



Relationship between Employees job satisfaction and organizational commitment in hospitality services: A review of recent studies

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Abstract

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 (MoT, 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. Presented paper incorporates a comprehensive review and conclusion of recent literature available on the problem identified.

Keywords: job satisfaction, hospitality services, organizational commitment

Introduction

Employee job dissatisfaction and low organizational commitment is found to be very common in hospitality organizations. Employee job dissatisfaction and low organizational commitment have a general negative effect on the quality of guest service and consequently, on guest satisfaction. Poor service and guest dissatisfaction lead to losses in sales revenue that has a negative impact on the profitability of the organization. Hence, the hospitality organization can be pushed into crisis. Therefore, it is important to find solutions to these serious organizational issues. As employee job dissatisfaction and organizational commitment to hospitality organizations have been identified as momentous in solving many employee performance related problems. Therefore it is crucial to explore the imperatives so that organizations can be benefitted. Though a lot have been researched in this world, one can find numerous studies on a single topic, but it is the researcher's circumstantial evidences and limitations which always keeps a scope of further researches. According to Best (1985) "familiarity with the literature in any problem area helps one to discover what is already known, what others have attempted to find out, what methods of attacks have been promising or disappointing and what problems remain to be solved". This review paper has its genesis in objective listed in further section.

Objectives of the Study

- To review recent studies of job satisfaction and organisational commitment.
- To establish the relationship of job satisfaction and
- Organisational commitment.

Research Methodology

For the purpose of study, secondary data is collected from various sources like books, journals, thesis, websites, and research articles from magazines. This collected data is arranged, analyzed and presented in this review paper.

Conceptual Framework of Organizational Job Satisfaction and Organizational Commitment

Job Satisfaction

Job satisfaction has been most important ingredient of productivity as it leads towards organizational commitment and reduces employees' turnover. The term "Job Satisfaction" was proposed by Hoppock (1935) who suggested that job satisfaction means employees' emotions and attitude toward their jobs, and is their subjective reaction toward their jobs. Barber (1986) indicates twelve major factors of job satisfaction which are similar. According to him, the correlates of job satisfaction are: the work itself, sense of achievement or job challenge, responsibility, recognition, advancement or promotion, salary, job security, good working conditions, supervision, relationship with co-workers, organizational policies, managerial and workers commitment to organizational goals and policies.

Job satisfaction in the industry is thought to be influenced by a number of factors including long hours, night and weekend schedules, stress, demanding supervisors and duties, lack of personal time and quality of life, routine, and little opportunity for advancement and growth (Pavesic & Brymer, 1990) [28].

Organizational Commitment

Meyer and Allen (1991) [18] Ndefined Organizational

commitment as “A psychological state that characterizes an employee’s relationship with an organization and has implications for the decision to continue membership of the organization”.

Organizational commitment is also defined as a strong psychological attachment of an employee with the organization and not only psychological but also a behavior where employee contributes for the betterment of the organization in a positive way and importantly it is a positive stance of employee to the organization. (Nicol, Rounding & Mac Intyre, 2011; Agarwala, Arizkuren-Eleta, Castillo, Muñiz-Ferrer & Gartzia, 2014; Ifie, 2014) ^[27, 1, 21]

In line of above given definitions present study operationalizes the concept of organizational commitment as “bonding and affiliation of employees resulting in a loyalty in term of continuance commitment, affective commitment, normative commitment”.

Studies pertaining to Employees Job Satisfaction and Organizational Commitment in Hospitality Services

In Hotel and restaurant services, human element is prime most important, employees play an important role in the success or failure of such kind of hospitality organization (Santa, López-Guzmán, & Cañizares, 2014) ^[10]. Employees are always considered as instrumental, so as to improve all aspects of service quality (Augustyn and Ho, 1998) ^[5]. In today’s marketing world, it is very tough for the organizations to keep their employees happy and loyal. Researchers have concluded about various factors responsible for improving satisfaction and commitment level of employees. A few are listed below.

Incir (1993) advocated to maintain good relationship with co-workers. The help and support of from colleagues and superiors give an employee a feeling satisfaction and attachment in tourist spots whereas hostile environment may lead to physiological and psychological burnout.

Lee-Ross (1995) ^[24] admitted that a limiting feature of the hotel industry is contractual engagement of employees. Such kind of contractual employment generally leads to low levels of employee satisfaction because of job instability.

Augustyn and Ho (1998) ^[5] observed that the service quality of a hotel majorly rely upon the behavior of employees. Therefore, improvement in service quality is a necessity of hospitality industry.

Kusluvan and Kusluvan (2000) ^[22] indicated that poor job satisfaction, unhealthy work conditions and absence of inspiring factor are key element of employee turnover intentions in hospitality and tourism industry.

Eilickson and Logsdon (2001) ^[9] explored the job satisfaction and organizational loyalty and concluded job satisfaction result in increased output, efficiency of the organization, whereas, organizational loyalty leads to reduced absenteeism and earnings.

