_____

Drivers of organizational commitment and job satisfaction among lodging industry employees

Aladin M. Ibrahim
Ateneo de Davao University, Philippines
aladin.mahmod@gmail.com

Proposed citation:

Ibrahim, A.M. (2019). Drivers of organizational commitment and job satisfaction among lodging industry employees. *Journal of Tourism, Hospitality & Culinary Arts, 11*(2), 1-19.

Abstract

This study focused primarily on determining the relationship and influence of job satisfaction dimensions on organisational commitment among lodging employees. This study employed a quantitative research design and data were collected from 290 front-line employees of the Department of Tourism's accredited lodging facilities in South Cotabato Province, Sarangani Province, and General Santos City (SOCSARGEN), Philippines area using the convenience sampling. Data analysis showed that employee pay, promotion opportunities, supervision, fringe benefits, contingent rewards, relationship with co-workers, nature of work, and communication were among the dimensions of employee job satisfaction that were positively related with organisational commitment. Operating procedures showed a negative relationship with organisational commitment. Only the nature of work, promotion opportunities, and relationships with co-workers, operating procedures, and supervision from the facets of employee job satisfaction posted as significant predictors of organisational commitment.

Keywords:

Accommodation establishments; travel and tourism; human resource management

1   Introduction

The travel and tourism sector are considered one of the world's largest economic sectors which provides enormous opportunities for employment, exports, and other economic development. Its contribution to global GDP has accounted for 10.4% in 2017

and 2018. Globally, it has provided a significant opportunity to employment by creating 313 million jobs, or 9.9% of total employment in 2017, and 292 million jobs in 2016 (WTTC, 2018; 2019). In 2017, 21% of the Philippines' GDP was accounted for from the travel and tourism sector. The contribution of this sector has totaled to P3.35 trillion in the local economy, and it has directly supported about 5.8 percent of total employment by hotels, travel agents, airlines, other transportation services (except commuter services), and other activities by restaurant and leisure industries. It is expected that employment in this sector would rise by 6.6% in 2018 and would continue to increase by 2.6% yearly by 2028 (WTTC, 2018). The growth of tourist arrivals in the Philippines provides a good prospect for accommodation establishments and other tourist services in the country. The growth rate of the foreign visitor arrivals has reached 9.74% in July of 2018 when compared with the same period in 2017 (Department of Tourism, 2018). This growth has significantly affected employment due to demands for workers in this particular sector.

Employee turnover intentions was attributed to lack of commitment and it can affect organisational performance such as to its profitability in general (Guilding, Lamminaki & McManus, 2014). Commitment and retention in hospitality establishments such as hotels and other lodging establishments are one of the challenges that this sector is facing (Guilding et al., 2014; Han & Hyun, 2015). In addition, opportunities for overseas employment contribute to employee's commitment and turnover intentions. Data from the Philippine Overseas Employment Administration (POEA) reported that in 2016, there were 2,112,331 workers, and 1,844,406 in 2015, were deployed in overseas, both land-based and sea-based, compared to 1,832,668 in 2014. This shows that overseas job opportunities were growing. Waiters, cleaners, and helpers in hotels and other tourism-related establishments were among the overseas jobs posted (POEA 2008; 2016). Understanding further the organisational commitment of employees in the travel and tourism sector particularly in lodging entities is relevant since this sector is one of the major sectors in the economy that are affected by problems associated with employee satisfaction and commitment.

The conceptual model of the present study centres on understanding the impact of each job satisfaction dimensions on organisational commitment among employees in the lodging industry. Specifically, this study aimed to: (i) determine the demographic profile of the respondents; (ii) determine the relationship between job satisfaction dimensions and organisational commitment and; (iii) investigate the extent of influence of job satisfaction dimensions on employee's organisational commitment.

2   Literature Review

2.1.1   Job satisfaction

This study primarily anchored from Spector (1997) study. In his research, he identified several facets of job satisfaction. These facets include pay, promotion, supervision, fringe benefits, contingent rewards, operating conditions, co-workers, nature of work, and communication. Gangai and Agrawal (2014) study have similar

findings to the study of Lok and Crawford (2001). These studies have found that the variable that is closely related to commitment is job satisfaction. Job satisfaction can be defined as "how people feel about their jobs, and the different aspects of their jobs" (Spector 1997, 2). It became a popular area for research since the 1930s when the industrial companies have realised that job satisfaction was, to some degree, positively correlated with productivity (Vroom 1967).

Pay, relationship with co-workers, supervisory relationship, and promotion opportunities are among the push factors within an organization introduced by Kinicki, McKee-Ryan, Schriesheim and Carson (2002). Push factors are internal reasons which may lead to employee turnover (Nair, Yet Mee, & Nai Cheik, 2016). Therefore, an employee's job attitude towards his/her job and organization can be explained based on their job satisfaction. Additionally, job satisfaction is to describe the job attitudes of employees towards their job and organization. Job characteristics such as skill variety, task identity, task significance, autonomy, and feedback correlate with job satisfaction (Kim & Jogaratnam, 2010).

Job satisfaction has an impact on employees' job attitudes, job behaviours, and job performance. Generally, employees' job satisfaction is a primary concern for hospitality operators and managers because of the positive work performance of employees is dependent on their job satisfaction (Arnett, Laverie, & McLane, 2002). In the hospitality industry, it helps ensure ideal service quality for customers (Arnett, Laverie, & McLane, 2002). High employee job satisfaction results in high-quality service (Schneider, Ehrhart, Mayer, Saltz & Nilles-Jolly, 2005). Meanwhile, Spinelli and Canavos (2000) found that employees' job performance such as emotion and attitude have an impact on customers' perceptions.

