

# A framework of employees' organizational commitment based on hotel managers' ethical leadership and work values

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## Abstract

Organizational commitment among hotel employees in CALABARZON refers to the extent to which the employees feel dedicated and loyal to their organization. This has a vital role since it has a direct impact on customer satisfaction, service quality, and the success of the hotel operation. Organizational commitment can be determined through three components namely, affective, continuance, and normative that help to understand the different ways that hotel employees become committed. This study included ethical leadership and work values of hotel managers which were found to be predictors of organizational commitment among employees. The descriptive correlation method was used in the study to discover the significant relationship among the variables. The participants of the study were 339 employees from the identified 96 Department of Tourism accredited hotels in Region IV- A or CALABARZON. The study used an adapted instrument to gather the necessary data. The statistical tools utilized were Simple Percentage, Weighted Mean, T- test and Analysis of Variance, Post hoc Analysis and Pearson Correlation Coefficient. Activities to ensure that all ethical guidelines in research are observed were facilitated. Results revealed that affective commitment is the core of the hotel employees' commitment which is demonstrated by their recognition of their emotional attachment within the hotel specifically through their camaraderie with their colleagues and their sense of belonging in the organization. It is found out that ethical leadership, work values, and organizational commitment significantly relate with each other. In maintaining the commitment of the hotel employees, the hotel management of CALABARZON may provide training and development programs and competitive compensation and benefits to retain employees.

**Keywords:** organizational commitment, ethical leadership, work values, hotels

## **A framework of employees' organizational commitment based on hotel managers' ethical leadership and work values**

### **1. Introduction**

Ethical leadership is a style of leadership that highlights moral principles, values, and integrity in the interaction with the subordinates and in the decision making process. It is the behavior of an individual conforming to the set of principles and values that the majority recognize in an organization. Leaders who are focused on ethical manners are not centered on achieving the goals of an organization, rather they prioritize being morally just and right (Banks et al., 2021). Based on a study on ethical leadership at work, there are six factors of ethical leadership: people orientation, fairness, power sharing, ethical guidance, role clarification, and integrity. In the hotel industry being ethical is an essential characteristic a leader should possess since the leader has a vital role in directing the whole operation of the hotel organization (Kalshoven et al., 2011). In Fan et al. (2021) it is revealed that ethical leadership is a fundamental factor which helps the hotel industry in gaining more employee loyalty; since ethical leadership supports affirmative impact on employees' behavior and attitude.

On the other hand, work values are the principles, qualities, and standards which are essential in the work environment that can be applied both by the managers and the employees. Lukes et al. (2019) emphasized that the effective administration of work values may contribute to the commitment of the employees. Work values play a vital role for people working in the hospitality industry which focuses on customer service. Sakdiyakorn et al. (2021) stressed that work values that are aligned with organizational commitment of the employees can influence employees' performance. The present study adopted the Work values Inventory of Donald Super (1970) or Donald Super's Work Values Inventory (WVI). Accordingly, there are components for better understanding the work values. These factors are independence, economic security, intellectual stimulation, management prestige, esthetic creative, achievement, altruism, variety, associates, surroundings, and security.

As a major concept in organizational behavior, organizational commitment is essential for managers and the organization since it demonstrates the employees' willingness to remain as part of the organization. Allen and Meyer (1990); cited by Yuzbasioglu and Dogan (2018) cited three kinds of commitment: the affective commitment, continuance commitment, and normative commitment. In the context of the hotel industry, ethical leadership, work values, and organizational commitment are interconnected because a leader who exhibits ethical practices which align with his or her work values can influence the commitment of the employees (Murray & Holmes, 2021). It is noted however by the authors that the turnover rates at hotels are relatively high which is crucial for obtaining commitment from employees. Furthermore, literature and studies about organizational commitment reveal that there is a lack of research on organizational commitment in the Philippine setting particularly among the hotels in CALABARZON.

