

# Organizational commitment among resort employees in the CALABARZON region

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## *Abstract*

Having employees who are willing to voluntarily go beyond their assigned tasks in order to perform extra activities that could promote the attainment of the organizational objectives is advantageous on the part of a service-oriented industry such as the resort industry. This research paper aimed to assess the antecedents of Organizational Citizenship Behavior focusing on Organizational Commitment among Resort Employees in the CALABARZON Region. Specifically, it aimed to present the profile of the respondents, assess the organizational commitment among resort employees in terms of: affective, continuance, and normative; and propose an action plan based on the result of the study. This study used descriptive method with 32 DOT accredited resorts in CALABARZON Region as the respondents. Findings revealed that the organizational commitment of resort employees is on the moderate level in terms of affective, continuance and normative. Inputs to DOT Accreditation among resorts are proposed based on the result of the study. Among the recommendations include the implementation of programs to increase the attachment of the employees to the organization, improvement on the benefit package provided for the employees, and conducting career development planning with employees to increase their loyalty to the company. Limitations of the study include the scope of respondents which is limited to the resort employees in CALABARZON Region only. Future researchers are encouraged to conduct similar study applied to establishments outside the CALABARZON Region.

**Keywords:** organizational commitment; organizational citizenship behavior; resort

## **Organizational commitment among resort employees in the CALABARZON region**

### **1. Introduction**

Having employees who are willing to voluntarily go beyond their assigned tasks in order to perform extra activities that could promote the attainment of the organizational objectives is advantageous on the part of a service-oriented industry such as the resort industry. Literature coined this phenomenon as organizational citizenship behavior (OCB). Considering that it is a people industry, it is important to ensure that the employees are committed to its organization so as to ensure that they can genuinely give quality service to their guests and be productive assets to their company in the long run.

Though there are other new approaches to organizational commitment, Allen and Meyer (1990) still remain to be one of the main forerunners on this field. They defined organizational commitment as a “psychological state that characterizes the employee’s relationship with the organization and has implications for the decision to continue membership in the organization”. They developed the “three components model of commitment: affective commitment, normative commitment and continuance commitment. It is crucial to assess these three components of organizational commitment in the hospitality industry since majority of its operation is highly dependent on its people. Furthermore, studies revealed the positive correlation between organizational commitment and organizational performance (Nikpour, 2017), thus, implying its significance to a labor-intensive industry such as hospitality.

There are many factors affecting the organizational commitment of employees. As studied by Kumarasamy et al. (2015), they may be influenced by the employee’s emotional and spiritual intelligence, the support of the organization, job engagement and the emerging advancement in technology. These individual, organizational and environmental factors will be examined further in the present research. In this era of job hopping, hospitality establishments have been spending lots of money in retraining new employees every now and then. The issue is more than just high turnover rate or low employee retention. What the industry lack is the focus on sustaining a culture of positive organizational citizenship behavior among employees that would motivate them, not just to stay, but to be partakers in the achievement of organizational goals. With this dilemma at hand, it is of high importance to assess the organizational commitment among the resort businesses.

The criteria for accreditation of resorts conducted by the Department of Tourism (DOT) mainly focuses on the dimensions of arrival and departure, public areas, bedrooms, bathrooms, food and beverage, lounge area, kitchen area, amenities and business practices (DOT, 2012). There is very limited emphasis given to the welfare of the employees, which is vital in this labor-intensive industry. While resort owners are investing a lot in improving their facilities, a wiser investment would be towards highly productive and committed employees. Thus, the gap proves to be evident on the area of study about organizational citizenship behavior and its antecedents in order to improve the basis for accreditation by this government agency.

The output of this study would be beneficial mainly to the Department of Tourism as they reconsider inculcating aspects of employees’ welfare in their accreditation criteria. In effect, this may also serve as a basis not just by national accreditation, but also by other international accrediting bodies for hospitality industry. For the top management of resorts, this can aid them in developing policies and programs to improve their human resources. Consequently, this may also gain higher regard for resort employees, resulting to better performance that would be appreciated more by the customers. Lastly, future researchers may gain insights on the correlation between these antecedents of organizational citizenship behavior, which they can apply to industries other than resorts.

