

Why Do Employees In The Hospitality Industry Engage With The Organization?

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Abstract

The study was conducted to demonstrate the factors that influence the organizational commitment of employees in the hospitality industry. Research data were collected using quota sampling, with a sample size of 220 employees working in the hospitality industry in Vietnam. Mixed research methods with a combination of qualitative and quantitative research are used to prove the research hypotheses. The structural equation modeling (SEM) was employed to indicate that the commitment to the organization of employees in the hospitality industry depends on 07 factors, including working conditions, nature of work, income and benefits, relationships with colleagues, leadership style, training and development, and corporate culture. Among these factors, working conditions and leadership style are the most important factors influencing employee engagement with the organization in the hospitality industry.

Keywords: organizational commitment, employees, hospitality.

Introduction

Human resources are considered the most valuable asset of an organization, contributing to improving operational efficiency and leading to sustainable development (Foster, 2011). Maintaining human resources is the most important task of an organization. However, to achieve good results in maintaining the organization's human resources, organizational commitment is a prerequisite (Nguyet & Duyen, 2022). According to Ncube & Steven (2012), organizational commitment is the key to creating an organization's competitive advantage. Employee commitment to the organization is essential because the commitment between employees and the organization is related to personal success and organizational effectiveness. Employee commitment to the organization helps predict employee performance and organizational success (Macey et al., 2011). Engaged employees tend to work harder with more effort than others, leading to 17% higher

productivity than their colleagues (Ryba, 2021). Therefore, organizations need to make the most of resources to increase their commitment (Nguyen et al., 2020).

In recent decades, Vietnam's tourism industry has had breakthrough developments with record growth in the number of international and domestic tourists. So, the need for human resources working in the tourism industry has been increasing, especially in the hospitality field. Many newly established hotels do not hesitate to spend large investments to recruit workers with good expertise and skills from other hotels. This has caused difficulties in managing and stabilizing human resources in the hotel industry. Besides, employees with professional qualifications and good skills always receive the attention and welcome of prestigious hotel systems. Therefore, employee commitment in the hospitality industry is always the top concern of managers. This study was conducted to demonstrate the factors affecting the organizational commitment of employees in the hospitality industry in Vietnam. The research results contribute to suggesting management implications for improving the organizational commitment of employees in the hospitality industry.

Theoretical framework and research hypotheses

Theoretical framework

According to Porter et al. (1974), organizational commitment is a strong belief and acceptance of the organization's goals, a willingness to exert one's best efforts for the organization, and a desire to maintain membership in the organization. Organizational commitment is the willingness to stay as a member of the organization, make an effort for the organization, and support its goals and values (Dubin et al., 1975). As presented by Meyer & Allen (1997), organizational commitment is about staying with the organization, regularly participating in work, putting in daily effort, protecting the organization's assets, and believing in its goals.

According to O'Reilly & Chatman (1986), organizational commitment is the psychological state of a member within the organization, reflecting the individual's level of absorption or acceptance of the organization's characteristics in which they are involved. Robinson et al. (2004) argued that employee commitment is a positive attitude that employees have toward the organization and depends on the level of support they receive from the organization. When employees are committed to the organization, they will maximize their capabilities in their work (Kahn, 1990). According to Macey & Schneider (2008), employees are committed to the organization when they care about their work and put in effort to achieve the required results. According to Mowday et al. (1979), organizational commitment is measured by three components, which include attachment, loyalty, and involvement. Furthermore, Powell & Meyer (2004) suggested that organizational commitment is measured by

three components: affective commitment, continuance commitment, and normative commitment.

Research hypotheses

The topic of organizational commitment has attracted the attention of many researchers who have conducted experimental studies to demonstrate the factors influencing employees' commitment to the organization. The research findings of Kumaran et al. (2013) have proven that employee organizational commitment is influenced by three factors, including training and development, work-life balance, and empowerment. Additionally, Tan's (2013) study has demonstrated that seven factors impact the organizational commitment of administrative staff, which include job characteristics, training and promotion opportunities, income and benefits, supervisory support, relationships with colleagues, working environment, and working conditions. Dung et al. (2014) have identified five factors that affect the organizational commitment of office employees, which are organizational culture, knowledge sharing, individual characteristics, employee relationships, and organizational structure.