In today's competitive job market, hotels should find ways to attract and retain top talents in the organization. Understanding the factors that contribute to organizational commitment can help hotel managers implement strategies to retain valuable staff members. This study identified areas for improvement in the hotel operation, specifically the ethics and moral values of the hotel managers making way to better employees' commitment and hotel profitability. It will also help hotel managers in CALABARZON to improve their ethics in leadership and the values they practice at their work setting through the development of strategies that are geared towards creating a positive work environment where employees are committed to improve their performance to achieve organizational goals.

**Objective of the Study** - The study investigated the organizational commitment of the employees and determined if it may be predicted by the ethical leadership and the work values employed by hotel managers. Specifically, it described the demographic profile of the respondents in terms of age, sex, civil status, educational

attainment, and hotel department; determined the ethical leadership of the hotel managers in terms of people orientation, fairness, power sharing, ethical guidance, and role clarification and integrity; identified the work values of the hotel managers in terms of independence, economic security, intellectual stimulation, management prestige, esthetic creative, achievement, altruism, variety, associates, surroundings, and security; and assessed the organizational commitment of the respondents in terms of affective commitment, continuance commitment, and normative commitment. It tested the significant differences of the responses when grouped according to the profile variables, as well as the significant relationship among ethical leadership, work values, and organizational commitment and consequently determined the significant predictors of organizational commitment. Finally, the study proposed a framework for organizational commitment for hotel employees based on hotel managers' ethical leadership and work values.

## 2. Methodology

**Research Design** - Descriptive correlation method of research was used in the study in determining the ethical leadership and work values of hotel managers; and the organizational commitment of the hotel employees in CALABARZON. Quantitative correlation was utilized in investigating the relationship between variables specifically ethical leadership, work values, and organizational commitment.

**Participants of the Study** - The participants of the study were the 339 hotel employees in CALABARZON. To ensure objectivity, the participants of the study were chosen based on the following criteria: a. employees of the registered hotels in CALABARZON, b. at least 18 years old, and c. should have served the hotel for at least one year.

**Data Collection Instrument** - The instrument of the study is made up of four parts. Part I described the demographic profile of the respondents in terms of age, sex, civil status, highest educational attainment, and hotel department. Simple percentage method was used to this part. Part II utilized an instrument adapted from the study of Kalshoven et al. (2010). It determined the ethical leadership practices of hotel managers in terms of people orientation, fairness, ethical guidance, power sharing, role clarification and integrity. Part III used an instrument adapted from the study of Super (1970) cited by Gable (1973). It identified the work values practices of hotel managers in terms of independence, economic security, intellectual stimulation, management prestige, esthetic creative, achievement, altruism, variety, associates, surroundings and security. Part IV assessed the organizational commitment of the hotel employees in terms of affective, continuance, and normative which instrument was adapted from the study of Yubasioglu and Dogan (2018). The instrument underwent face and content validation. The instruments were pilot - tested and the data underwent reliability test.

**Data Gathering Procedure** - Upon the approval of the research instrument a letter of permission to undertake the study was coordinated to the managers of the hotels in CALABARZON who informed their employees that they were included as the participants. The researcher personally conducted the administration of the research instrument to the 96 DOT registered hotels in CALABARZON. The researcher waited and checked for completeness.

**Data Analysis** - To analyze the data, the following statistical tools were used: Frequency distribution and percentage were used to describe the profile of the respondents. Mean and rank were then utilized to determine the ethical leadership practices, work value practices and organizational commitment of the respondents. Independent comparison of groups or t-test and analysis of variance, together with post hoc analysis was also used to test for differences on the variables of the study when compared according to profile, and lastly, Pearson correlation coefficient was used to establish possible relationships among the variables of this study. In addition, all data were treated using statistical software known as PASW version 26 to further interpret the results of the study using an alpha level of 0.05.

**Ethical Considerations** - The research manuscript was submitted to the LPU- B- Research Ethics Review Committee and was approved. The study conformed to the Data Privacy Act of the Philippines (Republic Act No.

