

Work-related factors and organizational commitment among hotel employees in Batangas province

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Abstract

This study explored the influence of work-related factors on organizational commitment among hotel employees in Batangas Province, aiming to develop an action plan to enhance this commitment, crucial for the local economy and hospitality sector's success. The study employed a quantitative approach, surveying 287 employees from Department of Tourism-accredited hotels. Data analysis utilized descriptive statistics, Mann Whitney U and Kruskal-Wallis tests, and Spearman-rho Correlation and Regression Analysis to assess the impact of individual, organizational, and environmental factors on organizational commitment types: affective, continuance, and normative. Results revealed that most respondents, a youthful, gender-balanced Gen Y workforce, mostly single and working in front-office roles with tenures of 1 to 5 years, reported strong goal orientation and perceived a supportive work environment. This environment was noted to significantly influence their overall satisfaction, motivation, and emotional connection to their organization, which they view as part of their identity. Commitment levels were generally consistent across demographics, though variations based on gender and department did affect emotional attachment and feelings of obligation towards the organization. The study underscores the vital role of fostering job satisfaction and employee engagement as effective strategies to reduce turnover and stabilize the workforce, offering a framework and recommendations to enhance organizational commitment in the Batangas hotel industry.

Keywords: work-related factors, organizational commitment, hotel industry

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1. Introduction

The hospitality industry is essential for a country's economy, offering jobs and supporting tourism. Employee commitment is vital for hotel success, impacting performance and retention. In the dynamic hotel industry, committed employees are crucial for maintaining quality service and staying competitive. Their dedication remains fundamental amidst industry changes. The significance of employee commitment in the hospitality sector is well-established, notably for boosting organizational commitment and retaining competent employees. Research conducted by Murray, et. al.,(2021) emphasized that enhancing employee empowerment strengthens organizational commitment, which subsequently reduced the likelihood of staff turnover. This dynamic is vital in the hospitality industry, where there is a substantial demand for skilled labor and a high rate of employee turnover. By nurturing an environment that provides meaningful work and aligns the objectives of employees with those of the organization, hotels can develop a more engaged workforce, which in turn contributes to reduced turnover and improved operational performance. Employers should prioritize creating supportive environments to retain productive employees. The study of employee commitment and performance in Batangas hotels is crucial for addressing turnover challenges and ensuring long-term success.

Several factors can affect the commitment of the employees including seasonal demand, low wages, extended work hours, and demanding work conditions. These challenges potentially impact regions in Batangas province reliant on hospitality and tourism. Additionally, inadequate compensation packages, absence of benefits, and limited career advancement prospects can drive up turnover rates, prompting employees to seek higher-paying roles in urban areas or abroad. Insufficient training programs and limited opportunities for skill development can lead to dissatisfaction among employees, compelling them to explore better options elsewhere. Unfavorable work environments characterized by poor management or negative workplace cultures can also significantly contribute to increased turnover rates. Furthermore, the absence of recognition or appreciation may negatively impact employee morale, influencing their decision to seek employment elsewhere. Ghani et al. (2022) analyzed strategies for fostering organizational commitment in the hospitality industry, highlighting how various work-related factors play a significant role. These factors can be categorized into individual, organizational, and environmental aspects. Individually, factors like career advancement opportunities and effective communication directly influence an employee's engagement and satisfaction, enhancing their commitment to the organization. Organizationally, creating a positive work environment and implementing strategic recruitment and selection practices help in aligning employee goals with those of the organization, thereby strengthening commitment. Environmentally, these practices reflect the broader industry's efforts to adapt to competitive and market conditions, ensuring that the workforce remains robust and committed in a sector where talent retention is critical. These elements not only enhance individual job satisfaction but also contribute to the overall health and effectiveness of the organization.

Numerous elements influence the commitment employees have towards their organization. According to the study of Pulhin (2022) and where the questionnaire was adapted, there is a notable positive correlation between individual and organizational factors and organizational commitment. However, only normative commitment displays a significant relationship with individual, organizational, and environmental factors. The connections between continuance in organizational commitment and these factors are significant as well. Organizational commitment and its impact on employee work performance are important topics in organizational psychology and management. To understand the research on organizational commitment in the hospitality industry, especially in selected hotels in Batangas, it is essential to understand the theoretical foundations and key constructs of organizational commitment. This section discusses the theoretical underpinnings of organizational

commitment, work-related factors, and the relationship between these two critical variables.

