

THE ROLE OF ORGANISATIONAL COMMITMENT IN UNDERSTANDING THE JOB SATISFACTION OF EMPLOYEES IN STAR CATEGORY HOTELS IN INDIA

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Abstract

The main purpose of the study here is to understand the two factors of job satisfaction and organisational commitment on that of the Indian hotel employees in detail. Study is quantitative nature which is conducted among the hotel employees of four- and five-star hotels located in Punjab India by using judgement and convenience sampling. A total of 385 samples have been collected to undergo statistical methods such as principal component analyses and multiple linear regression to arrive at the relationship between these two factors. A total of 10 factors in job satisfaction and four factors in organisational commitment have been extracted from the research instrument used for analyses.

Keywords – *Organisational; Commitment; Job; Satisfaction; Hotel*

1. Introduction

The hospitality sector is one of the largest and growing service sectors across the world. The new lifestyle of individuals has been able to create the need for indulging in tourism and other recreational activities have made the way for the hospitality sector even more lucrative. According to (Statista Research Department, 2023), the market size for the hospitality sector worldwide as of the year 2023 at approximately 4.7 trillion US dollars. There is an estimation of compounded annual growth rate (CAGR) of 5.5% providing a forecast of the sector to 5.8 trillion US dollars by the year 2027. The hotel industry forms an integral part of the hospitality sector and encompasses majority of the revenue and resources. The success of the hospitality sector is largely dependent on the hotels being operated at the various parts of the world. In India, the hotel industry is expected to reach around 7.6 billion US dollars having a CAGR of 8.9% (Keelery, 2023). This shows the immense contribution made by the hotel industry in the country like India. India is known for its rich culture which attracts a large number of tourists from all across the world every year. It is one of prime reasons for the boost in the hotel industry and eventually at large on the hospitality sector. Although, the sector holds high potential to mark the growth and development of an emerging economy like India, the research in the area

is quite limited (Majumdar, 2021). The study here is conducted with an attempt to determine the relationship between two essential factors that can help to understand the stability and growth of the hotel industry i.e., job satisfaction and organisational commitment.

It is quite evident that in order to attain a sustainable growth across any sector in the economy, stability is essential. In any organisation, the stability can be achieved if the employees working in them are associated for a longer period of time and have a sense of commitment towards them (Aman-Ullah et al., 2022; Jamal Ali & Anwar, 2021; Koorella & Perumal, 2019). The present culture of work however, shows a different picture; where it is seen that employees often prefer to switch their jobs from one organisation to another. This often occurs due to the lack of employee satisfaction at their workplace and not having a sense of belongingness towards the organisation (Allahem, 2019; Porter et al., 1974; Sehunoe et al., 2015). The hotel industry employs a large number of individuals working in different departments including technical to food and beverage to housekeeping, accounts, human resources etc. As the hotels employ a diverse group of people, it is important that their level of organisational commitment as well as job satisfaction and measured so that the stability and eventually the growth and development of the sector can be estimated. The study hereby would work towards fulfilling the following research question-

What are the factors that influence the job satisfaction and organisational commitment levels of employees in Star Category Hotels?

A detailed review of literature is being conducted in order to understand the current literature further and is being given in the next section.

2. Review of Literature

2.1 Employee Job Satisfaction in Hotel Industry

(AlKahtani et al., 2021) talked about employee empowerment as a factor for job satisfaction levels. The study here also investigated the role of organisational commitment in understanding the job satisfaction levels. There are a total of 307 datasets collected from the hotels in Pakistan. The quantitative study is able to establish that job satisfaction is a mediator between empowerment of employees and organisational commitment. Empowerment of employees does have a positive impact on organisational commitment. (Viseu et al., 2020) investigated the role of various individual as well as organisational variables in being able to predict the job satisfaction levels of the hotel employees. A total of 504 hotel employees have been investigated for the purpose of the study. The results of the study have shown that it is the perceived organisational support that has more effect in the job satisfaction parameter. The next factor identified is that of organisational health. (Hewagama et