10173) which protects personal data, information and communications system. In conducting the survey, the respondents participated voluntarily, gave their informed consent to be part of the research and were ensured that anonymity and confidentiality was observed and that the information and data gathered was used only for purposes of this study. The authors from whom the related literature and instruments were derived were properly cited and included in the reference list.

### 3. Results and Discussion

**Table 1**

*Summary Table for Ethical Practices on Leadership*

	Mean	Interpretation	Rank
People Orientation	4.20	Often	1
Fairness	4.10	Often	4
Ethical Guidance	4.13	Often	3
Power Sharing	4.06	Often	5
Role Clarification and Integrity	4.14	Often	2
<b>Overall</b>	<b>4.13</b>	<b>Often</b>	

Legend: 1.00 – 1.49 (Never), 1.50 – 2.49 (Seldom), 2.50 – 3.49 (Sometimes), 3.50 – 4.49 (Often), 4.50 – 5.00 (Always)

Table 1 presents the summary table for the assessment in ethical practices on leadership with over- all mean of 4.13 verbally interpreted as often practiced. People orientation ranked first (4.20) followed by role clarification and integrity (4.14) and ethical guidance (4.13). All items were rated as often. These findings on the ethical practices on leadership clearly show that the hotel managers in CALABARZON are people oriented. Indications of these are the hotel managers' prioritization for the well-being and development of their employees through exercising ethical treatment. Various researches corroborate these findings of Henkel et al. (2019), Tasci et al. (2022) and Gurr and Drysdale (2020) are one in their statement that through people orientation, employees can gain valuable knowledge and skills which are relevant to their current role or job position for their future aspiration.

**Table 2**

*Summary Table for Work Value Practices*

	Mean	Interpretation	Rank
Independence	4.08	Often	5.5
Economic Security	3.99	Often	10
Intellectual Stimulation	4.03	Often	8
Management Prestige	4.00	Often	9
Aesthetic Creative	3.98	Often	11
Achievement	4.24	Often	1
Altruism	4.08	Often	5.5
Variety	4.05	Often	7
Associates	4.12	Often	4
Surroundings	4.17	Often	2
Security	4.15	Often	3
<b>Overall</b>	<b>4.08</b>	<b>Often</b>	

Legend: 1.00 – 1.49 (Never), 1.50 – 2.49 (Seldom), 2.50 – 3.49 (Sometimes), 3.50 – 4.49 (Often), 4.50 – 5.00 (Always)

Table 2 shows the summary table for the assessment in work values practices with over- all mean of 4.08 verbally interpreted as often practiced. Achievement ranked first (4.24), followed by surroundings (4.17), and security (4.15). All items were rated as often practiced. Noticeably, it appears that the hotel managers practice their work values in terms of achievement. Like any other professionals, hotel managers often prioritize certain values in their work and part of it is achievement. Rahman (2020) said that it is an achievement for the management of a hotel in attaining high level of guest satisfaction; this involves ensuring that the guests have a pleasant and memorable experience during their stay which can lead to positive reviews, patronage of guests, and referrals.

**Table 3**

*Summary Table for Organizational Commitment*

	Mean	Interpretation	Rank
Affective	3.90	Agree	1
Continuance	3.66	Agree	3
Normative	3.83	Agree	2
<b>Overall</b>	<b>3.80</b>	<b>Agree</b>	

*Legend: 1.00 – 1.49 (Strongly Disagree), 1.50 – 2.49 (Disagree), 2.50 – 3.49 (Moderately Agree), 3.50 – 4.49 (Agree), 4.50 – 5.00 (Strongly Agree)*

Table 3 presents summary table of organizational commitment with the composite mean of 3.80 verbally interpreted as agree. Affective commitment ranked the highest (3.90), followed by normative commitment (3.83). Both items were rated as agree. The data revealed affective commitment is agreed by the hotel employees in CALABARZON. They are emotionally attached towards their organization which means that the hotel employees feel a strong desire to remain with the company because of their positive feelings and identification with it. Employees with high affective commitment see the company's goal as their own feel passionate about the organization's success (Aranki et al., 2019).