Several studies have indicated that there is a positive relationship between job satisfaction and organisational commitment (Redfern, Hannan, & Norman, 2002; Kim, Leong, & Lee, 2005). Employees show a higher level of commitment when they feel more satisfied in their jobs (Bartle, Dansby, Landis, and McIntyre, 2002). Employee job satisfaction does not only help understand employees' job attitudes and behaviours, but it also impacts employees' intentions to remain with the organization (Kim & Jogaratnam, 2010). It was confirmed that job satisfaction and organisational commitment are positively correlated (Kim, Leong, & Lee, 2005; Yang, 2010). This implies that satisfied employees with their jobs tend to display greater organisational commitment.

2.1.2   Facets of job satisfaction

Measurement of job satisfaction in this study is primarily anchored from Spector (1997) job satisfaction facets such as pay, promotion, supervision, fringe benefits, contingent rewards, operating conditions, co-workers, nature of work, and communication.

Pay. This facet measures the satisfaction of employee related to the pay they receive and pay raises (Spector, 1997). Pay is the main predictor of employee job

satisfaction in both the private and public sectors Sohail and Delin (2013). It is the monetary compensation that employees receive from their job (Ismail 2012). Pay contributes to the employee's intention to leave (Clark, 2001). It can be one of the reasons why employees quit their job. Satisfaction with pay is how the employee thinks about his or her pay. Their attitude depends on the difference between their expectation about their pay and the actual pay that they receive (Cobb, 2004).

Promotion. This facet of job satisfaction measures as to how satisfied the employees are with promotional opportunities within the organization (Spector, 1997). Organizations which provides fair promotional policies increases job satisfaction and organisational commitment among employees (Rehman, Rehman, Saif, Khan, Nawaz, & Rehman, 2013). Promotional policies are important in improving and increasing employee performance (Edwards et al 2008). Promotional opportunities largely affect the intention of the employee to leave the organization (Shields & Ward, 2001). Further, employees become more committed when they have identified that there are good promotion opportunities available in the organization (De Souza, 2002).

Supervision. This facet entails satisfaction with immediate supervision given to employees (Spector, 1997). A supervisor who is friendly, understanding, motivating, and who listens to employee's opinions and shows interest to his or her employees increases employee satisfaction (Robbins, 1998). The way the supervisors conduct influence employee job satisfaction (Spector, 1997). It makes employees feel that they are understood, valued, and cared about if managers in hotels show high levels of supervisory support behaviour towards their people (Laškarin Ažić, 2017).

Fringe benefits. Fringe benefit is defined as the rewards and perquisites given for organisational membership (Hayes & Ninemeier, 2008; Tesone, 2005). This facet refers to the monetary and non-monetary fringe benefits given to employees (Spector, 1997) other than basic or regular pay. Opportunities for incentives such as bonus can increase job satisfaction. Employers in a tight labor market such as hotels usually use strategy such as providing better pay and fringe benefits to employees better than their competitors (Kline & Yu-Chin, 2007) in order to acquire skilled and competent people (Nankervis, 2000; Kline & Yu-Chin, 2007). Additionally, it motivates employees (Danish & Usman, 2010), and have seen the importance in employee retention (Carraher, 2011; Nankervis, 2000), organisational performance (Namasivayam, Miao, & Zhao, 2007) and competitiveness (Resurreccion, 2012). It also creates an attractive working condition for employees which also help retain competent employees (Carraher, 2011; Nankervis, 2000). Examples of fringe benefits include vacations, paid insurance and holidays, subsidised cafeterias or food, cars, disability income protection, retirement plans and others (Dessler, 2013).

Contingent rewards. This facet measures the satisfaction of employees with the appreciation, recognition and rewards that they get from their work (Spector 1997). There is a tendency that when employees realize that their efforts are not identified, appreciated or rewarded they will feel dissatisfaction with their job (Robbins, 1998). Locke and Latham (2013) claimed that contingent rewards relate to employee job

satisfaction, and Borgogni and Russo (2013) argue that increasing contingent rewards will lead to higher satisfaction among employees.

Operating procedures. This facet entails the operating policies and procedures within the organization (Spector, 1997). Equity and fairness within the organization affect how employees behave and react to their work (Spector, 2008).

Co-workers. This facet measures the satisfaction of employees with their co-workers (Spector, 1997). A workplace that exhibits positive organisational environment such as having co-workers who are friendly and supportive makes the work enjoyable and much easy as well as increases employee job satisfaction (Ellickson & Logsdon 2001). Supportive co-worker environment provides positive perception for employees. There is a good chance that employees will remain in the organization if there is such an environment. Employees feel satisfied when there are supportive working conditions such as supportive co-workers (Glissmeyer, Bishop & Fass, 2007). This is because the satisfaction of employees towards their job is influenced by the groups they belong to or by their co-workers (Ghazzawi, 2008).

Nature of work. This facet refers to the employee's satisfaction with the kind work they have done (Spector, 1997). Most of the employees get attracted to the work itself. They get attracted to the jobs that provide them autonomy, variety, training opportunities and control. Employees feel satisfied at work when they are offered an opportunity where they can use their capabilities and skills and provided chances to carry out diverse tasks, autonomy at work, and feedback of their efficiency in doing their jobs (Robbins and Judge 2012). It has been seen that if the work itself is funnier, interesting, and challenging motivates employees also. They have increased productivity and performance at work (Edwards et al., 2008; Nimalathasan & Brabete, 2010; Shokrkon & Naami, 2009).

