

## **Job Satisfaction and Organisational Commitment in Hospitality Industry- An Empirical Study**

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### **Introduction**

India's travel and tourism sector is expected to be the second-largest employer in the world, employing 40, 37,000 people, directly or indirectly, by 2019 (WTTC). Presently, hospitality industry provides 48 million jobs, directly or indirectly or 8.27 per cent of total employment and accounts for 5.83 percent of the GDP (Ministry of Tourism, Govt of India). Being a human centric industry the abilities, behaviour, and attitudes of employees have become the very foundation stone of the business and they also play a critical role in guest satisfaction/dissatisfaction which ultimately leads to success/failure of an organization. Considering the importance of employees, organizations are emphasizing on satisfying their employees as it leads to higher productivity, low turnover, reduced absenteeism, increased morale and above all increases the commitment level toward the organization. A number of researches are carried out to see the relationship of satisfaction and commitment in various industries globally but the number of studies on this area especially in hospitality industry and Indian milieu is very few. Therefore, it is imperative to study the relationship of job satisfaction and organizational commitment in hospitality industry.

### **Literature Review**

A number of studies have been carried out by scholars on job satisfaction and organisational commitment but a few of them have been incorporated in present study to supplement theoretical background.

### **Job Satisfaction**

Hoppock (1935) stated that job satisfaction is any combination of psychological, physiological and environmental circumstances that cause a person truthfully to say I am satisfied with my job. According to this approach although job satisfaction is under the influence of many external factors, it remains something internal that has to do with the way how the employee feels. That is job satisfaction presents a set of factors that cause a feeling of satisfaction.

Locke (1969) defined job satisfaction and dissatisfaction as "that job satisfaction is the pleasurable emotional state resulting from the appraisal of one's job as achieving or facilitating one's job values (Schwepker, 2001)".

According to Spector (1997) job satisfaction means “the way how people feel about their job and its various aspects or like or dislike their job”.

Job satisfaction is closely linked to that individual's behaviour in the work place (Davis and Nestrom, 1985).

It is a collection of positive/ negative attitude and feelings people have about their work. (Armstrong, 2006).

George and Jones (2008) defined Job satisfaction as collection of feeling and beliefs that people have about their current job like type of work, co-workers attitude and pay offered.

Therefore, job satisfaction is the response, attitude, behaviour of an employee towards various facets of job which directly effects on increasing productivity (McNeese-Smith, 1997), enhancing customers' satisfaction (Burke et al., 2005), encouraging better performance and efficiency (Sousa-Poza and Sousa-Poza, 2000).

### **Organisational Commitment**

Porter et al. (1974) indicated that organizational commitment is a person's active and positive intention to identify with and internalize organizational goals and values. Mowday et al. (1979) defined organizational commitment as an attitude, which exists between the individual and the organization.

Organizational commitment is how a loyal the employee feels to the organization (Mueller, Wallace, & Price, 1992).

Reyes and Pounder (1990), articulated Organizational Commitment as the strong belief and intention to identify with organizational value, devote to and stay with the organization.

According to Meyer and Allen (1991) there are three types of organizational commitment namely:

- Affective Commitment
- Continuous Commitment
- Normative Commitment

*Affective Commitment* is when employees like to talk about organization with outsiders with a pride and it is more or less related with joining the organization.

*Continuous commitment* is when employees think about the losses of he leaves the organization.

*Normative commitment* is when employees are loyal towards the organization.

Greenberg and Baron (1997) defined organisational commitment as an individual's cognitive, sentimental, and evaluative reactions towards his/ her job.

Mathews and Shepherd (2002) recommended organizational commitment as workers' attitude, behaviour and connection between individuals and the organization.

Dee et al. (2006) suggested that organizational commitment is devotion to and loyalty of an employee towards their organization.

### **Relationship between Job Satisfaction and Organisational Commitment**

There are numerous debates over issues regarding the relationship between job satisfaction and organizational commitment; many researchers have proposed that job satisfaction is a strong predictor

of organizational commitment (Dramstad, 2004; Ferris, 1983; Meixner&Blime, 1989; Porter et al., 1974; Price, 1977; Rose, 1991; Williams & Hazer, 1986). Whereas , Aranya& Ferris, 1983; Aranya et al., 1982; Bateman &Strasser, 1984; Lachman &Aranya, 1986; McGregor et al., 1989 suggested that organizational commitment as a predictor of job satisfaction .

Though, the researchers have shown different causal order between job satisfaction and organizational commitment like some of them think job satisfaction is a predictor of commitment while some think satisfaction depends upon commitment. (Brown & M. A. Sargeant, 2007).

As per the Bateman and Strasser (1984) organizational commitment is a precursor of job satisfaction as if employees are committed toward the organization it will have a positive impact on employees' satisfaction.

Job satisfaction has been considered as an important constituent of organizational commitment which contributes toward not only the organizational success and profitability (Lincoln &Kalleberg, 1990; Mowday, Porter, & Steers, 1982; Mueller, Boyer, Price, & Iverson, 1994; Williams & Hazer, 1986; Feinstein, 2000) but also to the growth, effectiveness and efficiency and low employee turnover (Mosadeghard 2000, as cited by Ahmed et al 2010).

In a study conducted on the restaurant employees by Feinstein and Vondrasek (2001) it was found that there is a cause and effect relationship between job satisfaction and commitment where job satisfaction is a cause. They further revealed that dimensions like pay, promotion, workload, support of supervisory staff also affect job satisfaction and organizational commitment which is further supported by Gaertner (1991).

From the overview of available literature on the prominent issue, it is bring into being that there are different opinion regarding the causal order of job satisfaction and organizational commitment (Huang and Hsiao, 2007). Few of them think satisfaction as a predictor of commitment whereas some of the opinion that organizational commitment affect job satisfaction. However, both have an important role in the success of an organization.