**Table 4**

*Differences on the Ethical Practices on Leadership When Compared According to the Profile Variables*

	t/F	p-value	Interpretation
<b>Age</b>			
People Orientation	.886	.448	Not Significant
Fairness	.611	.608	Not Significant
Ethical Guidance	.606	.611	Not Significant
Power Sharing	.197	.899	Not Significant
Role Clarification and Integrity	.605	.612	Not Significant
Overall Ethical Leadership Practices	.354	.786	Not Significant
<b>Sex</b>			
People Orientation	-.685	.494	Not Significant
Fairness	-.722	.471	Not Significant
Ethical Guidance	1.057	.291	Not Significant
Power Sharing	-.036	.971	Not Significant
Role Clarification and Integrity	.097	.922	Not Significant
Overall Ethical Leadership Practices	-.058	.954	Not Significant
<b>Civil Status</b>			
People Orientation	-.133	.894	Not Significant
Fairness	1.536	.125	Not Significant
Ethical Guidance	1.523	.129	Not Significant
Power Sharing	1.253	.211	Not Significant
Role Clarification and Integrity	.878	.381	Not Significant
Overall Ethical Leadership Practices	1.166	.244	Not Significant
<b>Educational Attainment</b>			
People Orientation	2.148	.074	Not Significant
Fairness	1.116	.349	Not Significant
Ethical Guidance	2.209	.067	Not Significant
Power Sharing	1.987	.096	Not Significant
Role Clarification and Integrity	.699	.593	Not Significant
Overall Ethical Leadership Practices	1.972	.098	Not Significant
<b>Hotel Department</b>			
People Orientation	1.795	.087	Not Significant
Fairness	1.369	.217	Not Significant
<b>Ethical Guidance</b>	<b>2.366</b>	<b>.022</b>	<b>Significant</b>
Power Sharing	1.710	.105	Not Significant
Role Clarification and Integrity	1.109	.356	Not Significant
Overall Ethical Leadership Practices	1.743	.098	Not Significant

Table 4 presents the test of differences on the perceived ethical leadership practices of the hotel managers when grouped according to the respondents' profile variables. Results show that there were no significant differences in the responses on ethical leadership when respondents were grouped according to profile variables, except for hotel department where ethical guidance posted a significant difference (F-2.366, p value = .022). The

significant difference was contributed by the pair, Finance and Engineering and Maintenance where finance department rated this dimension highest while engineering or maintenance department rated it lowest. The study of Ng and Tavitiyaman (2020) highlights the importance of ensuring all financial statements are accurate and reflect the specific financial position of the hotel which includes proper recording of assets, revenue, and expenses.