Communication. This facet measures as to how satisfied the employees are with the communication within their organization (Spector, 1997). Cheney, Christensen, and Theodore (2011) discussed that organizations involve networks of the flow of communication and interactions which significantly influence the organization as a whole. Communication involves various means and forms such as symbols, messages, networks and interactions. The need for communication in the organization resulted from several reasons. It is important to meet the tasks, adapt to changes, maintain policies, procedures and regulations, develop relationships, and help in the coordinating, planning, and controlling organisational operations (Mădălina & Cătălin 2016). Employees feel satisfied with their work if there is fewer misinterpretations, distortions, and differences emerge during communication (Robbins, 1998).

2.1.3 Organisational commitment

Organisational commitment is described as a psychological state which characterizes the relationship of the employees with the organization and has implications for the decision to stay or leave the organization (Meyer & Allen, 1991). It is characterized by employees' personal feelings toward, and involvement in their

organizations (Allen & Meyer, 1990), which could be categorized in various ways. Meyer and Allen's (1991) multidimensional model has been the leading approach in studying organisational commitment for more than 20 years (Cohen, 2007), and it has been the most widely accepted conceptualization of organisational commitment lately (Herrbach, 2006).

2.1.4 Dimensions of organisational commitment

The present study adopts the widely used multidimensional model developed by Meyer and Allen (1991) study in measuring organisational commitment. It comprises of three dimensions such as affective organisational commitment, normative organisational commitment, and continuance organisational commitment (Meyer & Allen, 1991). The model has been the leading approach in studying organisational commitment for more than 20 years (Cohen, 2007), and it has been the most widely accepted conceptualization of organisational commitment lately (Herrbach, 2006).

Affective organisational commitment*.* Affective organisational commitment (AOC) is described as a psychological attachment to an organisation. It refers to "a positive affection toward the organization, reflected in a desire to see the organization succeed in its goals and a feeling of pride at being part of the organization" (Cohen, 2003). It is related to the strong desire of the employees to maintain a lasting relationship with the organization and strong support to the growth of organization. They have no specific reason to commit to the organization (Meyer & Allen, 1991).

Normative organisational commitment*.* Normative organisational commitment (NOC) refers to employees' commitment to their organizations because they feel it is a responsibility to continue employment. In other words, employees who have this type of commitment perceive that they are obligated to remain with the organization (Meyer & Allen, 1991; Meyer et al., 1993; Tella, Ayeni & Phopoola, 2007; Wiener & Gechman, 1977). Employees commit themselves to organizations for various reasons, such as contractual obligation, position, or other agreements and, therefore, they feel they "ought to" show loyalty (Meyer & Allen, 1991).

Continuance organisational commitment*.* Continuance organisational commitment (COC) consider costs associated with leaving the organization. It refers to "an individual's awareness of the costs of leaving the organization" (Meyer et al., 1993). Employees with a high level of continuance organisational commitment remain a member of the organization because they need to (Nagar, 2012).

3   Methodology

3.1   Samples

Convenience sampling was used in this study. This study interviewed employees from the Department of Tourism (DOT) accredited lodging facilities in South Cotabato Province, Sarangani Province, and General Santos City (SOCSARGEN), Philippines. Employees were from the frontline departments of the lodging facilities such as front

office and concierge, food and beverage, and housekeeping. The respondents were from the full-time managerial or supervisory level and rank and file positions. Only those employees with at least three months and above in service were included in the survey. Samples of respondents were drawn from the official lists of the full-time employees provided by the human resource or personnel office of the lodging facilities. Only those establishments that have permitted the researcher to conduct the survey were included in the actual data gathering. The type of establishments considered is based on the accredited and categorized as guest accommodation establishments by the Department of Tourism Office of Region 12 which includes hotels, resorts, inns, and pension houses only.

There were 55 accredited lodging facilities in the area. 16 were classified as hotels, 20 were classified as inns, eight were resorts and 11 were pension houses. A total of 290 respondents from 32 lodging facilities in the area participated voluntarily in the survey. Only those employees with at least three months and above in service were included in the survey. A total of 290 respondents from 32 lodging facilities in the area participated voluntarily in the survey. The distribution of the respondents is exhibited in Table 1.

Table 1: Distribution of respondents per area

Area	Total Number of Employees	Computed Required Sample Size	Actual Response
South Cotabato Province	240	111	111
Sarangani Province	20	9	9
General Santos City	388	178	170
Total	648	298	290

3.2 Instrument

The survey questionnaire consists of three parts. Part I contains the demographic profile of the respondents; Part II consists of items that measure employee job satisfaction, and Part III consists of items that measure employee organisational commitment.

3.2.1 Job satisfaction survey (JSS)

The Job Satisfaction Survey (JSS) of Spector (1985; 1997) was used in this study. The tool was primarily developed for service organizations. Locally, it was also used by Chavez (2012) in measuring the job satisfaction of teachers in Region XI, Philippines. The instrument measures more facets of job satisfaction as compared to other instruments. It composed of 36 items measuring the nine facets of job satisfaction such as Pay (items 1, 10, 19, 28), Promotion (items 2, 11, 20, 33), Supervision (items 3, 12, 21, 30), Fringe Benefits (items 4, 13, 22, 29), Contingent Rewards (items 5, 14, 23, 32), Operating Procedures (items 6, 15, 24, 31), Coworkers (items 7, 16, 25, 34), Nature of Work (items 8, 17, 27, 35), and Communication (items 9, 18, 26, 36).

There are four items in each facet, and the total score for job satisfaction is derived from all the items. High scores on the scale represent job satisfaction, so the scores on the negatively worded items must be reversed before summing with the positively worded into facet or total scores. A score of 7 representing strongest agreement with a negatively worded item is considered equivalent to a score of 1 representing strongest disagreement on a positively worded item, allowing them to be combined meaningfully. Negatively worded items are 2, 4, 6, 8, 10, 12, 14, 16, 18, 19, 21, 23, 24, 26, 29, 31, 32, 34, and 36 (Spector, 1994). The original tool is composed of six-response scale but in the present study, it has modified the scaling into a seven-point scale which was permitted by the author.