### **Objective of the Study**

- The objective of the present study is to examine the relationship between job satisfaction and organizational commitment.

### **Hypothesis**

Based on the previous researches the study is hypothesized as

- There is a significant relationship between component of organizational commitment (independent Variable) and Job Satisfaction (dependent variable).

### **Research Methodology**

As the study is descriptive and empirical in nature, therefore, both primary and secondary data is used. Secondary data is gathered thorough available literature on the subject, magazine and newspaper etc. whereas, for collecting primary data, a questionnaire was used. For developing the questionnaire, apart from taking the views of experts from industry and academia, questions from some already tested and used questionnaire in the studies of Allen & Mayer (1990) and Taylor and Bowers (1972) are included after minor modification as per the requirements of the study. A five point likert scale is used

to collect the data where '1' represent strongly disagree, '4' as disagree, '3' neutral, '4' as agree and '5' strongly agree. The unit of analysis is employees of Middle and top level management level in hotels of 5 star and 5 star deluxe categories in Delhi and NCR region. The questionnaires were administered to 300 employees of sampled hotels and out of these 246 questionnaires were usable. Finally data was analysed with the help of Pearson correlation and regression analysis, using SPSS software.

### Analysis and Discussion

Firstly an attempt has been made to see whether the components of organizational commitment i.e Affective commitment, continuous commitment and normative commitment have an association with each other and also the association was examined against job satisfaction also.

Table:1 Correlations					
		Affective Commitment	Continuous Commitment	Normative Commitment	Job Satisfaction
Affective Commitment	Pearson Correlation	1	.484** .000	.361** .000	.417** .000
	Sig. (2-tailed)		246	246	246
	N				
Continuous Commitment	Pearson Correlation		1	.467** .000	.360** .000
	Sig. (2-tailed)			246	246
	N				
Normative Commitment	Pearson Correlation			1	.761** .000
	Sig. (2-tailed)				246
	N				
Job Satisfaction	Pearson Correlation				1
	Sig. (2-tailed)				
	N				

\*\* . Correlation is significant at the 0.01 level (2-tailed).

From the table: 1, it is clear that though there is a correlation among three components, but it is a moderate kind of correlation, as correlation coefficients ( $r$ ) is ranging from .361 to .484 ( $<.5$ ). All the three components are showing a relationship against job satisfaction also. Normative commitment showing a strong relationship with job satisfaction ( $r = .761$ ) whereas, affective commitment is having a moderate correlation

( $r = .417$ ). The Continuous commitment is indicating a low correlation with the job satisfaction( $r = .360$ ).

Table: 2 is showing the descriptive statistics of variable under study. Affective Commitment has mean of 4.1103with SD .46888, whereas continuous commitment is showing mean of 4.0947 and S.D of .47433. Normative commitment is indicating a mean of 3.8771 and SD .71824. The mean values of all the variable are moderate.

Table: 2 Descriptive Statistics			
	Mean	Std. Deviation	N
Job Satisfaction	3.7398	.91724	246
Affective Commitment	4.1103	.46888	246
Continuous Commitment	4.0947	.47433	246
Normative Commitment	3.8771	.71824	246

From the table 3& table 4 it is apparent that there is a significant relationship between components of organizational commitment and job satisfaction as Adjusted R square is .600 which is significant of

Table:3 Model Summary					
Model		R	R Square	Adjusted R Square	Std. Error of the Estimate
dimension0	1	.778 <sup>a</sup>	.605	.600	.57996
a. Predictors: (Constant), Normative Commitment, Affective Commitment, Continuous Commitment					

Table: 4 ANOVA <sup>b</sup>						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	124.728	3	41.576	123.609	.000 <sup>a</sup>
	Residual	81.397	242	.336		
	Total	206.125	245			
a. Predictors: (Constant), Normative Commitment, Affective Commitment, Continuous Commitment						
b. Dependent Variable: Job Satisfaction						

From Table 5, it is also found that amongst the three components of organizational commitment Normative commitment appears to be having strong relationship with job satisfaction. Affective commitment is also having a significant relationship but of moderate kind. The continuous commitment is having a negative relationship with job satisfaction.

Table: 5 Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.814	.377		-2.159	.032
	Affective Commitment	.370	.092	.189	4.038	.000
	Continuous Commitment	-.136	.096	-.071	-1.428	.155
	Normative Commitment	.926	.059	.725	15.631	.000
a. Dependent Variable: Job Satisfaction						

Therefore, the regression equation is as follows:

**Job Satisfaction= -.814 + .370 (Affective Commitment) - .136 (Continuous Commitment) + .926 (Normative Commitment)**

## **Conclusion**

The hospitality industry in recent years has faced a problem of employee turnover, therefore, organizations are keen toward having committed and satisfied employees. Committed and satisfied employees not only contribute in the overall success of profitability of the organization but also play an important role in the satisfaction of guests which is need of the hour. Lot of researches have been undertaken on the prominent issue, therefore, the present study has been carried out to examine the relationship between job satisfaction and job commitment. It is observed from the findings that there is a moderate kind of relationship between them. As far as effect of components of independent variable is concerned, Normative Commitment appears to be having a strong relationship with job satisfaction following by Affective Commitment. Continuous Commitment is showing a negative relationship with job satisfaction which means if employee will have a fear of consequences after leaving their present job, it will negatively affect their satisfaction level. Despite of having limitations like availability of time, resources and sample size etc., the study would be helpful to the management of the hospitality organizations to make their employees committed and satisfied. Further the study will give a platform to the researchers for exploring new dimensions in the area.

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