### *1.1 Objectives of the study*

This research paper aimed to assess the antecedents of Organizational Citizenship Behavior focusing on Organizational Commitment among Resort Employees in the CALABARZON Region. Specifically, it aimed to 1) present the profile of the respondents, 2) assess the organizational commitment among resort employees in terms of: affective, continuance, and normative; and 3) propose an action plan based on the result of the study.

## **2. Review of related literature**

### *2.1 Organizational commitment*

Organizational commitment is made evident on instances when there are changes in the management. A study showed that employees who work in partnership with the organization during these times of change are the ones who are more likely to be highly committed to the organization (Marques et al., 2014). Furthermore, when employees are able to identify themselves in the organization and they have psychologically attached themselves to the organization, it would result to higher motivation, improved job satisfaction, and in effect, decreased intention of leaving their job (Zito et al., 2018). Perceived organizational support is also helpful for employees to enhance their organizational commitment because it gives them the sense of responsibility to pay back the support given by the organization in the form of better performance (Nica, 2016). Similarly, it is crucial to enhance perceived fairness and capability of the organization's policies if it has the intention to reinforce the organizational commitment of the employees (Vanhala et al., 2016). There are three specific components of organizational commitment, according to Allen and Meyer (1990) namely affective commitment, continuance commitment and normative commitment. Numerous researchers have already used this model in assessing organizational commitment (Ahmed & Tahir, 2014; Devece et al., 2016). In fact, the study of Eskandaricharati (2013) revealed that Allen and Meyer's model remains to be the most practical among other models in terms of practicality and happened to be more effective in increasing the employee's organizational commitment.

### *2.2 Affective commitment*

Affective Commitment is characterized as employee's feelings of dedication to an organization. This is the most widely recognized category considered and refers to "a worker's enthusiastic connection to and distinguishing proof with the organization" (Pennsylvania State University World Campus [PSUWC], 2013). Due to this commitment, employee is openly attached to the association. An employee who is affectively dedicated emphatically relates to the objectives of the organization and desires to stay in the company. It can upgrade work fulfilment since employees concur with the organization's goals and standards, since employees feel they are dealt with decently as far as value, and on the grounds that workers get hierarchical care, concern, and support. Full of feeling duty includes remaining with the association since you need to (PSUWC, 2013).

One factor that increases the affective commitment of the employees includes provision of training programs. These seminars do not automatically transform all employees in terms of their skills set. However, when employees acquire their expected support from the company through trainings their commitment level to the organization increases significantly. The trainings given to the employees was also found to be transposed into quality service when mediated with organizational commitment (Dhar, 2015). Resort management may increase the affective commitment of its employees when they consider providing trainings as support to their career development. Aside from transformational leadership, another factor that was proven to have increased the organizational commitment of employees includes positive psychological capital (Zhou et al., 2018). This includes components of hope, self-efficacy, optimism and resilience. These positive capacities of individuals are known to have influence on job performance, decrease on stress level and better well-being of the employees. Resort management can then come up with organizational approaches to improve the positive psychological capital among its employees. This would consequently aid in improving their organizational commitment.

Moreover, when a company conduct corporate social responsibility, it is more likely that the employees in that specific company would have a higher level of organizational commitment (Gupta, 2017). Companies may involve their employees in various CSR related voluntary activities in order for them to enrich their jobs and find value for the organization and the society which it serves.