3.2.2   Three-component model (TCM) employee commitment survey

The questionnaire for measuring employee organisational commitment was adopted from the revised Three-Component Employee Commitment (TCM) Survey of Meyer et al. (1993). It was used by Liu (2013) in measuring the organisational commitment of hospitality employees such as hotels. This tool was developed as a result of providing reliable measures of the three components of organisational commitment.

This tool measures three forms of employee organisational commitment: desire-based, obligation-base, and cost-based. It composed of three well-validated scales, and each scale is measured can be measured separately. These scales include Affective Commitment Scale (ACS), Normative Commitment Scale (NCS), and Continuance Commitment Scale (CCS). In scoring, the respondent's responses to all items are averaged to get the overall score for each of the three components of commitment. Scores should range in value from 1 to 7 with higher scores indicating stronger commitment. As with JSS, there are items that are in reversed or negatively keyed to encourage respondents to think about each statement carefully rather than mindlessly adopting a pattern of agreeing or disagreeing with the statements. These are items 3, 4, 5, in ACS, and item 1 in NCS (Meyer & Allen, 2004).

3.3   Procedures

During actual data gathering, the researcher personally distributed the questionnaires. The purpose of the study was explained to the respondents so that they would have a full understanding of its significance and would be encouraged to cooperate with the researcher. For more effective and accurate responses, instructions were explained clearly.

A formal communication to establishments and other private and government agencies was made. Communications include (i) permission to conduct a survey from the establishments stating the purpose, activities, and persons involved in the interview; (i) request of an endorsement letter from the tourism office and; (iii) permission letters to use and/or modify existing research instruments. The researcher did not proceed to any data gathering activities until he has granted approval from the concerned person or offices. The researcher had made sure that only the establishments which have

provided the researcher with the consent and permission to conduct a survey in their respective establishments were included in the actual survey.

The anonymity of the respondents was ensured throughout the study. Primary data gathered such as respondent's responses have been held completely confidential, and that all interests of the concerned were safeguarded and respected. The participation of the respondents was completely voluntary. This means that respondents took part in the research freely and came to the interview on their own volition without coercion or penalty for not taking part. The respondents were informed that it was their privilege to back out from the interview any time they wished to. Prior to encoding, all the retrieved questionnaires were checked for its completeness. Each item was checked to make sure that every item was answered. Licensed SPSS version 23 software was used to do the statistical processing. Data processed using this software include demographic characteristics of employees, and ratings of psychological empowerment, job satisfaction, and organisational commitment. Stepwise multiple regression analysis was used as inferential statistics.

4 Findings

4.1 Demographic characteristics of the respondents

The demographic characteristics of the respondents is exhibited in Table 2.

Table 2: Distribution of respondents in terms of age

Age	Frequency	Percentage
18-24	133	45.9
25-34	127	43.8
35-44	20	6.90
45-54	8	2.76
55-64	1	0.34
65 above	1	0.34
Total	290	100

Most of the respondents were 18 to 34 years old. This age range comprises Generation Y, also known as Millennials (Lawton & De Aquino, 2016). Accordingly, this generation rarely sticks to organizations, and termination of employment is not an issue for them. But it is said that this generation is more willing to put forth an extra effort to help the organization succeed (De Hauw & De Vos, 2010). They are more willing if even they do not have social time such as coffee breaks and take extra hours at work to help their organization. Their behaviour is motivated by their need to do well, excel and surpass all goals and aspirations they have (Kaifi et al., 2012). They enjoy working in teams (Kowske et al., 2010) which their relationships with a co-worker may have an

impact on. This generation according to Andert (2011) prefer a boss who shows care to subordinates, inspiring, and imaginative. These descriptions of the millennials have supported the result of this study that generally employees have a high organisational commitment in contrast to the idea of Lawton and De Aquino (2016). The distribution of respondents in terms of job position is exhibited in Table 3.

Table 3: Distribution of respondents in terms of job position

Position	Frequency	Percentage
Rank and File/ Staff	258	89
Manager/ Supervisor	32	11
Total	290	100

Table 3 shows that the number of female employees is slightly higher than men. It implies that more, if not, comparable number female employees to men are working in the lodging facilities. Eighty-nine percent of the respondents comprised of rank and file or staff posts, and more than half are college graduates and working in the lodging facilities for one year and above already. These demographic characteristics of the respondents correspond to the description of the tourism and hospitality workforce by Wood (1997) in which, accordingly, this industry is very reliant on marginal workers such as young workers, mostly women, casual employees, students, and part-timers.

4.2 Employee Job Satisfaction

The distribution of employee job satisfaction is exhibited in Table 4.

Table 4: Employee job satisfaction

Dimension	Mean	Descriptive Interpretation
Supervision	5.03	Satisfied
Co-worker Relationships	4.97	Satisfied
Nature of Work	4.91	Satisfied
Communication	4.52	Satisfied
Pay	4.43	Satisfied
Promotion	4.29	Neither Satisfied nor Dissatisfied
Fringe Benefits	4.29	Neither Satisfied nor Dissatisfied
Contingent Rewards	4.10	Neither Satisfied nor Dissatisfied
Operating Procedures	3.71	Neither Satisfied nor Dissatisfied
Overall Employee Satisfaction	4.47	Satisfied

Table 4 presents the overall rating of the dimensions of employee job satisfaction. The table indicates that among the dimensions of job satisfaction, supervision was rated

highest with a mean of 5.03 described as "satisfied". Operating procedures appeared to be the lowest with a mean rating of 3.71 described as "neither satisfied nor dissatisfied". The data revealed that employees of lodging facilities are satisfied with their jobs, with an overall satisfaction rate of 4.47. Specifically, employees have rated themselves satisfied with the pay and supervision they get from the organization, as well as their co-worker relationships, the nature of their work, and communication within their organization. They have posted they are neither satisfied nor dissatisfied with the promotion opportunities, fringe benefits, contingent rewards, and operating procedures.