al., 2019) conducted a study on the job satisfaction of hotel employees based on the service recovery process and the performance of the employees. The study have established that the human resources in the hotels are able to make the service recovery performance of the employees better and result in job satisfaction. The study conducted using a qualitative method have used 30 hotels in Sri Lanka to be a part of their interview process. The analysis being conducted have revealed that at the hierarchical level, the process of service recovery is managed quite well. There must be greater autonomy provided at the workplace that would benefit both the parties. (Appiah, 2019) learnt about the role played by corporate social responsibility (CSR) along with other community based services on the job satisfaction of the employees in the hotel industry. As the CSR activities have become an important part of any organisation, its relationship with the job satisfaction levels are being investigated here. It is found that with higher level of involvement in the community, there are higher levels of employee satisfaction that can be predicted. It allows a cooperative culture at the workplace which can act positively in the direction of employee job satisfaction. (Okumus et al., 2019) in their study have conducted an interesting analysis where the impact of job satisfaction and job stress is found on the eating habits of the hotel employees. A total of 327 responses from the hotel employees in four and five star hotels are being collected. It is found that job stress positively influence the eating behaviour of the hotel employees. The BMI is found to mediate this relationship. (Thi Kim Phuong & Trung Vinh, 2020) investigated three factors namely job satisfaction, job performance and lastly employee loyalty in the hospitality industry. The study considered the sector in Vietnam to investigate the relationship between these three factors in deep. There are a total of 315 employees considered for collecting data and it is found that job satisfaction directly impacts employee loyalty and job performance. The relationship between them however differs based on the job position held by the individual employees.

2.2 Employee Organisational Commitment in Hotel Industry

(Padave et al., 2023) conducted a study about organisational commitment are specifically in the hotel industry in India. The emergence of the Indian hotel industry has been realised in the study with very significant group of hotels inflows including Taj, ITC etc. has been the main focus of conducting the study. The study is able to establish that with proper human resources management policies and practices, the hotel industry in India is able to generate a significant level of organisational commitment among its employees. (Ruiz-Palomo et al., 2020) have conducted the study to understand organisational commitment in the hospitality industry by including several factors such as job satisfaction gender, enrichment as well as empowerment. A total of 257 respondents working in the hotel industry in Madrid

have been taken for analysing the results of the study. There are 144 male employees and 113 female employees who are being investigated for the purpose of the study. The results have found that the empowerment levels in an employee can further encourage the organisational commitment and enrichment levels. Job satisfaction is also found to influence significantly and positively on organisational commitment of the employees. Gender is found to be a significant moderator between enrichment and commitment. (Sarhan et al., 2020) in their study have talked about the role of organisational culture on that of organisational commitment. The impact of organisational culture can be quite high on the employees motivation and commitment towards their work. The study here has tried to investigate the theme in case of the hotel industry in Jordan. A total of 248 hotel employees have been used for the purpose of data collection and analysing the results. A significant association of organisational culture with that of organisational commitment has been established with the help of statistical analyses. A supportive culture having bureaucratic nature is found to be a significant predictor of organisational commitment. The presence of an innovative culture is not found to be a significant predictor in organisational commitment among the employees. (Ibrahim, 2020) investigated about the psychological aspect and its relationship with that of attaining organisational commitment among the employees in the lodging industry. Psychological empowerment is an essential component in the present time and it can affect the working nature of any individual. As the hotel industry requires a number of encounters between the employees and the guest, psychological empowerment can be an important aspect of organisational commitment. In the study itself it is established that the confidence of the employees, their competence and self-determination has a significant influence on increasing their organisational commitment levels. (García-Rodríguez et al., 2020) talked about hospitality diversity management and included the role of organisational commitment as a mediator between it and job satisfaction. As there ought to be individual differences among the employees, including the diversity management at the workplace of hotels can show a relationship between their level of organisational commitment and job satisfaction. From the analyses conducted it is saying that the diversity management does have a significant and positive influence on the job satisfaction levels of the employees. An indirect effect of organisational commitment is found in the relationship between these two factors. (Filimonau et al., 2020) took the COVID-19 period into account and try to identify the organisational commitment levels of the senior employees in the hotel industry. As the COVID-19 period had significant impact on the entire hospitality industry, identifying the way in which the senior hotel employees took their commitment levels is an important area to investigate. It

is found that the period has an impact on the job security levels of the employees which has an impact caused on their levels of organisational commitment. However, organisational resilience and involvement in CSR activities have been able to provide the senior hotel employees with a sense of job security.