### *2.3 Continuance commitment*

Continuance Commitment is the eagerness to stay in the organization on account of the risk that the worker has. This is showed by a person who keeps up commitment to the organization since he/she cannot match pay and additionally benefits with another business (PSUWC, 2013). If the employee is unwilling to take the risk of moving to another company without the assurance that he will get a better compensation, he would then decide to simply remain in his present company. A decent case of continuance commitment is when workers want to remain with their association in light of the fact that their pay and incidental advantages would not enhance in the event that they move to another company. Such illustrations can turn into an issue for the organization as employees that are long dedicated may get to be distinctly disappointed and separated with their work but are unwilling to leave the company (Werf, 2014). Therefore, the continuance commitment of the employees is mainly dependent on the fact that their present company is the best option he has because it is the one that gives him the compensation and benefits that could best satisfy their needs and wants.

It is not even affected by negative perception of the company as long as the employees are receiving enough compensation. Study reveals the inevitable relationship between continuance commitment, employee satisfaction and organizational cynicism. When employees are satisfied in their work, their willingness to remain in the company also increases. However, continuance commitment of employees is not affected by the organizational cynicism (Khan et al., 2016). This implies that even if the employee has a negative attitude towards his organization, he will still remain in the present company given the fact that he is satisfied with his work and the compensation that he is receiving. He could keep on complaining about his work environment but would never decide to leave simply because this is the company that provides him with his needs.

This was supported by another research that showed limited impact of affective commitment to employee retention but showed significant relationship when it comes to continuance and normative commitment. This means that employees stay in the company mainly because of the benefits that they acquire and their obligation values towards the company (Anitha & Begum, 2016). What would really motivate the employee to stay in the organization is not much of his emotional attachment to the company, but more so, the ability of the company to suffice his needs and the feeling of obligation that he has towards his organization. This implies the importance of investing with the employees in the form of job satisfaction so that they would be grateful to the organization and remain loyal to it.

### *2.4 Normative commitment*

Normative Commitment of the three sorts of commitment, regulating is the least investigated about of every one of them and refers to the worker that feels that he/she is obliged somehow to remain with the company. These sentiments of commitment may come on the grounds that the business took a risk on the employees when no one else would. Normative commitment includes remaining with the organization since you should (PSUWC, 2013). Such sense of obligation may be rooted from the employee's experience with the company investing on him through trainings, opportunities and trusted him with responsibilities that lifted up his morale. In these times of indebtedness with the company, the employee then returns the goodness with his loyalty to the organization.

By contrast, Normative Commitment, does not relate to any independently felt connection of the individuals, yet rather mirrors their ethical moral commitment towards the company along these lines, for example, an individual's connection emerges from the way that the business routinely pays his wages or that in financially troublesome circumstances, the worker cannot burden his own company by moving to a rival company.

Normative commitment (NC) has gotten the slightest consideration. It is here and there rejected as an excess develop that bears numerous similitudes to affective commitment and does not clarify work practices past different parts. Loyalty is one of the key indicators of the employee's normative commitment. A research revealed that the loyalty of employee is highly impacted by job satisfaction, which in turn, affects the quality of service that they are providing to the customers (Kashif et al., 2016). This implies that the respondents are loyal to their organization because they are satisfied with the job that they are doing. This also poses positive effect for the resort companies because this means that the employees' satisfaction would result to greater customer satisfaction.

This is similar to the result of the study of Zopiatis et al. (2014) that highlighted the positive association of job satisfaction with both normative and affective organizational commitment of hotel employees. This implies that an increase on the level of job satisfaction would lead to an increase on the normative and affective commitment of the employees. It further emphasized the role of providing the indicators of job satisfaction in order to retain high performing employees. Failure to do so would trigger employees to find another company that would suffice them with the satisfaction that they are looking for in their present organization.

Literature coined the term "pull factors" which basically enumerate possible reasons for an employee to be attracted to work opportunities other than the ones they currently have. Among these include better compensation, better chance for career advancement, challenging and interesting work, more supportive superior, job security, more conducive location of the company, healthier organizational culture, more favorable benefits and the like (Ryan et al., 2015). These are some of the areas that the organizations need to check with their competitors to ensure that they are offering the best possible packages to their employees. Hence, they can retain their high performing employees and avoid other companies from pirating the employees whom they have invested upon with training and built relationship with.