**Table 5***Differences on Work Value Practices When Compared According to Profile*

	t/F	p-value	VI	t/F	p-value	VI	t/F	p-value	VI	t/F	p-value	VI	t/F	p-value	VI
	Age			Sex			Civil Status			Educational Attainment			Hotel Department		
Independence	0.658	0.578	NS	-0.363	0.716	NS	0.817	0.415	NS	0.699	0.593	NS	1.596	0.135	NS
Economic Security	0.4	0.753	NS	0.303	0.762	NS	0.236	0.814	NS	1.637	0.164	NS	1.027	0.411	NS
Intellectual Stimulation	0.613	0.607	NS	0.072	0.943	NS	0.746	0.456	NS	1.018	0.398	NS	0.417	0.891	NS
Management Prestige	1.045	0.372	NS	-0.064	0.949	NS	0.933	0.352	NS	2.721	0.029	S**	0.814	0.576	NS
Aesthetic Creative	0.621	0.602	NS	-0.163	0.87	NS	0.697	0.486	NS	1.66	0.158	NS	2.225	0.032	S**
Achievement	1.162	0.324	NS	-1.018	0.309	NS	1.214	0.226	NS	2.037	0.089	NS	1.18	0.313	NS
Altruism	1.225	0.3	NS	0.299	0.765	NS	0.696	0.487	NS	1.779	0.132	NS	1.088	0.37	NS
Variety	0.494	0.686	NS	0.163	0.871	NS	1.436	0.152	NS	1.081	0.366	NS	0.649	0.715	NS
Associates	0.439	0.725	NS	-1.43	0.153	NS	0.021	0.984	NS	1.128	0.343	NS	0.801	0.586	NS
Surroundings	0.785	0.503	NS	-1.041	0.298	NS	0.476	0.635	NS	2.482	0.043	S**	0.85	0.547	NS
Security	0.143	0.934	NS	-0.825	0.41	NS	0.68	0.497	NS	0.964	0.427	NS	0.375	0.917	NS
Overall Work Values Practices	0.524	0.666	NS	-0.421	0.674	NS	0.847	0.398	NS	1.528	0.193	NS	0.854	0.544	NS

*Legend: Difference is significant at 0.05 alpha level*

The differences of the responses on work values when grouped according to profile variables are presented in Table 5 which showed that there is no significant difference ( $F = .854$ ,  $p$  value-  $.544$ ) in the overall work values of the respondents grouped according to age, sex and civil status. However, when grouped according to educational attainment, respondents differed on the importance they put on management prestige ( $F = 2,721$ ,  $p$  value-  $.029$ ) and surroundings ( $F = 2.482$ ,  $p$  value-  $.0290$ ). They also differ when grouped according to hotel department, specifically on the importance they put on Aesthetic creative ( $F = 2,225$ ,  $p$  value,  $.32$ ). The data indicates that educational attainment significantly influences ratings of the respondents in terms of management prestige and surroundings and hotel department influences ratings on aesthetic creative.

These findings concur with the results of various research such as those of Alipour et al. (2019), Huang et al. (2021) and Jawabreh and Mahmoud et al. (2020) stated that hoteliers with doctorates degree might have various motivations and be passionate about the industry to pursue research and innovative activities, pursue leadership roles within hotels, do consulting positions for hospitality businesses, or even advance in their academic careers, teaching and researching on vital issues and trends about hospitality management. The data in Table 6 shows that the respondents do not differ in the overall organizational commitment ( $F = .860$ ,  $p$  value-  $.860$ ). However, significant differences in the three types of commitment were posted when respondents were grouped according to educational attainment. Difference is significant when those who graduated with a bachelor's degree are compared with those with a vocational course. Those with bachelor's degree have lower ratings in terms of the stated sub dimension of organizational commitment as compared to vocational graduates.

The results indicate that the hotel employee attained vocational degree is focused on practical skills that are directly applicable in the assigned job. The foregoing findings find similarity in the study of Lombardi et al.

(2019), hotel employees with vocational degree has a high level of affective commitment; they are motivated, enthusiastic, and has willingness to stay in the organization for its success. For normative commitment, difference is significant when those who graduated with a doctoral degree are compared to those with masters' degree. The data revealed that those employees who attained doctorate degree are more likely to be motivated in working in the hotel organization. Yeh (2019) explained a doctorate in the hospitality management might lead to a stronger normative commitment compared to other doctorate in an unrelated field.