This attitude may be associated with their current perception of organisational factors which has something to do with their job satisfaction. They believed that their supervisors are fair, show care to subordinates, and have the necessary competence to carry out jobs. Respondents have perceived that they get fair pay and pay increases in the organization. The result of the study posted a consistent result that promotion opportunities (Mendoza, 2015), non-financial factors (Alfandi & Alkahsawneh 2014) such as fringe benefits and contingent rewards among hospitality workers.

4.3   Employee Organisational Commitment

The distribution of employee organisational commitment is exhibited in Table 5.

Table 5: Employee organisational commitment

Dimension	Mean	Descriptive Interpretation
Normative OC	4.86	Organisational Commitment is High
Affective OC	4.60	Organisational Commitment is High
Continuance OC	4.54	Organisational Commitment is High
Overall Employee Organisational Commitment	4.66	Organisational Commitment is High

Table 5 presents the overall level of employee organisational commitment. It indicates that all the dimensions of the organisational commitment were described as "high" with normative organisational commitment as the highest with a mean of 4.86. The data revealed that the organisational commitment of the employees of lodging facilities is high in general with an overall mean of 4.66. This explains that employees in the lodging facilities are highly attached to their organization, highly obligated to remain with the organization, and highly aware of the costs of leaving the organization.

This result conforms to the descriptions of Kaifi et al. (2012) that because the younger workforce is ambitious, they tend to exhibit a good organisational commitment even extending hours at work (De Hauw & De Vos, 2010). This commitment level is brought by their recognition of their meaning, attachment or belongingness in their organization. Additionally, the consequences of leaving their jobs contribute to their

commitment. They understand that it would be difficult to look for an alternative job when they will leave their present job and that they would feel guilty when they will do so, hence, they generally feel that they must stay in their job and the right thing to do. The distribution of overall job satisfaction and organisational commitment are exhibited in Table 6.

Table 6: Frequency distribution of responses

Overall Job Satisfaction	%	Overall Organisational Commitment	%
Extremely Dissatisfied	0	Extremely Low	0
Highly Dissatisfied	0	Very Low	0.35
Dissatisfied	2.41	Low	2.41
Neither Satisfied or Dissatisfied	48.97	Fair	32.41
Satisfied	40.34	High	50
Highly Satisfied	8.28	Very High	13.45
Extremely Satisfied	0	Extremely High	1.38
Total	100	Total	100

Table 6 shows the frequency distribution of the responses. It indicates that in terms of overall job satisfaction, it shows that 48.97% of the respondents were "neither satisfied nor dissatisfied", followed by 40.34% who were "satisfied". In terms of overall organisational commitment, it shows that commitment of 32.41% of the respondents with their organization is "fair", followed by 13.45% who have a "very high" level of organisational commitment.

4.4 Multiple regression interpretation for job satisfaction dimensions and organisational commitment

Stepwise multiple regression analysis was used to test the explanatory and predictive power of the independent variables (pay, promotion, supervision, fringe benefits, contingent rewards, operating conditions, co-workers, nature of work, and communication) to the dependent variable (organisational commitment). Tests on collinearity, normality, homoscedasticity, and a sufficient number of observations for the data were also performed. All coefficients were in acceptable ranges. Table 7 reports the coefficients for job satisfaction and organisational commitment

Table 7: Coefficients for job satisfaction and organisational commitment

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	2.360	.304		7.768	.000		
Nature of Work	.235	.038	.339	6.175	.000	.663	1.509
Promotions	.180	.041	.220	4.367	.000	.789	1.267
Co-worker	.101	.040	.145	2.551	.011	.621	1.609
Operating Procedures	-.156	.041	-.178	-3.796	.000	.911	1.097
Supervision	.091	.035	.143	2.631	.009	.678	1.475

Dependent Variable: Organisational Commitment

The stepwise multiple regression analysis generated five models as shown in Table 7. It yielded Model 5 with five significant variables as the best model and has the highest coefficient of determination (R^2) of 0.432 and adjusted R^2 of 0.422, as shown in Table 8. The variance in the dependent variable organisational commitment is explained by the independent variables: nature of work, promotions, co-worker, operating procedures, and supervision. This model explains that 42.2% of the variation in the dependent variable may be explained by the variation in the independent variables included in the model. Table 8 reports the regression analysis output between job satisfaction and organisational commitment.

Table 8: Regression analysis

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.550[a]	.302	.300	.51646	.302	124.772	1	288	.000	
2	.597[b]	.356	.352	.49689	.054	24.144	1	287	.000	
3	.626[c]	.392	.386	.48373	.036	16.818	1	286	.000	
4	.647[d]	.418	.410	.47412	.026	12.710	1	285	.000	
5	.657[e]	.432	.422	.46928	.014	6.921	1	284	.009	1.456

a. Predictors: (Constant), Nature of Work
b. Predictors: (Constant), Nature of Work, Promotions
c. Predictors: (Constant), Nature of Work, Promotions, Co-worker
d. Predictors: (Constant), Nature of Work, Promotions, Co-worker, Operating Procedures
e. Predictors: (Constant), Nature of Work, Promotions, Co-worker, Operating Procedures, Supervision
f. Dependent Variable: Organisational Commitment

It can be seen also in Table 8 that Durbin-Watson test result for Model 2 is 1.456 which indicates an acceptable level of serial correlation of residuals. It has also the

lowest variability as shown by its Standard Error of the Estimate of 0.46928. Table 9 reports the ANOVA output for job satisfaction and organisational commitment.