This study used the three-component model of organizational commitment developed by John Meyer and Natalie Allen, which is a widely accepted framework. This model posits that there are three components of organizational commitment: affective commitment, normative commitment, and continuance commitment. Affective commitment is characterized by an employee's emotional attachment to the organization, normative commitment is based on a sense of moral obligation, and continuance commitment is tied to the perceived costs of leaving the organization. Understanding these components is crucial to assessing the nature and strength of an employee's commitment to their organization. For work-related factors, this study used the theory of action and job performance developed by Boyatzis, which incorporated individual, organizational, and environmental factors. In summary, this section provided a comprehensive overview of the theoretical foundations of organizational commitment and work-related factors, as well as the relationship between these two critical variables. This background information is essential for understanding the research on organizational commitment in the hospitality industry, particularly in selected hotels in Batangas.

The hotel industry in the Philippines, particularly in Batangas, has witnessed substantial growth in recent years, driven by both local and international travelers who seek unique and memorable experiences. Within this period of expansion, hotels in Batangas have consistently grappled with the ongoing challenge of retaining competent and motivated staff members to uphold the quality of their services, attract clientele, and secure their long-term viability. Committed employees has emerged as a matter of paramount concern for hotels in Batangas province. Disruptions in the seamless operation of hospitality establishments and the substantial costs associated with recruitment and staff training underscore the importance of fostering organizational commitment. This commitment is critical for reducing turnover by enhancing employees' allegiance to the organization. Effective organizational practices that align employees' personal goals with those of the company, along with creating a supportive work environment and maintaining open communication, are key strategies. These efforts help in cultivating a loyal workforce that is integrated with the organization's values and objectives, thus minimizing the need for frequent hiring and training of new staff. This study is born out of the necessity to comprehend the connection between the commitment of employees to their organizations and their actual job performance within selected hotels in Batangas. By scrutinizing the factors that shape employee commitment and job performance, this research strives to provide valuable insights that can inform the development of effective employee retention strategies tailored to the unique circumstances of the Batangas hotel industry.

This research aimed to delve into and address the challenges confronting the hospitality industry in Batangas by examining the factors that impact both organizational commitment and job performance. The outcomes of this study have the potential to serve as a compass for crafting customized and efficient strategies for retaining employees, ultimately benefiting not only the chosen hotels but also the broader local economy. This study presented significant advantages for stakeholders in the hospitality industry of Batangas Province. Hotel owners will learn about the key elements that affect employee commitment and retention, allowing them to develop strategies to decrease turnover, increase job satisfaction, and improve operational efficiency. HR practitioners in hotels will gain evidence-based methods to improve recruitment, training, and policy-making that foster better employee loyalty. Consequently, hotel employees will likely benefit from increased respect and better performance, which customers will appreciate. Moreover, future researchers can use the findings to create a broader framework applicable to other sectors beyond hospitality.

The focus output of the study is to propose an action plan or outline a structured method for examining, understanding, and tackling the intricate nature of organizational commitment and work-related elements impacting employee retention of hotels in Batangas Province. Through blending academic thoroughness with collaboration from the industry, this research provided actionable insights and effective strategies that can significantly improve how employee retention is approached and practiced within the local hospitality sector. This action plan suggested changes to HR policies, improvements in employee engagement initiatives, and the introduction of specific retention measures. By working together with local hotel managers and stakeholders to

validate and execute these measures, the study guaranteed that its findings are practically relevant and applicable.