An empirical research concluded that opportunities for promotion can highly influence the affective and normative commitment of the employees (Luz et al., 2018). When employees are not given fair promotion scheme or has not yet been promoted after years of good performance, it makes them believe that they need not to feel bad in leaving the organization since the organization is limiting their capacity for greatness. This is supported by Wang (2013) who revealed that the hospitality industry is now creating a turnover culture because employees perceive limited career development and very minimal opportunities for promotion. It may result to the employees leaving their present organization and transferring to another which might provide them with the career growth and promotion that they are aiming for. Similarly, another study revealed that fairness in performance appraisal system would help retain employees who have fervent desire for independence (Birecikli et al., 2016). They key to retaining good performing employees is to ensure that the performance appraisal system is efficient and without biases. Quality employees, no matter how loyal they may be, can still choose to leave when certain injustices are prevalent within the organization.

### **3. Research methods**

#### *3.1 Research design*

Descriptive research is a type of research that attempts to describe the status of the study's focus. Common techniques include questionnaires, interviews, normative surveys, case studies, job analyses, observational research, developmental studies and correlational studies (Thomas et al., 2015). The researcher made use of the Descriptive-Survey method to assess the organizational commitment among resort employees in CALABARZON Region. Descriptive research methods were used when the researcher wants to describe specific behavior as it occurs in the environment. The present research also used triangulation method in the conduct of the research and in acquiring supplementary information from the respondents. Triangulation method was defined as "the use of multiple methods or data sources in qualitative research to develop a comprehensive

understanding of phenomena” (Patton, 1999, as cited by Carter et al., 2014). In the case of the present study, interview and focal group discussions with resort managers, supervisors and rank and file employees were also conducted to further enrich the information gathered.

### 3.2 Participants

The respondents of the study included DOT accredited resorts in CALABARZON Region. As of 2018, there are 46 DOT accredited resorts: three (3) in Cavite, nine (9) in Laguna, seventeen (17) in Batangas, eight (8) in Quezon and nine (9) in Rizal. Out of 46 DOT accredited resorts, only 32 resorts agreed to participate in the survey, and the number of respondents per resort varied depending on the number of employees allowed by the management to participate. The respondents were limited to all regular employees from each resort at varying job positions. A total of 166 respondents agreed to participate in the research. Below is the summary of the number of respondents of the present research including the total number and those who participated coming from the respective parts of the region. To observe highly confidential nature of the survey, no particular means were mentioned in the report. The identity of the respondents was not revealed. No personal opinion was given by the researcher, only information and result based on the data gathered.

**Table 1**

*Frequency distribution of the resort employees according to profile*

	Profile	<i>f</i>	%
Position	Manager/Supervisor	46	27.7
	Staff	120	72.3
Age	20-29 years old	98	59.0
	30-39 years old	49	29.5
	40-years old -Above	19	15.5
Civil Status	Married	66	39.8
	Single	100	60.2
	Widow/er / Separated		
Length of Service	Below 5 years	110	66.3
	5-9 years	41	24.7
	10-14 years	8	4.8
	15-19 years	4	2.4
	20 years and above	3	1.8
Sex	Male	80	48.2
	Female	86	51.8

Table 1 shows the frequency distribution of the resort employees according to profile variables. In terms of position, the staff composed of the majority of the respondents with a frequency of 120 and 72.3 percent, while managers/supervisors are 46 with 27.7 percent. In a company, the top and middle management are usually smaller in number as compared to the rank-and-file staff under them. Particularly in resorts, there is normally more staff performing in the various tasks required to keep the operation going. This is true not just in the resort industry, but generally in all other industries. It is even illustrated in the pyramid organizational structure where majority of the workforce are on the lower level and the top management comprises the minority in terms of number. Furthermore, resorts in the region are mostly smaller in terms of organizational size. This means that they would require only few people handling the managerial aspect of the operation.