Table 9: ANOVA for job satisfaction and organisational commitment

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	47.559	5	9.512	43.192	.000[f]
Residual	62.542	284	.220		
Total	110.101	289			

Predictors: (Constant), Nature of Work, Promotions, Co-worker, Operating Procedures, Supervision

Table 9 shows that the ANOVA has an F-value of 743.192 (p-value = .000). Since the p-value is less than .05, this means that the value differs significantly from zero, and therefore the model is meaningful and there is a good fit between the model and the data. The F-values and the level of significance in this study show that variables included in the models are statistically significant predictors, and important conclusions can still be drawn about how changes in the predictor values are associated with the changes in the independent variable. Based on the "Coefficients" table, the regression variate is shown in the equation below:

Organisational Commitment = 2.360 + 0.235 (nature of work) + 0.180 (promotions) + 0.101 (co-worker) − 0.156 (operating procedures) + 0.091 (supervision)

(Equation 1)

In Equation 1, the regression coefficient of the variable "nature of work" indicates that an increase in satisfaction of the employees in the nature of their work with one unit leads to an increase in their organisational commitment with 0.235 units. Also, every unit increase in employee "promotion opportunities" satisfaction leads to an increase in their organisational commitment with 0.180 units, the same is true with "co-worker relationship" satisfaction that every unit increase will lead to an increase of their organisational commitment with 0.101 units. In contrast, every unit in an increase in rating of "operating procedures" leads to a 0.156 decrease in organisational commitment. But an increase in organisational commitment regarding the "supervision" with one unit increases the organisational commitment by 0.091 units.

5   Conclusion

Pay, promotion opportunities, supervision, fringe benefits, contingent rewards, co-worker relationships, nature of work, and communication within the organization are

positively correlated. This means that if employees become more satisfied with these aspects, they tend to be more committed to their organization. But it has been observed that operating procedures in the organization has a negative relationship with organisational commitment. This means that when employees perceived that their organization becomes highly inclined to organisational policies and procedures, they tend to exhibit lower commitment levels with their organization. Since most of the employees were millennials, their behaviour towards policies and procedures at work tend to be negative. They prefer an organisational culture with few rules and regulations because they feel that they need less regulation to guide their decisions, and this is brought by their characteristics as highly confident.

This study concludes that, through its findings, job satisfaction impacts organisational commitment. However, the study revealed that not all facets of job satisfaction identified by Spector (1997) influence organisational commitment. It was found out that more than monetary rewards or compensation benefits, the nature of work in the accommodation facilities has the highest impact on organisational commitment. It has shown that pay, fringe benefits, and contingent rewards did not matter very well among the employees. Interestingly, the more complexities that employees experience in their work specifically on policies and procedures, they tend to post lower commitment with their organization. This study argues that not all facets of the job satisfaction identified in Spector (1995) have a positive relationship with organisational commitment as in the case of operating procedures employed by the organization.

6   References

Allen, N., and Meyer, J. (1990). The measurement and antecedents of affective, continuance, and normative commitment to the organization. *Journal of Occupational Psychology*, 63, 1-18. doi: 10.1111/j.2044-8325. 1990.tb00506.x

Alfandi, A. M., and A., M. S. (2014). The Role of the Incentives and Reward System in Enhancing Employee's Performance "A Case of Jordanian Travel and Tourism Institutions". *International Journal of Academic Research in Business and Social Sciences*, Vol. 4, No. 4

Andert, D. (2011). Alternating leadership as a proactive organisational intervention: addressing the needs of the baby boomers, generation Xers and millennials. *Journal of Leadership, Accountability & Ethics*, 8(4), 67-83.

Anvari, R., S. M. Amin, U. N. U. Ahmad, S. Seliman, and M. Garmsari. (2011). The relationship between strategic compensation practices and affective organisational commitment. *Interdisciplinary Journal of Research in Business*, 1(2), 44-55.

Arnett, D. B., Laverie, D. A., & McLane, C. (2002). Using job satisfaction and pride as internal-marketing tools. *Cornell Hotel and Restaurant Administration Quarterly*, 43, 87-96. doi: 10.1177/001088040204300209

Bartle, S. A., Dansby, M. R., Landis, D., & McIntyre, R. M. (2002). The effect of equal opportunity fairness attitudes on job satisfaction, organisational commitment, and perceived work group efficacy. *Military Psychology*, 14, 299-319.

Borgogni, L., and Russo, S. D. (2013). A Quantitative Analysis of the High Performance Cycle in Italy. In Locke, Edwin, and Latham, Garry, eds. 2013. New developments in goal setting and task performance. (pp. 270-283). Routledge.

Carraher, S. (2011). Turnover prediction using attitudes towards benefits, pay, and pay satisfaction among employees and entrepreneurs in Estonia, Latvia, and Lithuania. *Baltic Journal of Management*, 6(1), 25-52.

Cheney, G., Christensen, L., and Theodore, Z. (2011). Organisational communication in an age of globalization. 2nd ed. Illinois: Waveland Press, Inc.

Clark, A. (2001). What really matters in a job? Hedonic measurement using quit data. *Labour Economics*, 8(2), pp. 223-242.

Cobb, B. (2004). Assessing job satisfaction and emotional intelligence in public school teachers. B.A. Thesis, Department of Psychology, Western Kentucky University, Bowling Green, Kentucky.

Coetzee, M. (2005). The fairness of affirmative action: An organisational justice perspective. PhD dissertation at University of Pretoria. Retrieved from https://repository.up.ac.za/bitstream/handle/2263/23942/complete.pdf?sequence=1

Cohen, A. (2003). Multiple Commitments in the Workplace, an Integrative Approach. Mahvah: Lawrence Erlbaum Associates, Publishers.

