3.90 ± 0.867 for external satisfaction.

In Table 5, the results of the multiple regression analysis performed to test hypotheses $H_{1(a)}$, and $H_{2(a)}$, presented within the scope of the research are presented.

Table 5. The Effect of Organizational Pride on Internal Satisfaction

Dependent Variable	Independent Variable		Effects			Model Summary		Anova	
			β	t	Sig.	R	R ²	F	Sig. F
Internal Satisfaction	H _{1(a)}	Emotional Pride	0.228	3.221	0.001	0.266	0.071	14.838	0.000
	H _{2(a)}	Attitudinal Pride	0.050	0.713	0.477				

**p<0.01

According to the multiple regression analysis above, it was found that the emotional pride (β : 0.228, $p=0.001$) dimension of organizational pride affected the internal satisfaction dimension of job satisfaction; however, it was observed that the attitudinal pride (β : 0.050, $p=0.477$) dimension of organizational pride did not have a significant effect on the internal satisfaction dimension of job satisfaction. In addition, it was concluded 7.1% of the variance regarding the internal satisfaction dimension of job satisfaction was explained by the emotional pride and attitudinal pride dimensions of organizational pride. Accordingly, while the $H_{1(a)}$ hypothesis was accepted, the $H_{2(a)}$ hypothesis was rejected.

Table 6 shows the results related to the multiple regression analysis performed to test the $H_{1(b)}$, and $H_{2(b)}$ hypotheses presented in the study.

Table 6. The Effect of Organizational Pride on External Satisfaction

Dependent Variable	Independent Variable		Effects			Model Summary		Anova	
			β	t	Sig.	R	R ²	F	Sig. F
External Satisfaction	H _{1(b)}	Emotional Pride	0.201	2.828	0.005	0.242	0.059	12.148	0.000
	H _{2(b)}	Attitudinal Pride	0.053	0.750	0.454				

**p<0.01

According to the multiple regression analysis in Table 6, the emotional pride (β : 0.201, $p=0.005$) dimension of organizational pride has a significant effect on the external satisfaction dimension of job satisfaction; It was determined that the attitudinal pride (β : 0.053, $p=0.474$) dimension of organizational pride did not have a significant effect on the external satisfaction dimension of job satisfaction. In addition, it was concluded that 5.9% of the variance regarding the internal satisfaction dimension of job satisfaction was explained by the emotional pride and attitudinal pride dimensions of organizational pride. Accordingly, while the $H_{1(b)}$, hypothesis was accepted, the $H_{2(b)}$, the hypothesis was rejected.

5. Conclusion and Discussion

The tourism sector is the sector in which the human element has the most importance and role in terms of production or business profitability due to its characteristics. The simultaneous realization of production and consumption, the intense use of labor in production, and the fact that customer satisfaction is directly related to the positive or negative feelings of the employee about his job and workplace keep the human element in a very important situation in the tourism sector.

The human element, both in business life and in the social environment, is being discussed from different perspectives in today's academic studies in terms of its position and importance. Due to this situation, people's physical, mental, psychological, etc. the relationship between these characteristics and other factors in the working environment is also examined. In many previous studies, the concept of organizational pride, which is associated with many organizational elements in addition to the individual characteristics of the person, has been related to motivation, job satisfaction, intention to leave, leadership styles, working environment, corporate identity, corporate reputation, social identity need, job It has been concluded that it is associated with life balance, organizational citizenship behavior, organizational commitment, performance and prosocial behaviors (Durmaz & Arda, 2021: 23-24). The most important aim of this study is to investigate the effect of organizational pride on job satisfaction in terms of tourism sector employees.

As a result of the correlation analysis made in the study, it was concluded that organizational pride and its sub-dimensions have a positive relationship with job satisfaction and its sub-dimensions. Arnett et al. (2002), Helm (2011) and Ellemers et al. (2011) also support this result. According to the information obtained as a result of the multiple regression analysis, emotional pride, which is one of the sub-dimensions of organizational pride, has a significant effect on job satisfaction's sub-dimensions. Mas-Machuca et al. (2016) and Widyanti et al. (2020), shows that short-term, impressive emotions of employees come to the fore depending on the success of the organization. In this context, it can be said that those who are emotionally proud of their organizations experience more job satisfaction. However, it was determined that the other sub-dimension of organizational pride, attitudinal pride, did not have a significant effect on job satisfaction's sub-dimensions. Considering that most of the employees in the tourism sector generally work seasonally and therefore do not establish long-term relationships with their organizations, it can be said that attitudinal pride will not have a significant effect on the sub-dimensions of job satisfaction. Because attitudinal pride stems from the relationship of the member of the organization with the organization, and unlike emotional pride, it is not individual but collective. Emotional pride is a long-term concept that is not based on a specific situation, event, or success, but is generally based on the experience of the employee, can be learned, can develop over time, and has a high degree of appreciation that the individual feels towards the organization he/she works for. Contrary to emotional pride, both the formation and destruction of attitudinal pride are more difficult (Gouthier & Rhein, 2011: 636).

The results of the research show that organizational pride should be encouraged to increase job satisfaction. In this sense, managers aiming to increase job satisfaction should be aware of the importance of organizational pride. Managers can achieve higher job satisfaction by creating common values that will increase organizational pride among employees (Helm, 2012: 11). Organizational pride is a powerful source of intrinsic motivation for employees. For organizations to increase organizational pride in employees, they should encourage their employees to be satisfied and proud of the organization in various ways such as by sharing the achievements of the organization, providing full job descriptions, and appreciating the contributions made by the employee to the organization (Widyanti et al., 2020: 8). It is also very important to actively encourage employees to express their feelings in the workplace. Celebrating the achievements of the organization is an important prerequisite for employees to experience organizational pride. However, employees should define the characteristics of the organization that directly affect attitudinal organizational pride and cause events that trigger emotional organizational pride (Gouthier & Rhein, 2011: 643).

From the results we have obtained, some practical and managerial implications can be drawn. First of all, hotel managers should understand how important job satisfaction is for the business and the factors

that cause job satisfaction. Second, hotel managers should make employees feel proud of the establishment to improve service quality. Employees who are proud of the business are also satisfied with their jobs. These employees are likely to provide better service in a hotel setting where they can freely interact with customers. Thirdly, it is a structural problem of the sector that tourism activities in Turkey are mostly seasonal, the employees come from other cities at a high rate in the summer period and their social life is limited to the opportunities offered by the enterprises. It can be thought that the high quality of physical and social facilities such as accommodation, transportation, food and beverage, and entertainment offered to these employees will have a positive effect on both their job satisfaction and their pride in their work.

This research has some limitations that offer opportunities for new research. First of all, limiting the scope of the research to a certain number of personnel in five-star hotels in Antalya is an important limitation in terms of research. Future research can be extended to different regions and especially to the entire tourism sector, thus providing a more comprehensive exploration of the relationship between organizational pride and job satisfaction. Another limitation of this study is that although the causality relationship between its variables has been described theoretically, it was conducted in a single-source and cross-sectional period, which does not allow us to draw definite conclusions about causality. To address causality, future researchers should test this theoretical model with a longitudinal study that includes data collected from multiple sources, and the use of qualitative research methods in studies will enrich the literature on this subject.

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