In terms of age, majority of the respondents are aged between 20-29 years old with the frequency of 98 or 59 percent. It was followed by 30-39 years old with the frequency of 49 or 29.5 percent. The age bracket with the least number of participants is those covering ages 40 years old and above with the frequency of 19 or 15.5 percent. Result shows that resort management prefers workers that are at the peak of their youth and are able to perform the laborious tasks that resort operation requires. The operation in the resort industry requires employees that are able to do hours of food service in the restaurant, guestroom cleaning, maintenance of public areas, and guest relations with generally young in terms of age. People on the younger age bracket are more capable of

performing these blue-collar tasks. They are also cheaper in terms of salary requirement as compared to those who have already gained much experience in the hospitality industry. Resort management who would like to maximize profit would decide to get a cheaper labor force and simply train them with the company standard on the skills required of them to perform the tasks.

In terms of civil status, majority of the respondents are single with the frequency of 100 or 60.2 percent, while others are married with the frequency of 66 or 39.8 percent. Due to the complicated nature of married life, resort human resort management prefers single employees more as compared to married ones. Interview with one of the resort managers reveal that single employees tend to be more flexible in changing and demanding work schedules. They are more open to be stay-in employees since they do not have children to take care for. Further, majority of the millennials nowadays tend to get married later on in their life as they focus more on building their career before building a family.

In terms of length of service, bulk of the employees has been working for less than 5 years with the frequency of 110 or 66.3 percent. It was followed by 5-9 years with the frequency of 41 or 24.7 percent. The employees that had been working for 10-14 years are 8 or 4.8 percent while those working for 15-19 years are 4 or 2.4 percent. And those working for 20 years and above are 3 or 1.8 percent. This reveals that only few employees are able to stay in the resort for more than five years. Some employees confirmed that they do not perceive their job at the resort as their long-term career. They are simply viewing it as steppingstone to gain experience while targeting a better career abroad. This is confirmed by the research conducted by Brown, et al (2015) which claimed that employees falling under Generation Y category are aiming for a career that is more thrilling and challenging. Moreover, they tend to plan their long-term career more. This explains why resort employees are mostly staying for only a few years in the company. Once they find another company that they discover to be more challenging, they immediately jump out. Their main goal in being part of their present company is to gain experience in the hospitality industry that would be recognized as they apply for similar industry abroad which would give them higher pay.

In terms of sex, there is almost a balance among respondents, however, female has the higher frequency of 86 or 51.8 percent while there are 80 male or 48.2 percent. This means that there is a growing number of women working in the resort industry. Despite the perception that laborious work is mainly for men only, the resort industry is gradually recognizing the key role of women in maintaining pleasant guest relations and detailed management. This is supported by Sanchez, et al, (2015) who recognized the increasing rate of women's involvement in the labor market of the hospitality industry. This growth in involvement is both in quantity and in quality. This may be attributed to the fact that some of the tasks in the resort involve looking into details of cleaning the guest room and building positive relationship with the guests, which women, in general, are more wired to perform.

### *3.3 Instrument and data analysis*

This research utilized a four-part questionnaire. The first part was about the profile of the respondents in terms of position, age, civil status, length of service and sex. The second part used an adapted questionnaire to assess the three dimensions of organizational commitment, namely affective, continuance and normative, from Allen and Meyer (1990). The adapted questionnaire was validated by experts and underwent reliability test before distributing to the respondents. To perform data analysis, the statistical tools that were used include percentage and frequency distribution, weighted mean, and rank Percentage and frequency distribution were used to present the profile of the respondents. Weighted mean and Rank were used to assess the organizational commitment of the resort employees.