Cohen, A. (2007). Commitment before and after: An evaluation and reconceptualization of organisational commitment. *Human Resource Management Review* 17 (3), 336–354.

Danish, R., and Usman, A. (2010). Impact of reward and recognition on job satisfaction and motivation: An empirical study from Pakistan. *International Journal of Business and Management*, 5(2), 159- 167.

Deal, J., Altman, D., and Rogelberg, S. (2010). Millennials at work: what we know and what we need to do (if anything). *Journal of Business & Psychology*, 25(2), 191-199.

Dessler, G. (2013). Human Resource Management. 13th Edition. New Jersey: Pearson Prentice Hall.

De Souza, R. N. A. (2002). Walking upright here: Countering prevailing discourses through reflexivity and methodological pluralism. Unpublished MA Thesis. Massey University, Albany, NZ.

Eddleston, K. (2009). The effects of social comparisons on managerial career satisfaction and turnover intentions. *Career Development International*, 14(1), 87-110.

Edwards, B., Bell, S., Arthur, W., and Decuir, A. (2008). Relationship between facets of job satisfaction and task and contextual performance. *Applied Psychology: An International Review*, 57(3), 441-465.

Ellickson M., and Logsdon K. (2001). Determinants of job satisfaction of Municipal Government employees. *State and Local Government Review*, 33(3):173-184.

Gangai, N., and Agrawal, R. (2014). Job Satisfaction and Organisational Commitment: Is It important for Employee Performance. *International Journal of Management and Business Research*, 5 (4), 269-278.

Ghazzawi, I. (2008). Job satisfaction antecedents and consequences: A new conceptual framework and research agenda, *Business Review*, 11(2): pp. 1–10.

Glissmeyer, M., Bishop, J., and Fass, R. D. (2007). Role Conflict, Role Ambiguity and Intention to Quit the Organization: The Case of Law Enforcement Officers. In Decision Sciences Institute Annual Conference, 38th Southwest.

Guilding, C., Lamminmaki, D., & McManus, L. (2014). Staff turnover costs: In search of accountability. *International Journal of Hospitality Management*, 36, 231-243. doi:10.1016/j.ijhm.2013.10.001

De Hauw, S., and De Vos, A. (2010). Millennials' career perspective and psychological contract expectations: does the recession lead to lowered expectations? *Journal of Business & Psychology*, 25(2), 293-302.

Han, H., & Hyun, S. S. (2015). Customer retention in the medical tourism industry: Impact of quality, satisfaction, trust, and price reasonableness. *Tourism Management*, 46, 20-29. doi:10.1016/j.tourman.2014.06.003

Hayes, D., and Ninemeier, J. (2009). Human resources management in the hospitality industry. Hoboken, N.J.: John Wiley & Sons.

Herrbach, O. (2006). A matter of feeling? The affective tone of organisational commitment and identification. *Journal of Organisational Behavior,* 27 (5), 629–643.

Ismail N. (2012). Organisational commitment and job satisfaction among staff of higher education institutions in Kelantan. Master Thesis, University Utara, Malaysia.

Kaifi, B. A., W. A. Nafei, N. M. Khanfar, and M. M. Kaifi. (2012). A multi-generational workforce: managing and understanding millennials. *International Journal of Business & Management*, 7 (24), 88-93.

Kim, K., & Jogaratnam, G. (2010). Effects of individual and organisational factors on job satisfaction and intent to stay in the hotel and restaurant industry. *Journal of Human Resources in Hospitality & Tourism*, 9, 318-339.

Kim, W. G., Leong, K. J., & Lee, Y. (2005). Effect of service orientation on job satisfaction, organisational commitment, and intention of leaving in a casual dining chain restaurant. *International Journal of Hospitality Management*, 24, 171-193. doi: 10.1016/j.ijhm.2004.05.004

King, G. (1986). How Not to Lie with Statistics: Avoiding Common Mistakes in Quantitative Political Science. *American Journal of Political Science* 30:666-687.

Kinicki, J., McKee-Ryan, M., Schriesheim, A. and Carson, P. (2002) "Asessing the construct validity of the Job Descriptive Index: A review and meta-analysis", *Journal of Applied Psychology*, 87(1) pp. 14-32.

Kline, S., and Yu-Chin, J. H. (2007). Wage differentials in the lodging industry: A case study. *Journal of Human Resources in Hospitality and Tourism*, 6 (1), 69-84.

Kowske, B., Rasch, R., and Wiley, J. (2010) Millennials' (lack of) attitude problem: an empirical examination of generational effects on work attitudes. *Journal of Business & Psychology*, 25(2), 265-279.

Laškarin Ažić, M. (2017). The Impact of Hotel Employee Satisfaction on Hospitability Performance. *Tourism and Hospitality Management*, Vol. 23, No. 1, pp. 105-117.

Lawton, D., and De Aquino, C. T. (2016). Diversity in the Workplace and the Impact of Work Values on the Effectiveness of Multi-Generational Teams. *i manager's Journal on Management*, 10(3), 20-28. https://doi.org/10.26634/jmgt.10.3.3781

Locke, E., and Latham, G. eds. (2013). New developments in goal setting and task performance. Routledge.

Lok, P. and Crawford, J. (2001). Antecedents of Organisational Commitment and the Mediating Role of Job Satisfaction. *Journal of Managerial Psychology*, 16 (8), pp. 594-613.