The research group of Anh et al. (2018) determined seven factors that influence employees' organizational commitment in the hospitality and food industry, including the work environment, direct management, job nature, individual role, salary, job support, and development opportunities. Nguyen et al. (2020) have demonstrated that employees' organizational commitment in the hospitality industry is positively influenced by seven factors, including direct management, organizational support, career development opportunities, training and development, empowerment, compensation and benefits, and job characteristics. Vuong & Chau (2021) has proven that seven factors positively influence employees' commitment to the business, including income, rewards and benefits, direct manager, work environment, colleagues, organizational culture, and promotion opportunities. The research findings of Canh et al. (2021) showed that employees' commitment to the social insurance industry is positively affected by five factors: compensation and benefits, training and development opportunities, organizational culture, relationships with colleagues, and leadership style. Damićanin et al. (2021) have pointed out that five factors influence employees' organizational commitment in the tourism industry, including job satisfaction, income, benefits, promotion, and relationships with colleagues. Additionally, Nguyet & Duyen (2022) have shown that environmental factors, income, leadership style, relationships with colleagues, and training and promotion opportunities positively influence employees' commitment to the real estate business.

In different fields and research contexts, organizational commitment is influenced by various factors. An overview of the literature shows

that many researchers have demonstrated the influence of several factors on organizational commitment, including (1) Working conditions; (2) Job nature; (3) Salary, bonuses, and benefits; (4) Relationships with colleagues; (5) Leadership style; (6) Training and development; (7) Corporate culture.

Based on the literature review, the study employed a group discussion method (qualitative research) involving four human resource management researchers and six human resource managers in hotels. The results of the group discussion led to the formulation of research hypotheses and the identification of appropriate measurement scales for the research model. The proposed research hypotheses include H1: Working conditions have a positive impact on employees' organizational commitment. H2: Job nature has a positive effect on employees' organizational commitment. H3: Income and benefits have a positive influence on employees' organizational commitment. H4: Relationships with colleagues positively impact employees' organizational commitment. H5: Leadership style has a positive influence on employees' organizational commitment. H6: Training and development positively affect employees' organizational commitment. H7: Corporate culture has a positive impact on employees' organizational commitment. Subsequently, the research model was established as follows:

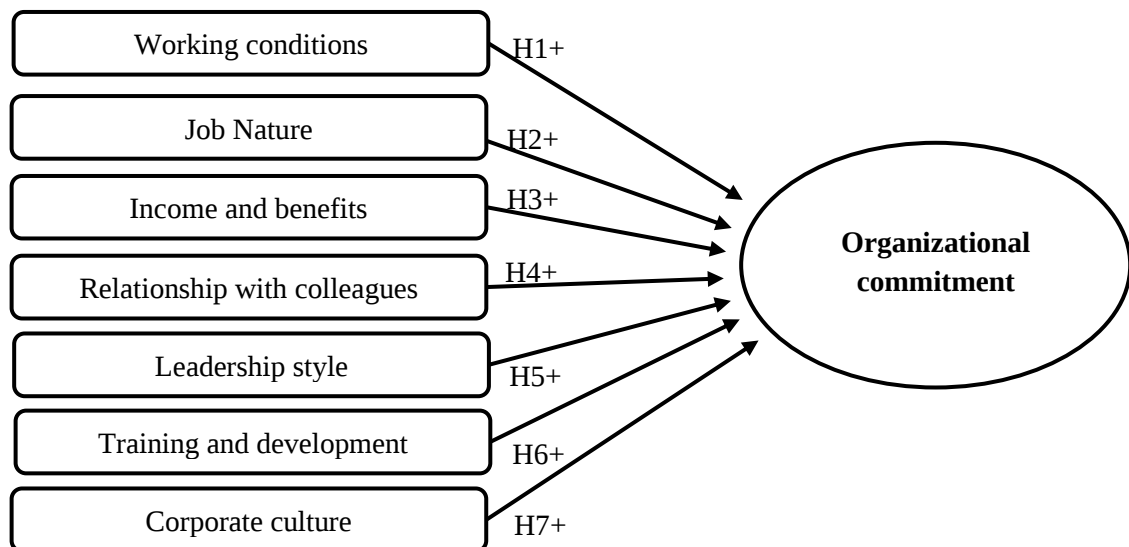


Figure 1: Proposed research model

Table 1: Reference resources to form research scales

Scale	Number of observed variables	Reference resources
Working conditions	4	Robinson et al. (2004), Dung (2005)
Job Nature	4	Robinson et al. (2004), Dung (2005)
Income and benefits	4	Robinson et al. (2004), Saks (2006)

Relationship with colleagues	4	Canh et al. (2021), Nguyet & Duyen (2022)
Leadership style	4	Saks (2006), Snowden & MacArthur (2014)
Training and development	4	Robinson et al. (2004), Dung (2005)
Corporate culture	4	Giao & Vuong (2016), Nam & Lan (2021)
Organizational commitment	4	Robinson et al. (2004), Saks (2006)

Research methodology

A mixed research method was used to test the research hypotheses, which included both qualitative and quantitative research. Qualitative research was conducted through group discussions involving four human resource management researchers and six human resource managers in hotels. This qualitative phase aimed to identify and refine the research measurement scales. Quantitative research was carried out through the following steps: (1) Internal reliability test; (2) Exploratory factor analysis (EFA); (3) Confirmatory factor analysis (CFA); (4) Structural equation modeling (SEM).

In the SEM model, it is essential to have a sample size of at least 200 observations (Hoelter, 1983). An official survey was conducted from March 2023 to April 2023. The survey targeted employees currently working in the hotel industry. A quota sampling was used, with criteria for subgroups selected based on geographic location (province/city), hotel classification, and demographic characteristics of the employees. The survey was concentrated on popular tourist destinations in Vietnam, including Phu Quoc City (Kien Giang Province), Can Tho City, Ho Chi Minh City, and Da Nang City. A total of 226 survey forms were collected, and after eliminating those deemed unreliable, 220 valid survey forms were used for testing the research hypotheses.

Research results and discussion

Evaluate scale reliability

The result in Table 2 shows that all research measurement scales meet the requirements for internal consistency reliability, with Cronbach's Alpha coefficients ranging from 0.847 to 0.907 (Nunnally & Bernstein, 1994). The corrected item-total correlations for all observed variables are greater than 0.3. This indicates that all research measurement scales meet the requirements for internal consistency reliability (Nunnally, 1978; Peterson, 1994; Slater, 1995).

Table 2: Evaluate internal consistency reliability

Observed variable	Mean	Standard deviation	Item-total correlation	Cronbach's alpha
Working conditions (WC)				0.878
WC1	3.622	1.037	0.700	
WC2	3.736	1.026	0.781	
WC3	3.722	1.047	0.748	
WC4	3.595	0.999	0.722	
Job nature (JN)				0.882