Lam, Baum and Pine (2001) ^[23] investigated job satisfaction among restaurant employees and identified three dimensions namely working conditions, nature of job and incentives. It has been found that these dimensions bear positive influences on overall job satisfaction. Further observed that job security (as constituent of rewards) is found to be the strongest predictor of job satisfaction.

Meyer, Mukerjee and Sestero (2001) emphasized that the

primary source of employee satisfaction is typically assumed to be the employee’s compensation and benefits packages. Further they tried to improve the efficiency wage theory to an “efficiency compensation theory” implying that companies with well-designed compensation packages will attract and retain greater levels of talent and (implicitly) lead to a higher level of employee satisfaction.

Frye and Mount (2007) ^[26] conducted a study on hotel managers’ job satisfaction and found that satisfaction bear no impact of hotel size and service type. Further, no significant impact of demographic characteristics such as level of education, gender, age and tenure in the hospitality industry was found on job satisfaction of managers of hotels.

Hanif and Kamal (2009) ^[11] advocated that if organizational strategies are employee friendly and implements pro employee rules related to compensation, growth and development, then work environment may result in increased employee involvement, satisfaction and commitment with the organization. Moreover, a satisfied employee is more likely to be responsive and active in attracting customers, on the other hand, dissatisfied employee may lead to customer unhappiness.

Kuruuzum, Cetin and Irmak (2009) opined that it is the prime need of Hotel Industry to retain employees as long as possible because the cost of recruiting and training new employees is quite high. Moreover, older employees tend to be more committed and effective in performing their jobs.

Robbins and Judge (2009) ^[29] affirmed that in service organization such as aviation and hotel should focus on raising the level of job satisfaction among employees because satisfied employees can lead to satisfied and loyal customers which is an ultimate of any organization.

Tsai, Cheng and Chang (2010) ^[25] concluded that organizational commitment is highly influenced by job satisfaction whereas job performance has no impact on it. Organization commitment plays a mediating role between Employees’ job satisfaction and job performance. However, internal marketing, empowerment of subordinates and style of leadership positively affect job satisfaction and enhance organizational commitment.

Further concluded in the study that employees in Hospitality services have a perception that internal marketing, fair leadership and employees participation increases their level of job satisfaction. Internal marketing is ranked as a key indicator which influences employees’ job satisfaction, followed by style of leadership, work stress and empowerment.

Gunlu, Aksarayli, Percin & Niluefer (2010) while analyzing the impact of job satisfaction on organizational commitment of managers in turkey hotel, found that extrinsic, intrinsic and job satisfaction in a general have a positive impact on normative and affective organizational commitment. Further, it was also found that these constituents of job satisfaction do not have a significant effect on continuous commitment. Further, Ismail and Razak (2016) also opined that intrinsic and extrinsic satisfaction may contribute positively to the organizational commitment.

Aziri (2011) concluded loyalty towards organization as a result of higher job satisfaction level along with certain other variables like employee productivity and absenteeism.

He, Lai and Lu (2011) found no significant relationship between hotel productivity and quality whereas an inverse relationship is established in hotel productivity and turnover rate.

Rumman (2011) observed that there is no positive relationship between demographic characteristics such as age, sex, education, tenure etc. and workplace environment. On the other hand, a notable association between job design and job satisfaction was found in the travel and tourism companies in Amman.

Mehmood, Irum, Ahmed & Sultana (2012) found working conditions to be more significantly related to employee satisfaction rather than salary, benefits and autonomy. Further Hong, Hamid and Salleh (2013) [23] also indicated that work environment, salary, promotion significantly contributes towards job satisfaction.

Arasli and Baradarani (2014) conducted a study to see the relationship of job satisfaction with business excellence and organizational citizen behavior on hotel employee and observed a non-significant effect of leadership and team work on job satisfaction leading to organization citizen behavior.

Awee, Cheah, Cheng, Hong, Ling & Tan (2014) [25] explored the relationship of servant leadership and affective commitment in employees of hotel industry and found that empowerment, authenticity, forgiveness and affective commitment are positively related with each other.

Coughlan, Haarhoff and Moolman (2014) tried to analyze the effect of extrinsic factors of job satisfaction on the overall job satisfaction of employees working in five star hotel properties. Three factors mainly supervision, work environment and work itself were identified which have a positive correlation with overall job satisfaction.

Cruz, Guzmán and Cañizares (2014) [10] conducted a study of job satisfaction in hotel industry of Spain and indicated that wages improve job satisfaction and rather than permanent contact or regular length of service it is the working part time which increases the job satisfaction. Similarly, a research work was carried out in Turkey hotels on job characteristics, satisfaction and commitment. The results of the same established that job characteristics, effective feedback and healthy interaction contribute positively towards job satisfaction and organizational commitment. (Ozturk, Hancer & Young, 2014)

Hsu and Tsai (2014) [16, 17] conducted an interesting study on career satisfaction and organizational commitment of Taiwan hotel employees and concluded that if employees improve organizational identity and have some time for participating in leisure activities, it will lead to physical, mental and spiritual commitment.