#### 4. Results and discussion

**Table 2**

*Organizational commitment among resort employees in terms of affective commitment*

Affective Commitment		WM	VI	Rank
1.	I would be happy to spend the rest of my career with this organization.	3.32	A	4
2.	I enjoy discussing my organization with people outside it.	3.31	A	6
3.	I feel as if the organizations problem is my own.	3.33	A	3
4.	I do not think I could become attached to another organization as I am to this.	3.19	A	8
5.	I feel like part of the family at my organization.	3.44	A	1
6.	I feel emotionally attached to this organization.	3.30	A	7
7.	The organization has personal meaning for me.	3.36	A	2
8.	I feel a strong sense of belongingness to my organization.	3.32	A	4
Composite Mean		3.32	A	

*Scale: 3.50-4.00: Strongly agree (SA); 2.50-3.49: Moderately agree (MA); 1.50-2.49: Disagree (D); 1.00 – 1.49: Strongly disagree (SD).*

Table 2 shows the organizational commitment among resort employees in terms of affective commitment with the composite mean of 3.32, verbally interpreted as agree. Among the items cited, feeling like part of the family at their organization ranked highest with the weighted mean of 3.44. It was followed by the organization has personal meaning for them (3.36), feeling as if the organizations problem is their own (3.33), and feeling a strong sense of belongingness to their organization (3.32). All these items were verbally interpreted as agree. Result revealed the familial nature of organization among resorts in CALABARZON region. Majority of these resorts have very few employees, moving them to be closer and more acquainted with each other. This is a big factor in ensuring a high level of affective commitment in any organization. As social beings, employees need a working environment wherein they are at ease with the people they are working with and experience close connection with them. The role of leaders in upholding and supporting this culture of family within the organization is also important. Affective commitment is centered on the emotional attachment of the employees, and particularly to the resort industry in the region, it is dependent on the culture of family within the organization. This implies that employees will tend to stay in the organization if they have good working relationship with their co-workers and they perceive their workplace as their home.

Other items that were verbally interpreted as agree include being happy to spend the rest of their career with this organization (3.32), followed by enjoying discussing their organization with people outside it (3.31), feeling emotionally attached with this organization (3.30), and the least ranking is not thinking they could become attached to another organization (3.19). Though still verbally interpreted as agree, the least ranked item shows that the weakest point of the affective commitment is the employees' openness to still be with other organization aside from the one that they are currently part of. This is due to the many career opportunities available in the hospitality industry both locally and abroad. This is also associated with the trend that millennials, being the majority of workforce today, tend to be more open to other options as compared to their predecessors. Research revealed that millennials are more interested on performing jobs that matches their standard rather than staying in an organization that simply satisfies their needs (Bednarska, 2016). Therefore, when the employee fails to see their congruence with their present organization, they are inclined to leaving despite the pay and benefits that the company offers them. An interview with a manager proved that younger employees often stay for maximum of three years and then either go abroad or move to a larger hospitality establishment. Only few, mostly the older ones, stay for longer than five years. These are also those whose families who are residing near the area.

Table 3 shows the organizational commitment among resort employees in terms of continuance commitment with the composite mean of 3.12, verbally interpreted as agree. Among the items cited, being hard for them to leave their organization right now ranked highest with the weighted mean of 3.31. It was followed by having scarcity of available alternatives as one of the serious consequences of leaving this organization with the weighted mean of 3.14 and being afraid of what might happen if they quit their job without having another one

lined up and it would be costly for them to leave the organization, both with the weighted mean of 3.12. All these items were verbally interpreted as agree. Findings illustrate the attachment of the employees to their respective organization and their declination to leave at this certain point of their lives. With varying factors contributing to this decline to leave, employees are compelled to remain in their organization. This may be negative motivation like lack of other options, or this may be positive motivation like being satisfied with their current job that they do not want to leave their organization. Study reveals that when employees are satisfied in their work, their willingness to remain in the company also increases (Khan et al., 2016). Job satisfaction, then, increases the continuance commitment of employees toward their organization. Employees would perceive their need to stay in the company due to their satisfaction on their job. This may be attributed to good compensation, fair benefits, and positive relationship with co-workers, opportunities for promotion, and favorable nature of work. Therefore, result shows that these factors are being provided to the resort employees since they find it difficult to leave their organization right now.