JN1	3.618	0.997	0.733	
JN2	3.695	0.994	0.775	
JN3	3.631	1.066	0.748	
JN4	3.613	0.979	0.719	
Income and benefits (IB)				0.887
IB1	3.386	0.998	0.777	
IB2	3.368	0.967	0.743	
IB3	3.440	0.975	0.741	
IB4	3.290	0.954	0.753	
Relationship with colleagues (RC)				0.894
RC1	3.586	0.954	0.770	
RC2	3.522	0.893	0.771	
RC3	3.527	0.938	0.757	
RC4	3.536	0.893	0.765	
Leadership style (LS)				0.907
LS1	3.236	0.954	0.819	
LS2	3.177	0.946	0.774	
LS3	3.022	0.872	0.785	
LS4	3.250	0.858	0.787	
Training and development (TD)				0.853
TD1	3.604	0.795	0.660	
TD2	3.568	0.843	0.695	
TD3	3.631	0.847	0.718	
TD4	3.509	0.819	0.703	
Corporate culture (CC)				0.847
CC1	3.604	1.026	0.686	
CC2	3.654	1.037	0.664	
CC3	3.681	1.024	0.685	
CC4	3.704	1.072	0.699	
Organizational commitment (OC)				0.850
OC1	3.554	1.069	0.704	
OC2	3.472	1.035	0.703	
OC3	3.463	0.999	0.674	
OC4	3.495	1.087	0.678	

Based on the exploratory factor analysis result in Table 3, the statistical values are guaranteed as follows: (1) The appropriateness of the model is satisfactory ($0.5 < \text{KMO} = 0.906 < 1.0$); (2) The Bartlett's test of correlation of observed variables meets the requirement ($\text{Sig.} = 0.00 < 0.05$); (3) The reliability of the observed variables meets the requirement (Factor loading > 0.5). Furthermore, the cumulative variance test reaching 74.027% exceeds the 50% threshold (Anderson & Gerbing, 1988). This indicates that the observed variables included in the model offer an appropriate level of explanatory power (Hair et al., 1998). Therefore, 08 factors were formed from 32 observed variables, and there is no disturbance of observed variables between the factors.

Table 3: Exploratory Factor Analysis Result

Scale	Sign	Factor							
		1	2	3	4	5	6	7	8
Working conditions	WC1	0.685							
	WC2	0.926							
	WC3	0.799							
	WC4	0.750							
Job Nature	JN1		0.805						
	JN2		0.867						
	JN3		0.800						
	JN4		0.671						
Income and benefit	IB1			0.828					
	IB2			0.786					
	IB3			0.764					
	IB4			0.844					
Relationship with colleagues	RC1				0.803				
	RC2				0.873				
	RC3				0.779				
	RC4				0.825				
Leadership style	LS1					0.857			
	LS2					0.819			
	LS3					0.794			
	LS4					0.871			
Training and development	TD1						0.739		
	TD2						0.754		
	TD3						0.782		
	TD4						0.816		
Corporate culture	CC1							0.767	
	CC2							0.662	
	CC3							0.763	
	CC4							0.793	
Organizational commitment	OC1								0.677
	OC2								0.710
	OC3								0.752
	OC4								0.671
KMO (Kaiser-Meyer-Olkin) = 0.906; Sig. = 0.000; Cumulative % = 74.027%									

Based on the results of the confirmatory factor analysis (CFA) in Table 4, all statistical indices meet the following criteria: Chi-square/df = 1.193 < 2; The TLI and CFI indices have values of 0.977 and 0.980, both exceeding 0.9; RMSEA = 0.030 < 0.08 (Bentler & Bonett, 1980; Anderson & Gerbing, 1988; Steiger, 1990). This indicates that the model fits the market data appropriately.

Table 4: Confirmatory Factor Analysis Result

Criteria	CFA	Comparative index	Resources
χ^2/df	1.193	≤ 2	Bentler & Bonett (1980), Anderson & Gerbing (1988), Steiger (1990)
P-value	0.003	< 0.05	
TLI	0.977	≥ 0.9	

CFI	0.980	≥ 0.9	
RMSEA	0.030	≤ 0.08	

Based on the results in Table 5, it can be seen that all measurement scales meet the requirements for convergent validity, reliability, and discriminant validity. According to Fornell & Larcker (1981), to achieve convergent validity, the AVE (Average Variance Extracted) should be at least 0.5. The analysis result in Table 4 shows that all AVE values are greater than 0.5, so it can be concluded that all factors achieve convergent validity. Additionally, the factors are unidimensional and meet the requirement for composite reliability (CR) ($> 50\%$) (Jöreskog, 1971), and achieve a high value of total variance explained for each factor ($> 50\%$). Furthermore, all correlations between factors are less than 1.0 and are statistically significant (at a significance level of 1%). Therefore, all research measurement scales achieve discriminant validity (Steenkamp & Van Trijp, 1991).