The scope of the study encompassed a focused investigation into the intricate dynamics between work-related factors and organizational commitment within the hospitality sectors accredited and registered as hotels by the Department of Tourism with a minimum of 10 employees within Batangas Province. The geographical scope confined the study to hotel employees within the province, covering various roles such as front desk staff, housekeeping personnel, food and beverage servers, and kitchen staff. Work-related factors including job satisfaction, workload, interpersonal relationships, training opportunities, compensation, and job security were assessed alongside the multifaceted dimensions of organizational commitment. The research involved diverse employees from different levels and used surveys to gather thorough quantitative data for analysis. Despite its focused approach, this study confronted certain limitations. Firstly, its scope was concentrated primarily on Batangas Province, which can limit the generalizability of findings to broader regional or global contexts due to potential variations in organizational cultures and economic landscapes. Additionally, the sample size might be constrained, potentially affecting the study's representation of the entire hotel industry in the province. Time constraints present another limitation, possibly restricting the depth and breadth of data collection and analysis. Furthermore, resource constraints, including limited funding and potential challenges in accessing certain hotels or data, might impact the study's comprehensiveness and accuracy. These limitations are acknowledged as potential factors that could affect the study's wider applicability and depth beyond the specified scope and constraints. This study aimed to give useful information about why employees stay or leave hotels in Batangas Province. The study also recognized that there are limits to what it can find out and how applicable it may be to other places.

Objectives of the Study - This study assessed the work-related factors and organizational commitment among hotel employees in Batangas province. Specifically, this study, assessed the organizational commitment of the employees in terms of affective, continuance, and normative; tested the significant relationship between work related factors and organizational commitment and lastly, proposed an action plan to improve the organizational commitment among hotel employees in Batangas Province.

2. Method

Research Design - The researcher used a descriptive research design to investigate the work-related factors and organizational commitment influencing the work performance of employees in hotels across Batangas Province. It also employed a quantitative research methodology that is appropriate for the development of reliable and valid results. This methodology comprised of survey, descriptive and correlational research which were utilized for better result analysis. Quantifiable data was used in the statistical analysis of the population sample. Quantitative research is the process of collecting and analyzing numerical data. It can be used to find patterns and averages, make predictions, test causal relationships, and generalize results to wider populations. Quantitative research regularly employed to standardized data collecting and generalize conclusions (Bhandari, 2020). The predominant approach employed in descriptive research involves either surveys or content analysis. Typically, a questionnaire will be administered to participants to collect the needed data. To implement this concept, a survey was conducted, and standardized assessment instruments were utilized to assess work-related factors and the organizational commitment among hotel employees.

Participants of the Study - The respondents of the study were regular employees working within hotels that have been accredited by the Department of Tourism in Batangas province. These hotels were selected from a list provided by the Department of Tourism, which identified 29 registered establishments. The sample size of the study consisted of 287 respondents from the total population of 1082.

Data Gathering Instrument - The questionnaire utilized in this study was adapted and modified from the study of Pulhin (2022) which is clustered into three (3) categories. The first part is the respondents' demographic

information, which includes age, sex, civil status, department, and length of service. The second part assessed the factors affecting the work performance of the employees that includes individual, organizational, and environmental factors. Lastly, part three focused on the three- dimensions of organizational commitment that includes affective commitment, continuance commitment, and normative commitment. Responses for the latter part were analyzed using five-point Likert scale with values 5- "Strongly Agree", 4- "Agree", 3- "Moderately Agree", 2- "Disagree", and 1- "Strongly Disagree".

Before the reliability test, a face-to-face validation with the adviser took place. In addition, the views and confirmations of industry specialists were sought to elevate the research's standards and generate more palatable and productive data on the questionnaire, such as a hotel manager and a general manager. These professionals possess firsthand experience and expertise in the hospitality industry, offering insights into employee turnover, organizational commitment, and performance. After which, it was subjected to grammar checking for final revision. A pilot testing was administered to the 30 employees from a hotel outside the Batangas province. Moreover, a statistician evaluated the reliability of the questionnaire from the gathered results, and it will be forwarded to the ethical.