**Table 6**

*Differences on the Organizational Commitment When Compared According to Profile*

	t/F	p-value	Interpretation
<b>Age</b>			
Affective	.483	.694	Not Significant
Continuance	2.235	.084	Not Significant
Normative	.659	.578	Not Significant
Organizational Commitment	.742	.527	Not Significant
<b>Sex</b>			
Affective	.062	.950	Not Significant
Continuance	-.467	.641	Not Significant
Normative	.974	.331	Not Significant
Organizational Commitment	.190	.850	Not Significant
<b>Civil Status</b>			
Affective	.707	.480	Not Significant
Continuance	.604	.546	Not Significant
Normative	.094	.925	Not Significant
Organizational Commitment	.587	.558	Not Significant
<b>Educational Attainment</b>			
Affective	3.479	.008	Significant
Continuance	3.205	.013	Significant
Normative	4.205	.002	Significant
Organizational Commitment	5.269	.000	Significant
<b>Hotel Department</b>			
Affective	.489	.842	Not Significant
Continuance	.828	.565	Not Significant
Normative	1.508	.163	Not Significant
Organizational Commitment	.860	.538	Not Significant

*Legend: Difference is significant at 0.05 alpha level*

Presented in Table 7 is the relationship between ethical leadership practices and work value practices showing a significant relationship between the two variables ( $r = .875$ ,  $p$  value  $= .000$ ). The findings show that all the dimensions of the two variables are significantly correlated to each other in a positive direction or direct manner. The above data indicates that there is a positive connection between ethical leadership with work.

Balbalola et al. (2019) explained that building trust within the organization allows the employees to feel comfortable in raising their concern and they are more likely to embrace the organization's values and act accordingly.

**Table 7 Relationship of Ethical Leadership Practices to Work Value Practices**

	r	p-value	Interpretation	r	p-value	Interpretation
	<b>People Orientation</b>			<b>Power Sharing</b>		
Independence	.664**	.000	Significant	.695**	.000	Significant
Economic Security	.649**	.000	Significant	.667**	.000	Significant
Intellectual Stimulation	.670**	.000	Significant	.677**	.000	Significant
Management Prestige	.630**	.000	Significant	.641**	.000	Significant
Aesthetic Creative	.588**	.000	Significant	.612**	.000	Significant
Achievement	.639**	.000	Significant	.634**	.000	Significant
Altruism	.666**	.000	Significant	.657**	.000	Significant
Variety	.641**	.000	Significant	.679**	.000	Significant
Associates	.670**	.000	Significant	.645**	.000	Significant
Surroundings	.653**	.000	Significant	.623**	.000	Significant
Security	.660**	.000	Significant	.632**	.000	Significant
Overall Work Values Practices	.767**	.000	Significant	.770**	.000	Significant
	<b>Fairness</b>			<b>Role Clarification and Integrity</b>		
Independence	.699**	.000	Significant	.709**	.000	Significant
Economic Security	.670**	.000	Significant	.665**	.000	Significant
Intellectual Stimulation	.683**	.000	Significant	.707**	.000	Significant
Management Prestige	.653**	.000	Significant	.664**	.000	Significant
Aesthetic Creative	.622**	.000	Significant	.627**	.000	Significant
Achievement	.629**	.000	Significant	.648**	.000	Significant
Altruism	.638**	.000	Significant	.715**	.000	Significant
Variety	.660**	.000	Significant	.702**	.000	Significant
Associates	.666**	.000	Significant	.699**	.000	Significant
Surroundings	.633**	.000	Significant	.684**	.000	Significant
Security	.660**	.000	Significant	.708**	.000	Significant
Overall Work Values Practices	.776**	.000	Significant	.810**	.000	Significant
	<b>Ethical Guidance</b>			<b>Overall Ethical Leadership Practices</b>		
Independence	.642**	.000	Significant	.779**	.000	Significant
Economic Security	.603**	.000	Significant	.743**	.000	Significant
Intellectual Stimulation	.642**	.000	Significant	.771**	.000	Significant
Management Prestige	.600**	.000	Significant	.728**	.000	Significant
Aesthetic Creative	.564**	.000	Significant	.688**	.000	Significant
Achievement	.594**	.000	Significant	.718**	.000	Significant
Altruism	.624**	.000	Significant	.754**	.000	Significant
Variety	.603**	.000	Significant	.750**	.000	Significant
Associates	.594**	.000	Significant	.747**	.000	Significant
Surroundings	.583**	.000	Significant	.725**	.000	Significant
Security	.590**	.000	Significant	.742**	.000	Significant
Overall Work Values Practices	.714**	.000	Significant	.876**	.000	Significant