**Table 3**

*Organizational commitment among resort employees in terms of continuance commitment*

Continuance Commitment		WM	VI	Rank
1.	It would be hard for me to leave my organization right now.	3.31	A	1
2.	My life would be disrupted if I decided to leave the organization.	3.01	A	7
3.	I'm afraid of what might happen if I quit to my job without having another one lined up.	3.18	A	2
4.	It would be costly for me to leave my organization.	3.12	A	4.5
5.	Staying with my organization is a matter of necessity.	3.12	A	4.5
6.	I feel that I have few options to consider leaving this organization.	3.10	A	6
7.	One of the serious consequences of leaving this organization would be scarcity of available alternatives.	3.14	A	3
8.	I have a second thought of leaving the organization that might not be fitted to the benefits I have right now.	2.96	A	8
Composite Mean		3.12	A	

Scale: 3.50-4.00: Strongly agree (SA); 2.50-3.49: Moderately agree (MA); 1.50-2.49: Disagree (D); 1.00 – 1.49: Strongly disagree (SD).

Other items that were verbally interpreted as agree include staying with their organization is a matter of necessity (3.12), feeling they have few options to consider leaving this organization (3.10), having their life to be disrupted if they decided to leave the organization (3.01), and the least ranked item, having a second thought of leaving the organization that might not be fitted to the benefits they have right now (2.96). Though still verbally interpreted as agree, the least ranked item shows that the weakest point of the continuance commitment is the benefits that the employees are getting as motivation to stay in their current company. The Philippine government has minimal requirement concerning the benefits of employees, and this is varying depending on the nature of their employment. Though, there are other companies which provide additional benefits that are not mandated by the government but increase their employees' motivation to stay and work harder.

This was supported by another research which concluded that employees stay in the company mainly because of the benefits that they acquire and their obligation values towards the company (Anitha & Begum, 2016). Benefits, then, play a crucial role in motivating employees to continue their service and affiliation with their current company. Consequentially, failure to provide a competitive benefit package may move them to look for better options in other companies. Apparently, this is an area of weakness on the dimension of continuance commitment for resort employees. It is possible that there are some resorts that are not offering enough benefits to their employees compelling enough for them to stay in the organization. This may be attributed to the large population among employees that are contractual, thus, they are not entitled to some benefits that are enjoyed by regular employees. An interview with a manager confirms that the resort management tend to hire contractual employees for their staff, and most of them are just being hired during the peak season. They only have very few regular employees and even for them, minimal benefits are being offered as compared to the offers of other industries such as hotels and cruise ships.

**Table 4***Organizational commitment among resort employees in terms of normative commitment*

Normative Commitment		WM	VI	Rank
1.	I think people these days move from organization to organization too often.	3.23	A	5
2.	I believe that a person must always be loyal to his/her organization.	3.43	A	1
3.	Jumping from organization to organization seems unethical to me.	3.11	A	8
4.	I believe that loyalty is irrelevant and therefore I feel a strong sense of moral obligation to remain.	3.15	A	7
5.	If I got another offer for a better job elsewhere, I would not feel it was right to leave my organization.	3.19	A	6
6.	I was taught to believe in the value of remaining loyal to one organization.	3.33	A	3
7.	Things were better in the days when people stayed with one organization for most of their careers.	3.31	A	4
8.	I think that wanting to be a company man or company woman is still sensible.	3.35	A	2
Composite Mean		3.26	A	

Scale: 3.50-4.00: Strongly agree (SA); 2.50-3.49: Moderately agree (MA); 1.50-2.49: Disagree (D); 1.00 – 1.49: Strongly disagree (SD).

Table 4 shows the organizational commitment among resort employees in terms of normative commitment with the composite mean of 3.26, verbally interpreted as agree. Among the items cited, believing that a person must always be loyal to his/her organization ranked highest with the weighted mean of 3.43. It was followed by thinking that wanting to be a company man or company woman is still sensible (3.35), being taught to believe in the value of remaining loyal to one organization (3.19), and things were better in the days when people stayed with one organization for most of their careers (3.31). This means that resort employees' value of loyalty to their current organization moves them to be committed to the company that they are working for. However, loyalty is more than just an innate value to an employee. It is affected by organizational factors and the individual's satisfaction on his current work. The loyalty of the employee is influenced by how the organization is supporting him and providing basic aspects that promote his satisfaction.