SUMMARY OF RELIABILITY TEST RESULTS

	Cronbach's Alpha	Interpretation
Individual Factors	.799	Acceptable
Organizational Factors	.778	Acceptable
Environmental Factors	.773	Acceptable
Affective Commitment	.877	Good
Continuance Commitment	.865	Good
Normative Commitment	.865	Good

Data Gathering Procedure - The researcher asked permission from the human resource head, hotel managers or supervisors about the possibility of conducting a survey among their employees. Additionally, the researcher sought information on the total number of regular employees. The researcher distributed the questionnaire to the target respondents straight after receiving approval to carry out the data gathering operation. Furthermore, the survey was administered to the respondents via face-to-face. However, on events the researcher encountered constraints preventing travel across the province, whether due to heightened social restrictions or unforeseen events, the snowball sampling method was employed. The researcher distributed the questionnaires to the respondents from each hotel. The questionnaires were collected, and the results were tallied.

Data Analysis - To examine the data gathered for this study, statistical methods were used. Descriptive statistics such as percentage, ranking, and frequency distribution were used to present the profile of respondents in terms of position, age, civil status, length of service, and sex. Weighted mean and ranking were also utilized to assess the work-related factors and organizational commitment of the hotel employees. Mann Whitney U, Kruskal- Wallis Test, and Alpha= 0.05 were used to test the significant difference on organizational commitment and work-related factors affecting employee performance when grouped according to profile variables. Lastly, Spearman- rho and Regression analysis were used to test the significant relationship between organizational commitment and work-related factors.

Ethical Consideration - The researcher strictly adhered to the guidelines outlined in The Data Privacy Act of the Philippines or RA 10173 (National Privacy Commission, n.d.) to safeguard the privacy of participants. Before engaging in the research, participants were required to grant their explicit consent. The phrase "I Agree" in the Data Privacy Consent section of the questionnaire signified the researcher's commitment to providing comprehensive information and assurances regarding active participation. This aimed to ensure that participants fully comprehended the significance of their involvement and made a deliberate, well-informed decision to participate or abstain, devoid of any external influence. Furthermore, stringent privacy measures were implemented, ensuring the confidentiality and anonymity of participants' personal information. All procedures were conducted equitably and impartially for every participant, devoid of any discriminatory or offensive language. Lastly, following the survey and interviews, all collected data throughout the study will be kept

confidential and secure.

Other than the above-mentioned, participants were not physically or psychologically harmed or mistreated while the research was being conducted. On the other side, the researcher attempted to establish and preserve a comfortable environment. Instead of expressing personal ideas, the researcher offered facts and findings based on the information acquired. The researcher took several ethical measures for conducting this study. One of the primary considerations involved the selection and adaptation of the research instrument. This instrument is a critical component of the research process, as it served to gauge and quantify the variables under investigation. Prior to adapting or modifying the instrument, the researcher intended to draft and send an official letter seeking permission via email to use and modify the original questionnaire designed by the author.

3. Results and discussion

Table 1

Summary Table on Work-Related Factors

Work-Related Factors	Mean	Verbal Interpretation	Rank
Individual	4.48	<i>Agree</i>	1
Organizational	4.46	<i>Agree</i>	2.5
Environmental	4.46	<i>Agree</i>	2.5
Overall Work-Related Factors	4.47	<i>Agree</i>	

Legend: 4.5 to 5.00 (Strongly Agree), 3.5 to 4.49 (Agree), 2.5 to 3.49 (Moderately Agree), 1.5 to 2.49 (Disagree), and 1.0 to 1.49 (Strongly Disagree)

Table 1 presents the summary of work-related factors affecting hotel employees with a composite mean of 4.47, verbally interpreted as agree. As cited in the table, individual factors ranked first with the weighted mean of 4.48, followed by organizational factors and environmental factors with the same weighted mean of 4.46. All factors were verbally interpreted as agree. The result shows how hotel employees perceive themselves and how their self-perception influences their work experience. It notes that hotel employees view themselves as proactive, motivated, and emotionally aware, leading to greater engagement and goal achievement. Additionally, it stresses the importance of a workforce with a strong sense of purpose and goal orientation, which enhances productivity and job satisfaction. Furthermore, it highlights that employees prioritize personal attributes like motivation and skills, recognizing their role in shaping work-related experiences.