Almeida, Monroy and Perez (2015) [3] analyzed the influence of different dimensions of job satisfaction like job conditions, reward system, superior and co-workers relationship, HR policies on organizational commitment in hotel industry. The results showed the positive contribution of all these dimensions in developing organizational commitment.

Claudia (2015) [7] examined employees' organizational commitment challenges in hotel industry and identified affective, normative and continuous commitment and also found that affective commitment is the highest level of demonstration for an employees working in hotel chains.

Gabriel and Nwaeke (2015) observed a significant association between job enrichment and job satisfaction, job autonomy and job satisfaction and promotion and job satisfaction among hotel workers in Port Harcourt.

Kiruthiga and Magesh (2015) [21] in their study on job satisfaction among star hotel employees concluded that employee recognition, opportunities for growth and work itself leads to job satisfaction among the employees.

Nasuridin, Noor Ahmad and Ling (2015) [25] identified that selective hiring has a positive impact on organizational commitment in hotel industry in Malaysia.

Yildirim, Bayraktar and Akova (2015) [31] carried out a research on the effect of organizational commitment and Job commitment on switch over intention of Employment. And revealed that found that there is a negative and direct correlation but at the low level between organizational commitment and switch over intention.

Alqusayer (2016) [4] carried out a study on hotel employees motivation in Saudi Arabia and found that good wages, job security and development opportunities as three important factors.

Braimah (2016) [6] conducted a research on internal marketing and employee commitment in hospitality industry and recognized seven dimensions of internal marketing namely communication within the organization, employees development, ICT, fairness, better teamwork, empowerment to employees and motivation. Further, it was found that ICT has a great impact on employees' commitment whereas motivation has least impact on employees' commitment.

Grobelna, Sidorkiewicz and Kocik (2016) [2] conducted a study on hotel employees to analyze the antecedents of job satisfaction and proved that intrinsic motivation, support of supervisor, role conflict and role ambiguity are strong precedents of job satisfaction. Moreover, there exists a direct as well as positive association between job satisfaction and organizational commitment.

Rodríguez, Landeghem, Lasio and Buyens (2016) analyzed the predictors of job satisfaction in a lean environment and suggested that while implementing lean (continuous improvement initiatives), managers should not only follow the job characteristics but personal characteristics of employees should also be taken into considerations.

Azic (2017) observed a positive relation of job satisfaction and hospitality with management relations and co-worker relations. A joint influence of both has also been seen on overall job satisfaction.

Ashton (2017) undertook a research in Thai hotel industry to evaluate the HR Practices and its effect on job satisfaction and retention. It was revealed that job satisfaction is not increased by increasing remuneration only but it is the working life quality, training programs, leadership style, job security, brand image and personal attributes of employees which affect the job satisfaction.

Dlamini, Garg & Muchie (2017) [8] tried to measure the impact of leadership style on organizational commitment in hospitality industry and found that with the help of transformational leadership style levels of uninspired and unhappy employees can be decreased.

Hsiao (2017) [15] conducted a research on job satisfaction and organizational commitment of minorities in hospitality

industry and pointed out that indigenous employees are observed more satisfied rather than non-indigenous employees. Moreover, female employees were ascertained more satisfied in comparison of male counterparts.

Karch and Peters (2017) ^[20] analyzed the impact of employee's uniform on job satisfaction in hospitality industry and found that uniform have a strong impact on attitude of employees in serving guest and gives positive satisfaction.

Singh, Sauf, Tasnim and Hussin (2017) ^[30] conducted a survey in Luxury Hotels in Kuala Lumpur and established that job satisfaction contributes positively toward customer satisfaction which ultimately increases the profitability of the organization.

Conclusion

In the light of observations made by the scholars, if organizations do not provide conditions for a minimum level of job satisfaction one can expect certain outcomes of consequences like decline in productivity, employee's turnover, absenteeism, and low level morale. No doubt the Hotel Industry is one of the emerging Industries of world. It is the only industry which is running into 24x365 days. So in this condition the organization maintains high profitability and the level of satisfaction among the employees is very low and the basic reason for their low level of satisfaction may be due to the payment of low salaries, long working hours, nonpayment of allowances, deficiencies in working conditions, lack of clear advancement policies and facilities, continuous fear of job security, relationship with the management of the hotel organization and non-formulation of service rules. Therefore, before examining the outcomes of job satisfaction it would be viable to examine the consequences of job dissatisfaction. Job dissatisfaction is a key component for every organization as it is directed associated with cost and productivity.

On the other hand, the review also indicate that organizational commitment have negative consequences job performance of employees. Visualizing the devastating dissatisfaction prevalent among the hotel employees it has become essential for the academics to take up research endure on organizational commitment. Most of the studies on this prominent issue are conducted in general but a few have been taken up especially in the field of Hospitality Industry. Moreover, the studies on job satisfaction and organizational commitment are in isolation and a little work has been done which shows the relationship of both and that too is also in foreign context. Therefore, it is imperative to study the job satisfaction and organizational commitment and their relationship in Indian Hospitality Industry.

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