A research revealed that the loyalty of employee is highly impacted by job satisfaction, which in turn, affects the quality of service that they are providing to the customers (Kashif, et al, 2016). This implies that the respondents are loyal to their organization primarily because they are satisfied with the job that they are doing. This also poses an advantage on the part of the resort companies because this means that the employees' loyalty can be predicted depending on the company's policies that promote job satisfaction of its employees. The culture of loyalty can be inculcated upon the organization by ensuring that employees are satisfied with their compensation, benefits, and their working environment. When these are provided to the employees, the normative organizational commitment can be increased, thus, sustaining employees that may be assets to the company.

Among the other items that were verbally interpreted as agree include thinking people these days move from organization to organization too often (3.23), feeling not right to leave their organization even if they got another offer for a better job elsewhere (3.19), believing that loyalty is irrelevant and therefore they feel a strong sense of moral obligation to remain (3.15), and jumping from organization to organization seems unethical to them (3.11). Though still verbally interpreted as agree, the least ranked item shows that the weakest point of the normative commitment is some employees' view on the ethics behind shifting companies. Majority of the respondents are millennials who, from various studies, were found out to be typically inclined to transfer organizations every two years, or whenever they feel that their current work is no longer challenging them. This generation no longer sees moving from an organization to another as unethical. There is a new norm that is prevailing in the society imposed by the current generation of workers. They perceive professional growth and better opportunities as of higher value than sticking to the first company that they are part of. With this predicament, the resort management can only provide means for them to remain in their present company by making sure that their present company is the best option that they can have, and the offer given to them is the best option when compared to other organizations.

**Table 5***Proposed action plan: Inputs to DOT Accreditation*

Affective <i>Sense of family within the organization</i>	Annual teambuilding activity for employees and proper documentation to prove the existence of these practices Family council to address employee conflicts and incident reports of such conflicts addressed that are compiled	Increased sense of family within the organization	Human Resource Department
Continuance <i>Difficulty of the employee to leave the organization</i>	Promote positive motivation to stay through job satisfaction (e.g. pay, benefits, promotion) and written documents to prove the existence of these practices Inclusion of the items "The company encourages the professional development of its staff" and "Where available, staff encouraged to achieve a nationally recognized qualification that is relevant to the sector" on the DOT Accreditation Criteria under the aspect of People Management, Development and Well-being	Positive motivation to stay in the organization	Human Resource Department Department of Tourism Accreditation Board
Normative <i>Loyalty of employees</i>	Incentives for loyal employees considering their length of service (e.g., recognition, material incentive, profit sharing schemes, etc.) and proper documentation to show evidences of such practice Inclusion of the items "Staff well recognized for their contribution, both through feedback and other recognition: e.g., staff profit sharing schemes, bonus plan, time off, etc." and "High levels of staff loyalty and initiative evident" on the DOT Accreditation Criteria under the aspect of People Management, Development and Well-being	Increased loyalty of employees	Human Resource Department Department of Tourism Accreditation Board

## 5. Conclusion and recommendations

The organizational commitment of resort employees is on the moderate level in terms of affective, continuance and normative. Inputs to DOT Accreditation among resorts are proposed based on the result of the study. Resort management may implement programs to increase the attachment of the employees to the organization. Resort management may improve the benefit package provided for the employees. Human resource department may conduct career development planning with employees to increase their loyalty to the company. The Department of Tourism may consider the proposed items under People Management, Development and Well-being to be included in the accreditation criteria for resorts. Limitations of the study include the scope of respondents which is limited to the resort employees in CALABARZON Region only. Future researchers may conduct similar study applied to establishments outside the CALABARZON Region.

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