The literature review conducted above have shown that both in case of job satisfaction and organisational commitment there have been a number of studies that focused in the hotel industry. As India is a diverse nation and it includes different individuals from across the country it is important to understand their levels of job satisfaction and organisational commitment. The study here to investigate the factors that affect both these aspects on the Indian hotel employees while identifying the relationship between them.

3. Materials and Methods

The study here undertakes a quantitative approach where the data would be collected and analysed statistically to arrive at the results of the study. Out of the two categories of sampling i.e., probabilistic and non-probabilistic, the non-probabilistic techniques are selected and considered appropriate for the study. The study adopts choosing a very specific set of population of the study. In order to arrive at the samples in the study, a judgement sampling method has been used. Here the specific criteria laid down are as follows-

1. The respondent must be working with any 4- or 5-star hotel located in Punjab.
2. The respondent must be serving at an operational level when collecting data.

The study also incorporates the convenience sampling method in the process to be able to approach the respondents in their most preferred time. As these respondents would be approached during their working hours, using convenience sampling would help to reach out to the respondents on their correct time. As the population of the sample is infinite, hence according to (Krejcie & Morgan, 1970), a minimum sample size of 384 is desired. Considering the requirement of the study a sample size of 385 has been fixed for the purpose of this study.

The primary data collection with the help of the research instrument is collected from the hotels of Punjab. The process of data collection is self-administered in nature where the respondents would fill up the questionnaire with the required assistance from the researcher. All the statements related to the topic in the research instrument are given in a 5 Point Likert Type Scale. The study also uses secondary sources of data for the accomplishment of the various other requirements of the study. The secondary sources include journal articles, books, reports, websites etc.

The study includes different parts in the questionnaire dedicated towards a particular factor of the study. The first section consists of job satisfaction parameters and includes 20 items that enquire about the working conditions in the hotels. It continues

with only 4 items considering the communication variable. The following items enquire about co-worker, policies and procedures, promotion, opportunities, job conditions, security, reward and recognition and supervision. The second section is on Organisational Commitment and includes the variables of affective commitment, continuance commitment, compliance/normative commitment and internalisation. The collected data sets are hereby analysed in the next section of the study.

4. Data Analysis and Interpretation

A total of 385 responses have been collected from primary sources of data and they would be analysed in this section to fulfil the research question set up in the study.

The main attempt through this objective is that the items being discussed in the pilot survey would be extracted into a number of significant factors by using means of statistical relevance. The study would use the principal component analysis (PCA) to determine extract them. The PCA helps in understanding the list of factors from a number of items and also helps to understand the sampling adequacy. The PCA is coupled with KMO and Bartlett’s test of sphericity which shows the adequacy of the collected samples from the respondents. According to (Hair et al., 2006), the overall KMO value for the items must be more than 0.7 and the Bartlett’s test must show a p-value of less than 0.05. This would allow the researchers to confirm that the samples collected are indeed adequate for conducting further courses of study. Moreover, in applying the PCA, varimax rotation method would be used in which the main aim is to maximise the factor loadings of each item. In a study having a total number of respondents 485, a factor loading of 0.4 is considered to be significant to be included in the concerned extracted factor. The above-mentioned steps in fulfilling the first objective would be conducted twice. First the process of PCA would be conducted for the 56 items corresponding to the job satisfaction scale and the second would be for the 16 items in the organisational commitment scale. Now in order to understand the sampling adequacy levels of these 56 items, the KMO and Bartlett’s test results are shown below.