Overall, the statement underscores the positive impact of individual factors on job satisfaction, productivity, and overall well-being in the workplace. Encouraged employees have the potential to enhance productivity and enable an organization to reach heightened levels of performance. They can excel in their tasks, contributing to the company's efficiency, effectiveness, and competitiveness. In the hospitality sector, where employees often work extended hours and must remain attentive to customer service, maintaining employee motivation is deemed essential. To bolster employee motivation, organizations must grasp the factors that sustain it (Sabri et al., 2019). Given the nature of hospitality work, which involves extensive person-to-person service interactions, hospitality employees may experience heightened psychological stress, particularly during peak hours or when dealing with challenging guests (Loo, 2019). In such scenarios, employees with high emotional intelligence are perceived as more resilient because they excel in assessing their emotions, enabling them to gain a deeper understanding of stress triggers and devise strategies to mitigate their adverse emotional effects. As a result, they tend to have longer job tenures (Prentice et al., 2019).

The first item that ranked least is the organizational factors with a weighted mean of 4.46 and verbally interpreted as agree. Employees generally agree with the organization's practices, indicating a perception of supportiveness and responsiveness within the workplace. In the hospitality industry, organizational factors may include management style, communication channels, recognition programs, and opportunities for career advancement. A high score in this category suggests that employees perceive the organization as supportive, responsive, and conducive to their professional growth. Positive organizational factors can foster a sense of

belonging, loyalty, and commitment among employees, leading to improved job satisfaction and performance. Hotel wage compensation schemes serve as a common method to allure, retain, and inspire employees. Crafting a robust compensation scheme holds paramount importance for management credibility and business prosperity. Numerous factors underscore the significance of a well-designed pay structure in the field. Among these factors is the notable turnover rate among employees in the lodging sector (Kline, 2020). Regarding a strong sense of belonging, Dewi et al, (2020) stated that employees are anticipated to demonstrate greater respect and maintain their desire to remain with the company regardless of circumstances. Additionally, employee ownership of a sense of belonging is expected to decrease turnover rates, alleviating the need for frequent recruitment due to high employee turnover.

Environmental factors also received a weighted mean of 4.46 and also verbally interpreted as agree. These factors include the work-life balance policies, significantly impact hotel employees' experiences within the organization. Results show that a positive work environment characterized by comfortable workspaces and flexible arrangements fosters satisfaction, motivation, and productivity. This underscores the importance of organizational culture and leadership practices in creating supportive work environments that promote engagement, job satisfaction, and retention. In essence, the statement emphasizes the integral role of environmental factors, alongside organizational factors, in shaping employees' work experiences and contributing to overall organizational success. Maintaining a favorable equilibrium between work and personal life enables employees to carry out their assigned duties with greater effectiveness and efficiency (Bataineh, 2019). This aligns with the findings of Richert-Kaźmierska et al. (2016), who cautioned about the potential rise in staff turnover, particularly among skilled individuals with alternative career prospects, when work-life balance concerns are disregarded.

Prioritizing supportive leadership, conducive work environments, work-life balance initiatives, supervisor support, professional growth opportunities, and conflict resolution fosters employee retention and productivity. Such measures create a motivating work environment where employees are dedicated to achieving organizational goals. The success of hotels largely depends on employee performance, which is critical because employees interact directly with guests and play a significant role in ensuring guest satisfaction. Enhanced employee performance not only improves hotel services but is essential for the overall profitability and competitive stance of the hotel industry (Zhang, 2016). Employees are seen as key drivers of organizational progress and their daily performance impacts the business significantly, highlighting the need for continuous improvement and peak performance to foster a talent pool and potential future leaders (Perkbox, 2022). Regular assessment of employee performance helps identify improvement areas, supports employee development, and aligns efforts towards shared goals, ultimately boosting productivity, profitability, and morale (Litmos, 2023). High-performing employees often receive raises and promotions, incentivizing excellence within the workforce (Birt, 2022). Employee performance is crucial for organizational success and depends on an individual's ability to meet job responsibilities and performance standards (Zani et al., 2018).