Table 5: Correlation values between factors in the model

	CR	AVE	LS	RC	JN	IB	TD	WC	CC	OC
LS	0.908	0.711	0.843							
RC	0.894	0.679	0.521	0.824						
JN	0.882	0.652	0.365	0.414	0.808					
IB	0.888	0.664	0.220	0.383	0.432	0.815				
TD	0.853	0.592	0.301	0.369	0.371	0.327	0.769			
WC	0.880	0.647	0.523	0.416	0.566	0.311	0.312	0.804		
CC	0.847	0.580	0.399	0.475	0.390	0.473	0.361	0.487	0.762	
OC	0.850	0.587	0.581	0.605	0.599	0.525	0.515	0.626	0.600	0.766

Test research hypothesis

Based on the results of the testing in Table 6, all hypotheses H1, H2, H3, H4, H5, H6, and H7 are accepted. This indicates that organizational commitment in the hotel industry is influenced by factors including working conditions, job nature, income and benefits, relationships with colleagues, leadership style, training and development, and corporate culture.

Table 6: Research hypothesis test result

Hypothesis	Relationship	Estimate	P-value	Result
H1	OC $\leftarrow$ WC	0.191	0.015	accepted
H2	OC $\leftarrow$ JN	0.161	0.027	accepted
H3	OC $\leftarrow$ IB	0.164	0.013	accepted
H4	OC $\leftarrow$ RC	0.162	0.023	accepted
H5	OC $\leftarrow$ LS	0.191	0.007	accepted
H6	OC $\leftarrow$ TD	0.170	0.007	accepted

H7	OC $\leftarrow$ CC	0.152	0.040	accepted
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Discussion

Hypothesis H1: Working conditions have a positive impact on employees' organizational commitment. The estimation result in Table 6 shows that working conditions have a standardized estimated value of 0.191 with a significance level of 5%. This indicates that good working conditions positively influence employees' organizational commitment in the hospitality industry. Indeed, a positive work environment helps employees focus on their tasks and fosters harmony among individuals, which is a key determinant of organizational commitment (Canh et al., 2021). Good working conditions create a stronger connection between employees and the organization (Nam & Lan, 2021). If an organization provides a favorable work environment, employee commitment to the organization will increase (Armstrong & Taylor, 2017).

Hypothesis H2: Job nature has a positive impact on employees' organizational commitment. The result in Table 6 shows that there is a positive relationship between job nature and organizational commitment in the hospitality industry, with a standardized estimated coefficient of 0.161 and a significance level of 5%. This demonstrates that job characteristics that align with the employees' abilities, strengths, and preferences will promote employees' organizational commitment in the hospitality industry. Jobs that require the use of various skills and grant autonomy encourage employee commitment to their companies (Kahn, 1990; Sundaray, 2011). In the tourism industry, creativity, empowerment, and job characteristics are important factors that influence employee commitment (Tuu & Liem, 2012).

Hypothesis H3: Income and benefits have a positive influence on employees' organizational commitment. The testing result in Table 6 indicates a positive relationship between salary, bonuses, and benefits with employees' organizational commitment in the hospitality industry, with a standardized estimated coefficient of 0.164 and a significance level of 5%. The research results show that if income and benefits are provided and meet employees' needs, it will drive employees' commitment to the organization in the hotel industry. When employees are satisfied with their income, they tend to be more committed to the organization and put in more effort (Suma & Lesha, 2013). In the tourism sector, salaries and bonuses make employees satisfied with their jobs and contribute to increased commitment to the organization (Tuu & Liem, 2012; Anh et al., 2018; Nguyen et al., 2020).