Bartlett's Test of Sphericity

χ^2	df	p
14279	1540	< .001



	MSA
Overall	0.776
I am satisfied with the working conditions	0.662
The company follows all statutory norms with respect to working hours and break time	0.622
I have too much to do at work	0.613
I am happy with what my company as it allows me to do work which I like to do	0.583
My job is Suitable and of my Interest	0.563
It gives the ability to command dignity and respect from the job	0.724
There is a provision of required information for doing the work	0.565
It provides encouragement for self-thinking while at work	0.561
My job prevents me from giving the time I want to my spouse or family or friends	0.765
I don't get much support from my organization which is most important to pay attention to family responsibilities.	0.605
My job responsibility does not allow me to get enough sleep, exercise and healthy food	0.562
Work give s me the chance to be active much of the time	0.658
I am being able to do something much of the time	0.723
I am being able to stay busy	0.691
Flexibility of work hours	0.588
The chance to be "on the go" all the time	0.500
Easy to use equipment are available at work	0.549
Work getting easier and faster with equipment	0.733
I am able to handle my job well with equipment	0.564
I know the skill to operate the equipment	0.651
I received information about my progress in job	0.701
I receive information about my personal	0.736
People in my organization has great ability as communicator	0.558
This organization publication are interesting and helpful.	0.605

Bartlett's Test of Sphericity

χ^2	df	p
		0.657
There are a good teamwork and cooperation in my organization.		0.547
Sufficient encouragement is provided by the teammates at work		0.597
The chance to develop close relationships with my co-workers		0.648
I can rely on my co-workers to do what is best at work		0.778
My superior encourages me to participate in Decision Making and express my ideas and opinions		0.692
The policies of management create conducive work environment		0.663
My organization does employee counselling on a regular intervals		0.618
My organization ensure autonomy towards work		0.784
Our company follows a fair promotion policy		0.604
In our company, performance is one of the important factors for promotion		0.496
I am satisfied with my chances for promotion		0.480
People get ahead as fast here as they do in other places.		0.558
I am satisfied with the career opportunities available in our company		0.448
Encouragement to participate in the external training courses		0.619
Opportunity to use new technologies		0.473
Opportunity provided to implement new methods and apply creative ideas secured		0.634
I have a clear understanding of the goals and objectives of my organization		0.534
I am willing to put a great deal of effort beyond that normally expected in order to help this hotel be successful.		0.696
I find that my values and the hotel's values are very similar		0.725
This hotel really inspires the very best in me in the way of job performance		0.770
Luggage and bags check by metal detector and X-ray machines		0.560
Have Emergency master keys for duty and security managers		0.644
Have Defibrillation Units: A life saving device in heart attacks		0.692
Have Lifeguards on the pool and beach for supervision		0.597
I feel proud of the products or services the company provides.		0.630
I get recognition from my colleagues for my outstanding achievement		

Bartlett's Test of Sphericity

χ^2	df	p
I get recognition from my manager for my outstanding achievement.		0.682
I feel proud of my personal achievement within the company.		0.624
Our superior believed that development of Subordinates is an important part of the job		0.315
My supervisor is unfair to me		0.483
The way my boss takes care of complaints of his /her employees		0.485
My supervisor has good leadership qualities		0.789

The overall KMO value is found to be 0.776 which shows that it is within the acceptable range. Moreover, the Bartlett's test shows a p-value of less than 0.05 indicating sampling adequacy for the job satisfaction scale. There are a total of 10 items extracted from the 56 items in which each of them has factor loadings of more than 0.4. As all the items do have loadings of more than 0.4, they need to be considered significant contributors to each of the extracted items. The 10 items extracted are hereby discussed below.