Table 2

Summary Table on Organizational Commitment

Organizational Commitment	Mean	Verbal Interpretation	Rank
Affective	4.36	Agree	2.5
Continuance	4.36	Agree	2.5
Normative	4.41	Agree	1
OVERALL Organizational Commitment	4.37	Agree	

Legend: 4.5 to 5.00 (Strongly Agree), 3.5 to 4.49 (Agree), 2.5 to 3.49 (Moderately Agree), 1.5 to 2.49 (Disagree), and 1.0 to 1.49 (Strongly Disagree)

Table 2 shows the summary of organizational commitment among hotel employees with the composite mean of 4.37 and verbally interpreted as agree. This indicates a generally positive level of commitment among respondents across all dimensions of organizational commitment.

Among the three dimensions of organizational commitment, normative commitment achieved the highest rank with a mean score of 4.41, positioning it at the top of the list. It is followed by affective and continuance commitment both with the weighted mean of 4.36. All these three dimensions verbally interpreted as agree. Results shows the considerable influence of moral values and beliefs on employees' dedication among hotels in Batangas to their organization. This dimension goes beyond mere job satisfaction or self-interest, reflecting a genuine commitment to uphold the organization's values and contribute to its objectives. It is also shows that employees have a strong normative commitment and are more likely to exhibit behaviors and attitudes aligned with organizational goals, such as going above and beyond their job responsibilities, supporting their colleagues, and adhering to ethical standards. Their sense of duty fosters a culture of integrity, trust, and accountability within the organization, which are essential for long-term success. Anwar et al. (2015) stated that the employee feels a responsibility to reciprocate the commitments and investments made by the organization in them. These factors contribute to a strong sense of loyalty among employees, driven by both personal beliefs and societal expectations. According to Abdullah (2018) normative commitment reflects an individual's resolve to remain with the organization, implies ongoing investment by the person in the organization. Normative commitment refers to the commitment or obligation that the individual feels because of the advantages, for example, preparing, training, and learning opportunities, professional development given by the organization to the person. The sentiment commitment makes the individual more dedicated as the inclination that the organization has contributed on the individual makes him stay in the organization to "reimburse the obligation" the worker stays with the organization in standardizing responsibility since he "ought to" (Anwar, et. al., 2015).

Moving to the lowest-ranking dimensions, both affective and continuance commitment tie for the second position, with the weighted mean of 4.36 and verbally interpreted as agree. For affective commitment, the slightly lower rank suggests that employees may not feel as emotionally attached to the organization as they do with normative commitment. Affective commitment typically involves feelings of loyalty, identification, and attachment to the organization, where employees develop a strong emotional connection to their work and colleagues. While still within the "Agree" category, the lower rank may indicate that employees' emotional ties to the organization are not as pronounced as their sense of duty and moral obligation. Affective commitment pertains to the desire of employees to remain within their organization. If an employee is affectively committed, it signifies their preference to continue their tenure with the organization (Othman, et. al.,2016). Typically, they align with the organizational objectives, feel a sense of belonging within the organization, and derive satisfaction from their work. Affective committed employees feel valued, act as ambassadors for their organization, and are generally considered valuable assets to the organization.

It is also concluded in the study of Aziz et al (2021) that the employees demonstrate affective commitment to the organization as almost all of them believe it is essential to be loyal to the organization. Remaining with the organization is a matter of personal choice. An employee demonstrating affective commitment to their employer typically forms a strong connection with the company and its goals. They may decline enticing job offers from other companies, even if they offer better financial incentives (Anwar, et. al.,2021). On the other hand, for continuance commitment, the ranking suggests that employees may not perceive significant costs or sacrifices associated with leaving the organization. Continuance commitment often involves considerations of the practical or financial costs of leaving, such as loss of benefits, seniority, or stability. While employees may still acknowledge some level of commitment to the organization, their perceived attachment may not be as deeply rooted in tangible factors like these costs. Therefore, while employees may recognize the implications of leaving the organization, they may not view these factors as strong determinants of their commitment compared to normative considerations.

Continuance commitment, which is a necessity, entails recognizing the expenses involved in departing from the company. A robust continuance commitment encourages employees to remain with the organization because they perceive the challenges of transitioning to another company as formidable due to limited alternatives or other associated costs, making discontinuation of membership less desirable (Boncoro, 2023). Increased perceived hope among employees correlates with greater effectiveness in achieving continuance commitment.