Hypothesis H4: Relationships with colleagues positively affect employees' organizational commitment. A positive relationship with colleagues has a positive impact on employees' organizational commitment in the hospitality industry, with a standardized estimated coefficient of 0.162 and a significance level of 5%.

Especially in the hotel industry, where employees have to collaborate with others, good relationships with colleagues encourage employees to have a greater fondness for the organization and a stronger bond with it. Supportive and trustworthy relationships among individuals within the organization stimulate employee commitment to the organization (Kahn, 1990). Good relationships with colleagues can make the work environment more appealing and increase job satisfaction, leading to enhanced employee commitment to the organization (Canh et al., 2021).

Hypothesis H5: Leadership style has a positive effect on employees' organizational commitment. The result in Table 6 shows that the standardized estimated coefficient for leadership style reached 0.191 with a significance level of 1%. This indicates that leadership style positively influences employees' organizational commitment in the hospitality industry. The relationship between direct managers and employees is a decisive factor in employee organizational commitment, directly affecting productivity and work effectiveness (Dung, 2005). Indeed, direct managers are considered a crucial factor in driving employee commitment to the organization (Suma & Lesha, 2013; Talukder, 2019). When managers are friendly, inspiring, and show concern for employees' welfare, it boosts employees' commitment to the organization (Sundaray, 2011).

Hypothesis H6: Training and development have a positive impact on employees' organizational commitment. The estimation result in Table 6 shows that training and development have a positive impact on employees' organizational commitment in the hospitality industry, with a standardized estimated coefficient of 0.170 and a significance level of 1%. Professional training and career development are essential aspects that should be considered to enhance employee commitment to the organization (Guest, 2014). Employees tend to be more committed to the organization when it provides them with opportunities to develop their skills, learn new abilities, acquire specialized knowledge, and realize their potential (Sundaray, 2011). In the tourism sector, training and development contribute to boosting employee commitment to the organization (Tuu & Liem, 2012; Anh et al., 2018; Nguyen et al., 2020).

Hypothesis H7: Corporate culture positively impacts employees' organizational commitment. The testing result in Table 6 indicates a positive relationship between corporate culture and employees' organizational commitment in the hospitality industry, with a standardized estimated coefficient of 0.152 and a significance level of 5%. The result points out that when hotels have a positive and professional corporate culture, it enhances employees' commitment to the hotels. An organization's culture is formed through the interaction of environmental and human factors within the organization (Brad Shuck et al., 2011). When an organization establishes strong and healthy cultural values, it creates a strong bonding agent for employees and enhances their commitment to the

organization (Nam & Lan, 2021). The research results continue to affirm the positive relationship between corporate culture and employee commitment (Dung et al., 2014; Giao & Vuong, 2016; Canh et al., 2021; Vuong & Chau, 2021).

Conclusion

Organizational commitment is an approach in organizational behavior research. The objective of these studies is to find ways to improve employees' level of organizational commitment, aiming to enhance the competitive capability of the organization. The research has demonstrated that various factors positively influence employees' organizational commitment in the hotel industry, including working conditions, job nature, income and benefits, relationships with colleagues, leadership style, training and development, and corporate culture. Among these, working conditions and leadership style are the most important factors affecting employee commitment to the organization in the hospitality industry. The research results contribute to providing insights for management to enhance employee commitment to the organization in the hospitality industry in Vietnam.

Despite achieving the research objectives, this study still has some limitations. Firstly, the research sample size is limited, so the research results do not guarantee generalizability. Secondly, there is no examination of the differences in the level of organizational commitment based on demographic criteria. Thirdly, the role of moderating variables influencing employee commitment to the organization in the hospitality industry has not been tested. Subsequent studies should expand the research sample size and investigate differences in organizational commitment based on demographic criteria, as well as examine the role of moderating variables to enhance the ability to explain employee commitment to the organization in the hospitality industry.

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