1. Working conditions (WC) - The very first factor in job satisfaction is that of working conditions. The importance of having an amicable environment at workplace is realized by all. In the 20 – items (WC1 -WC20) used different aspects of working conditions in the respondent's place of work i.e., the 4 star and 5-star hotels are being enquired.
2. Communication (COMM) – The second factor extracted from the job satisfaction scale is that of communication. With a total of 4 items (COMM21- COMM 24), these items talk about the flow of information about both personal and professional aspects at their workplace.
3. Co- Worker (COWO) – The third factor is about the relation and perception of the respondents with their co-workers at the hotels. A total of 4 items (COWO25- COWO28) talks about the team spirit being seen in the hotels.
4. Policies & Procedures (PP) – The need to have a set of well-structured policies and procedures in any organisation is highly sought after. With 4 items (PP29- PP32), these items talk about the policies provided by the management that helps the employee.
5. Promotion (PRO) – Any employee at workplace moves towards achieving a position better at work than the present time. They seek to achieve promotion at their workplace and with 4 items (PRO33-PRO36) the factor talks about the

promotion guidelines governing their career at these hotels.

6. Opportunities (OPP) – The sixth factor is about the opportunities related to internal and external facilities made available to its employees. The 4 items (OPP37 – OPP40) does enquire about the technologies and training being made available to the employees to work for the organisation.
7. Job Condition (JC) – The next factor talks about the job conditions prevalent in the hotels especially in terms of understanding the objectives, the values and final goals of the organisation. There are a total of 4 items that are found to be contributing towards this variable (JC41-JC44).
8. Security (SEC) – The four items measuring this factor (SEC45-SEC48) measures the security system followed in the work premises. As hotels welcome a number of guests per day, the risk of the workers being exposed to them is also quite high. This factor asks about the provisions taken to ensure the lives of its employees.
9. Reward & Recognition (RR) – The second last factor has 4 items measuring it (RR49-RR52) and understands the rewards that the employees receive upon delivering an outstanding level of performance. These rewards and recognitions can highly motivate the employees and must be enquired as a part of job satisfaction scale.
10. Supervision (SUP) – The last factor in the scale also has 4 items (SUP53-SUP56) measures the employees’ satisfaction towards the supervisor they work with. The relationship with the immediate boss can mold the performance and satisfaction of employees to a large extent and hence it is necessary to understand the same. Therefore, these are the ten factors that would be used in the study with reference to employee satisfaction. The above section showed the ten factors extracted from the 56 items questionnaire from job satisfaction. Now in this section, the same process would be followed to extract the significant factors from the 16-item scale of organisation commitment.

The overall KMO value stands at 0.729 which is more than the acceptable value of 0.7. In the next table, the results from the PCA are being put forward.

Component Loadings

	Component				Uniqueness
	1	2	3	4	
AC57			0.689		0.429

Component Loadings

	Component				Uniqueness
	1	2	3	4	
AC58			0.698		0.385
AC59			0.797		0.291
AC60			0.804		0.336
CC61		0.886			0.200
CC62		0.758			0.398
CC63		0.787			0.348
CC64		0.563			0.614
NC65				0.782	0.374
NC66				0.763	0.362
NC67				0.727	0.452
NC68				0.744	0.401
INT69	0.807				0.318
INT70	0.811				0.285
INT71	0.785				0.329
INT72	0.708				0.364

Note. 'varimax' rotation was used

It is quite evident from the table above that a total of four items are extracted from the PCA on the organisation commitment item. These four factors have factor loadings of more than 0.4 which shows the significant values to consider each item into the relevant factor. The factors extracted are hereby defined below.

1. Affective Commitment (AC) – The first factor in the organisation commitment scale is that of affective commitment with a total of 4 items (AC57 – AC 60). These four items enquire among the employees about their sense of belongingness towards their organisation, their urge to work in the organisation for the next years and the relation with the sub-ordinates that make their process better.

2. Continuance Commitment (CC) – The next factor with again four items (CC61 – CC64) talks about the commitment shown by the employees in not leaving their organisation. It determines how inspirational it is for them to perform at their current job.
3. Compliance/Normative Commitment (NC) – Normative compliance talks about the loyalty of the employee towards the organisation. Their sensibility towards the functioning of their organisation helps in providing an idea about this variable. There are a total of 4 items that measure this particular factor (NC65 - NC68).
4. Internalization (INT) – The last factor extracted here is that of internalization that refers to the level of ownership and attached the employee feels towards its organisation. It could be based on the similarities that the employee experiences with the values of the organisation that make them have an internal association with the organisation. A total of 4 items are also considered in here (INT 69-INT72).