Elevated levels of hope lead to increased satisfaction, commitment, and performance among members of the organization. Organizational commitment is a deep psychological and emotional bond that employees form with their employer, influencing their engagement, satisfaction, and performance. This commitment enhances productivity and increases the likelihood of long-term retention (Jay, 2021). High organizational commitment leads to improved job performance and lower turnover and absenteeism rates (Smyth, 2022). Various factors influence organizational commitment, including the psychological contract between employee and employer, knowledge sharing, task orientation, organizational justice, and training opportunities (Cheah et al., 2016). Additionally, a supportive organizational culture that aligns with employees' values significantly boosts commitment and helps navigate challenging periods (Wong, 2023).

Table 3

Relationship between Work-related Factors and Organizational Commitment

INDIVIDUAL FACTORS	r_s	p -value	Interpretation
Affective	.601**	0.000	Highly Significant
Continuance	.553**	0.000	Highly Significant
Normative	.590**	0.000	Highly Significant
OVERALL Organizational Commitment	.657**	0.000	Highly Significant
ORGANIZATIONAL FACTORS			
Affective	.567**	0.000	Highly Significant
Continuance	.511**	0.000	Highly Significant
Normative	.557**	0.000	Highly Significant
OVERALL Organizational Commitment	.629**	0.000	Highly Significant
ENVIRONMENTAL FACTORS			
Affective	.567**	0.000	Highly Significant
Continuance	.567**	0.000	Highly Significant
Normative	.554**	0.000	Highly Significant
OVERALL Organizational Commitment	.638**	0.000	Highly Significant
OVERALL WORK-RELATED FACTORS			
Affective	.658**	0.000	Highly Significant
Continuance	.608**	0.000	Highly Significant
Normative	.636**	0.000	Highly Significant
OVERALL Organizational Commitment	.725**	0.000	Highly Significant

In table 3, the observed strong positive correlation between individual factors and all dimensions of organizational commitment suggests that personal attributes or behaviors significantly influence employees' sentiments toward their organization. The consistent significance across affective, continuance, normative, and overall commitment dimensions indicate a robust relationship. Possible individual factors may encompass personal values, job satisfaction levels, or alignment of personal goals with the organization's objectives, which contribute to heightened commitment among employees. The studies collectively illuminate various factors influencing organizational commitment in the hospitality industry.

Bahuguna et al. (2022) emphasized the pivotal role of talent management practices in boosting employee commitment in India. Chathoth et al. (2021) identified organizational flexibility, empowerment, and brand adherence as key to enhancing engagement and service co-creation, subsequently affecting commitment. Hassan et al. (2023) found that a social entrepreneurship orientation within hospitality enhances normative commitment, underlining the value of aligning individual and organizational social entrepreneurial goals. Organizational factors exhibit a highly significant positive correlation with all dimensions of commitment, implying that organizational policies, culture, leadership, and systemic attributes profoundly shape employee commitment levels. The uniform significance across affective, continuance, normative, and overall commitment dimensions underscore the influential role of organizational support, cultural alignment, and effective leadership in fostering a sense of belonging and purpose among employees. Bahuguna et al. (2022) revealed that in the hospitality industry, the application of effective talent management practices significantly boosts organizational commitment, suggesting these strategies are crucial for enhancing employee loyalty and dedication. In addition, Dawson et al. (2023) determined that a strong organizational culture in the hospitality sector positively affects

employee outcomes like job satisfaction and performance, emphasizing that such a culture is vital for increasing employee commitment and overall performance. Lastly, Hassan, et. al.,(2023) discovered that in the hospitality industry, social entrepreneurship plays a significant role in fostering normative commitment, highlighting that aligning company objectives with social goals can improve employee commitment.

Environmental factors, such as the broader work environment, team dynamics, and external conditions, also display a highly significant correlation with all commitment dimensions. This indicates that a supportive and positive work environment plays a crucial role in enhancing employees' emotional attachment to the organization, their perception of the costs associated with leaving, and their sense of obligation to remain committed. These findings emphasize the importance of creating a conducive work environment that nurtures employee engagement and commitment, ultimately contributing to organizational success. The influence of environmental practices on hotel performance, finding that such practices, when aligned with flexibility and inter-organizational cooperation, positively impact the hospitality industry (Kusa et al.,2023). As emphasized by Dhammahunsakul (2019), the role of factors like alignment with organizational objectives, recognition of goals and values, and demographic influences is essential in fostering organizational commitment. Additionally, the study of Tariq et al. (2020), revealed that employees' environmental performance and managers' environmental commitment in the hospitality industry are interlinked, suggesting that managerial commitment plays a moderating role.