Legend: Relationship is significant at 0.05 alpha level

**Table 8**

*Relationship of Organizational Commitment to Work Value Practices*

	r	p-value	Interpretation	r	p-value	Interpretation
	<b>Affective Commitment</b>			<b>Normative Commitment</b>		
Independence	.497**	.000	Significant	.437**	.000	Significant
Economic Security	.510**	.000	Significant	.442**	.000	Significant
Intellectual Stimulation	.528**	.000	Significant	.407**	.000	Significant
Management Prestige	.524**	.000	Significant	.421**	.000	Significant
Aesthetic Creative	.494**	.000	Significant	.409**	.000	Significant
Achievement	.493**	.000	Significant	.446**	.000	Significant
Altruism	.504**	.000	Significant	.470**	.000	Significant
Variety	.504**	.000	Significant	.435**	.000	Significant
Associates	.547**	.000	Significant	.462**	.000	Significant
Surroundings	.501**	.000	Significant	.428**	.000	Significant
Security	.592**	.000	Significant	.513**	.000	Significant
Overall Work Values Practices	.613**	.000	Significant	.524**	.000	Significant



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	Continuance Commitment			Overall Organizational Commitment		
Independence	.390**	.000	Significant	.541**	.000	Significant
Economic Security	.353**	.000	Significant	.532**	.000	Significant
Intellectual Stimulation	.434**	.000	Significant	.562**	.000	Significant
Management Prestige	.343**	.000	Significant	.524**	.000	Significant
Aesthetic Creative	.409**	.000	Significant	.538**	.000	Significant
Achievement	.328**	.000	Significant	.515**	.000	Significant
Altruism	.358**	.000	Significant	.542**	.000	Significant
Variety	.429**	.000	Significant	.561**	.000	Significant
Associates	.350**	.000	Significant	.552**	.000	Significant
Surroundings	.375**	.000	Significant	.532**	.000	Significant
Security	.443**	.000	Significant	.632**	.000	Significant
Overall Work Values Practices	.453**	.000	Significant	.649**	.000	Significant

Legend: Relationship is significant at 0.05 alpha level

Table 8 presents the relationship between organizational commitment and work value practices which is found to be significant ( $r=.649$ ,  $p$  value = .000). These findings show that all the dimensions of the two variables are significantly correlated to each other. It is revealed that organizational commitment has a significant relationship with work values. In the study of Ridwan et al. (2020), employees are more likely to stay in the organization when they feel committed and it can be seen that their values are reflected in the workplace culture.

**Table 9**

*Relationship of Organizational Commitment to Ethical Leadership Practices*

	r	p-value	Interpretation	r	p-value	Interpretation
<b>Affective Commitment</b>						
People Orientation	.503**	.000	Significant	.440**	.000	Significant
Fairness	.527**	.000	Significant	.467**	.000	Significant
Ethical Guidance	.475**	.000	Significant	.439**	.000	Significant
Power Sharing	.529**	.000	Significant	.447**	.000	Significant
Role Clarification and Integrity	.565**	.000	Significant	.457**	.000	Significant
Overall Ethical Leadership Practices	.594**	.000	Significant	.514**	.000	Significant
<b>Continuance Commitment</b>						
People Orientation	.355**	.000	Significant	.529**	.000	Significant
Fairness	.369**	.000	Significant	.555**	.000	Significant
Ethical Guidance	.350**	.000	Significant	.515**	.000	Significant
Power Sharing	.400**	.000	Significant	.562**	.000	Significant
Role Clarification and Integrity	.402**	.000	Significant	.581**	.000	Significant
Overall Ethical Leadership Practices	.429**	.000	Significant	.627**	.000	Significant

Legend: Relationship is significant at 0.05 alpha level

Presented in Table 9 is the relationship between organizational commitment and ethical leadership practices. Findings show that all the dimensions of the two variables are significantly correlated to each other in a positive direction or direct manner. According to data organizational commitment relationship with ethical leadership. Udin (2020) stated that ethical leaders can create a work environment free from harassment, discrimination, or unethical practices which can lead to higher employee satisfaction and commitment.