Mădălina, Ş. S., and Cătălin, B. M. (2016). Enhancing Job Satisfaction through Organisational Communication. Annals of the Constantin Brâncuşi, University of Târgu Jiu, Economy Series, Issue 2/2016

Mendoza, E. A. (2015). Resourcing Issues in the Tourism Industry as Perceived by Practicum Trainees, A Conference paper during APTA 2015, Kuala Lumpur, Malaysia 14th-17th May 2015.

Meyer, J., and Allen, N. (1991). A three-component conceptualization of organisational commitment. *Human Resource Management Review*, 1(1), 61-89.

Meyer, J., Allen, N., and Smith, C. (1993). Commitment to Organizations and Occupations: Extension and Test of a Three-Component Conceptualization. *Journal of Applied Psychology*, 78 (4), pp. 538-551.

Myers, K., and Sadaghiani, K. (2010). Millennials in the workplace: a communication perspective on millennials' organisational relationships and performance. *Journal of Business & Psychology*, 25(2), 225-238.

Nagar, K. (2012). Organisational Commitment and Job Satisfaction among Teachers during Times of Burnout. *Vikalpa*, 37 (2), pp. 43-60.

Nair, S., Yet Mee, L. & Nai Cheik, A. (2016) "Internal Push Factors and External Pull Factors and Their Relationships with Lecturers' Turnover Intention", *International Journal of Business and Management*, 11(12) pp.110.

Namasivayam, K., Miao, L., and Zhao, X. (2007). An investigation of the relationships between compensation practices and firm performance in the US hotel industry. *International Journal of Hospitality Management*. 26. 574-587. 10.1016/j.ijhm.2006.05.001.

Nankervis, A. (2000). Human resource management strategies as competitive advantage: A case example of the hospitality sector in Southeast Asia & the Pacific Rim. *Research and Practice in Human Resource Management*, 8 (1), 111-133.

Nimalathasan, B., and Brabete, V. (2010). Job satisfaction and employees' work performance: A case study of people's bank in Jaffna peninsula, Sri Lanka. *Management and Marketing Journal*, 8(S 1), S 43-S 47

Onditi, A. (2013). Relationship between Customer Personality, Service Features and Customer Loyalty in the Banking Sector: A Survey of Banks in Homabay County, Kenya. *International Journal of Business and Social Science*, Vol. 4 No. 15.

Redfern, S., Hannan, S., & Norman, I. (2002). Work satisfaction, stress, quality of care and morale of older people in a nursing home. *Health and Social Care in the Community*, 10, 512-517. doi: 10.1046/j.1365-2524.2002.00396.x

Rehman, K., Rehman, R., Saif, N., Khan, A., Nawaz, A., and Rehman, S. (2013). Impact of job satisfaction on organisational commitment: A theoretical model for academicians in HEI of developing countries like Pakistan. *International Journal of Academic Research in Accounting and Finance and Management Sciences*, 3(1):80-89.

Resurreccion, P. (2012). Performance management and compensation as drivers of organization competitiveness: The Philippine perspective. *International Journal of Business and Social Science*, 3(21), 20-30.

Robbins, S. (1998). Organisational Behavior: Concepts, Controversies, and Applications 8th ed. New Jersey: Prentice Hall.

Robbins S., and Judge T. (2012). Organisational Behavior. 15th edition. New Jersey. Prentice Hall.

Schneider, B., Ehrhart, M. G., Mayer, D. M., Saltz, J. L., & Nilles-Jolly, K. (2005). Understanding organization-customer links in service settings. *Academy of Management Jo*urnal, 48, 1017-1032.

Shields, M., and Ward, M. (2001). Improving nurse retention in the National Health Service in England: The impact of job satisfaction on intention to quit. *Journal of Health Economics*, 20, pp. 677-701.

Shokrkon, H., and Naami, A. (2009). The relationship of job satisfaction with organisational citizenship behavior and job performance in Ahvaz factory workers. *Journal of Education and Psychology*, 3(2), 39-52.

Smith, T., and Nichols, T. (2015). Understanding the Millennial Generation. *Journal of Business Diversity,* Vol. 15(1).

Sohail, M., and Delin, H. (2013). Job satisfaction surrounded by academics staff: A case study of job satisfaction of academics staff of the GCUL, Pakistan. Interdisciplinary *Journal of Contemporary Research in Business*, 4(11):126-132.

Spinelli, M. A., & Canavos, G. C. (2000). Investigating the relationship between employee satisfaction and guest satisfaction. *Cornell Hotel and Restaurant Administration Quarterly*, 41, 29-33. doi: 10.1177/001088040004100604

Spector, P. (1997). Job Satisfaction: Application, Assessment, Causes and Consequences, Sage Publications, London.

Tella, A., Ayeni, C.O., and Phopoola, S.O. (2007). Work Motivation, Job Satisfaction, and Organisational Commitment of Library Personnel in Academic and Research Libraries in Oyo State, Nigeria, Library Philosophy and Practice.

Tesone, D. (2005). Workplace Motivation and the Brain. *Journal of Applied Management and Entrepreneurship*, Vol. 10, No. 4.

Vroom, V. (1967). *Work and Motivation.* New York: John Wiley & Sons Inc.

Wiener, Y., and G., Arthur. (1977). Commitment: A Behavioral Approach to Job Involvement. Journal of Vocational Behavior, 10 (1), pp. 47-52.

Wood, R. (1997). Working in Hotels and Catering, International Thomson Press, 2nd edition.

World Travel and Tourism Council. (2019). Travel & Tourism Economic Impact 2019. World Travel & Tourism Council.

World Travel and Tourism Council. (1998). T*he Economic Impact of Travel and Tourism Development in the APEC Region.* World Travel & Tourism Council for APEC

Yang, K.J. & Chen, S.H. (2010). The comparison and analysis of employee satisfaction improvement in the hot spring and financial industries. *African Journal of Business Management*, 4(8): 1619-1628.