4. Conclusions and recommendations

The analysis shows that the respondents feel highly confident in their goal setting and achievement abilities, indicating a strong sense of purpose and motivation in their professional lives. It reflects a proactive attitude toward personal and professional development, highlighting that the individuals surveyed are driven and committed to pursuing their objectives, which is a positive trait in any work environment. The respondents perceive their organization as highly supportive in their various professional activities and in the implementation of new procedures and policies. Such a perception shows a positive organizational environment where employees feel backed and encouraged to innovate and engage in their roles, which is crucial for fostering a sense of empowerment and satisfaction among the staff. Employees feel their organization demonstrates a genuine concern for their well-being and values their contribution, which is fundamental for creating a supportive and positive work environment. Such a perception is crucial for employee satisfaction and can significantly impact their motivation, engagement, and overall perception of the organizational climate.

The respondents exhibit a profound emotional bond with their organization, seeing it as more than merely a workplace. This feeling indicates that the employees regard their role and the organization as essential components of their identity and principles, reflecting a significant level of affective commitment. Such a connection is vital for nurturing loyalty, encouraging a constructive work environment, and boosting overall job contentment and efficiency. The respondents feel a significant level of dependency or necessity to remain with their current organization, possibly due to the perceived costs or difficulties associated with leaving. The employees see their ongoing employment as crucial, likely due to the benefits, stability, or lack of comparable alternatives, highlighting a commitment based more on necessity and practical considerations than purely emotional or value-based reasons. The respondents possess a strong normative sense of commitment, feeling a moral imperative to stay with their organization due to a deeply held belief in the importance of loyalty. This perspective reflects an ethical standpoint where the decision to remain with an organization is driven more by a sense of duty and moral values than by mere personal gain or external pressures, suggesting that the employees value stability and loyalty in their professional lives. There is a clear and strong relationship between work-related factors like the individual, organizational and environmental factors as well as in organizational commitment in terms of affective, continuance, and normative.

The Human Resources Department can increase recruitment efforts specifically for mid-career professionals and tailored professional development programs can help diversify age demographics and enhance career growth opportunities. Additionally, implementing loyalty incentives and advanced leadership training for long-tenured

employees can boost morale, foster loyalty, and prepare employees for leadership roles. These strategies benefit business owners by stabilizing the workforce, aid HR in reducing turnover costs, increase job satisfaction for employees, and provide valuable data for future researchers on the impacts of such initiatives on organizational effectiveness. Hotel establishments can introduce mindfulness training, reflective practices, decision-making training, promoting a culture of open dialogue, encouraging regular breaks, providing personal development resources, and setting specific improvement goals. Hotel's top management and HR department can diversify team-building activities, host regular social events, organize interdepartmental mixers, implement recognition programs, and offer communication workshops.

Additionally, actively seeking employee feedback on these initiatives can ensure they are tailored to the team's needs, thereby fostering a more unified and supportive workplace environment crucial for delivering exceptional guest experiences in the hospitality sector. Hotel owners can provide structured communication windows and efficient use of technology to limit work-related communication to office hours. Every department or areas of hotels can focus on strengthening their culture to foster a sense of community, offer personal and professional development opportunities, implement employee recognition programs, involve employees in decision-making, and clearly communicate and demonstrate organizational values. Human resources management or top management can focus on developing robust career development programs, enhancing work-life balance initiatives, establishing employee support systems for managing change, actively engaging with employees to understand their needs and concerns, and clearly communicating the unique benefits of staying with the organization. Managers, supervisors, and HR department can provide clear career advancement opportunities, and acknowledge employee tenure. Initiatives like regular engagement surveys, mentorship programs, and rewards for long-standing service can foster a sense of belonging and loyalty.

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