### Framework of Employees' Organizational Commitment

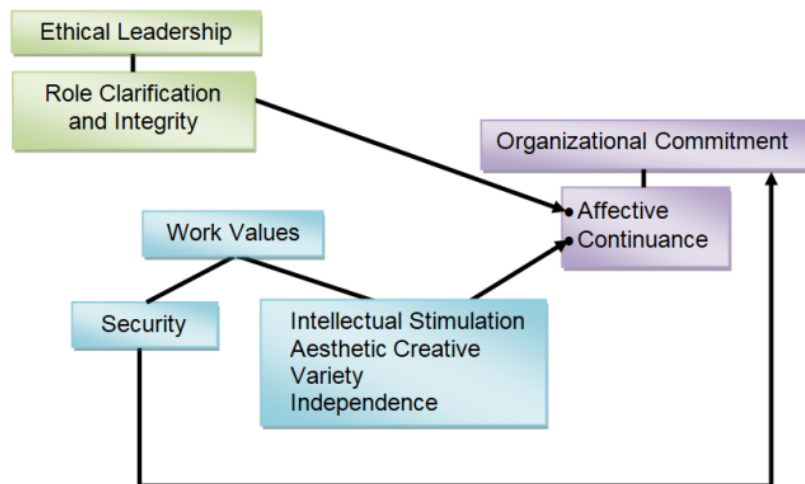


Figure 1. JRAM Framework of Organizational Commitment

The framework shows the ethical leadership of hotel managers with its sub-variables, role clarification and integrity and the subscales of work values- security, intellectual stimulation, aesthetic creative, variety, and independence as predictors of affective and continuance organizational commitment of hotel employees. The left side indicates ethical leadership with its sub-variable role clarification and integrity. A hotel manager who is ethical serves as a leader who prioritizes moral behavior and good conduct in their role. He guides employees through his decisions and actions by a strong sense of righteousness and fairness, for both internal and external environment of the hotel organization. The lower left side of the figure shows the work values of hotel managers with its sub-variables: security, intellectual stimulation, aesthetic creative, variety, and independence. A hotel manager who amplifies strong work values can lead by example, can communicate clearly, and empowers teamwork. On the right side, organizational commitment of hotel employees with its sub-variables affective and continuance. A happy and committed hotel staff is the backbone of a thriving hotel. The commitment of the hotel employees benefits the organization since they will provide better service, more attentive to guests' needs, and possibly attain guest satisfaction.

#### 4. Conclusions and Recommendations

Majority of the hotel employees of CALABARZON are male, single, attained a Bachelor's degree; considerably young and are assigned in the front office department. The hotel managers are ethical leaders who are people oriented increase their employees' morale and motivation to work. Providing employee development through coaching, training, and feedback enables the hotel employees to acquire new skills, improvement of performance, and career advancement. The core of the employees' commitment in the organization is emotional attachment brought about by a strong relationship within the hotel organization among the hotel employees. Hotel employees assigned in different departments differ in their view of ethical leadership. Likewise, employees with different educational attainment differ in their organizational commitment. Interestingly, there is a significant interrelationship between ethical leadership, work values, and organizational commitment. The hotel managers in CALABARZON may focus on providing training and growth opportunities for the employees to take in more responsibilities. The management of the hotels in CALABARZON may incorporate artistic elements that may complement the design and enhance the guest experience. The managers of the hotels in CALABARZON may create programs to maintain the organizational commitment of their employees. Future researches may indicate the profile of the managers, including their demographics. Future researches may replicate this study on organizational commitment, ethical leadership and work values utilizing other instruments and including other variables not included in this study.

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