These are hereby the four factors that would be considered to measure the organisation commitment levels of employees in this study.

5. Discussion

The hotel industry is one of the most important parts of the overall tourism sector which facilitates the growth and development of the entire economy. The need to pay attention into the sector in research is necessary to be able to understand its functioning and help find methods to increase its productivity. The primary idea for this study has been to focus on two areas – one is job satisfaction and the second is organisational commitment. The analysis hereby shows that the overall KMO for job satisfaction is at 0.776 and for organisational commitment it stands at 0.729. The p-value for both the scales are less than 0.05. This indicates sampling adequacy and assures the further consideration of the tools. The PCA conducted accepts 0.4 as the factor loading in order to identify the number of items corresponding to a particular factor. It is seen that following this value, there are a total of 10 factors that are extracted from the scale of 56 items of job satisfaction. The factors have been termed based on their characteristics and these are shown in the table below.

Factor Extracted	Total Number of Items
Working conditions (WC)	20
Communication (COMM)	4
Co- Worker (COWO)	4
Policies & Procedures (PP)	4
Promotion (PRO)	4
Opportunities (OPP)	4

Job Condition (JC)	4
Security (SEC)	4
Reward & Recognition (RR)	4
Supervision (SUP)	4

These factors extracted are being considered by researchers such as (Díaz-Carrión et al., 2020; Moslehpour et al., 2022; Toropova et al., 2021) who have also used these factors as a part of their study on employee job satisfaction.

In case of the organisational commitment scale, a total of four factors are extracted and these are as shown below.

Factor Extracted	Total Number of Items
Affective Commitment (AC)	4
Continuance Commitment (CC)	4
Compliance/Normative Commitment (NC)	4
Internalization (INT)	4

Now, the first objective has been able to successfully highlight the list of factors representing both these aspects of the study and would be used in the remaining analysis. This study is in concordance with those provided by (Alqudah et al., 2022; Holliman et al., 2022; McCormick & Donohue, 2019; San-Martín et al., 2020) where the organisational commitment scale used includes the factors of AC, CC, NC and INT as essential components.

6. Conclusion and Future Outlook

The importance of satisfaction in any job is realized by every stakeholder. In an industry such as hospitality, the need to be engaged with the consumers is very high which requires the employees to be motivated and committed towards their job. The study here has realized the increasing demand for the hotel industry for the overall growth and development of an emerging economy and have attempted to initiate this study to understand further about it. The study has included two important concepts as the framework of the investigation i.e., job satisfaction and organisational commitment. Job satisfaction refers to the level of positivity and motivation one has in terms of working in their present place of employment. The need to be satisfied with one's job is quite essential as it can allow the employee to deliver much higher level of performance. This can lead to the development of the organisation as well as create a graph of success for the employee as well. The concept of job satisfaction

has been investigated by a number of researchers such as (Cherif, 2020; Eliyana et al., 2019; Qing et al., 2020) who have explored the various aspects of it across a number of industries and regions. The study here is confined to the hotel industry in which the 4- and 5-star hotels are basically targeted and in the geographical region of Punjab. The state being highly popular among tourists and other industrial necessities, provides a high scope for the hotels to succeed. The next factor that is being investigated along with job satisfaction is that of organisational commitment. This factor is one level higher than job satisfaction and relates to understanding the level of dedication an employee offers to its current organisation. The organisational commitment is quite closely related to job satisfaction and both of them have been explored in the literature by a number of researchers. These two factors can determine the level of effort put by an employee to a large extent. The study here has tried to understand the different concepts related to job satisfaction and organisational commitment among the 4 star and 5-star hotel employees in Punjab using an objective. The study has been successful in understanding the factors essential in case of both job satisfaction and organisational commitment.

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