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Research Article

Job Satisfaction and Work Commitment of Hospitality Industry Employees in Dapitan City

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ABSTRACT

This study investigated the relationship between job satisfaction and work commitment among Dapitan City's hospitality industry employees. It used a descriptive research method utilizing a questionnaire as the principal tool for gathering data. Data were statistically treated using frequency, weighted mean, Mann-Whitney U-Test, Kruskal-Wallis H-Test, and Spearman Rank-Order Correlation. The study revealed that employees were satisfied with their salary (existence), work environment (relatedness), and the way they were mentored in the performance of their jobs (growth). Most of the employees were committed to their work as they identified that the establishment had a deep sense of personal meaning to them (affective); that, for now, choosing to remain in the organization is motivated by both necessity and desire (continuance); and the establishment deserves their loyalty (normative). A significant difference resulted in job satisfaction when analyzed according to civil status. Moreover, when analyzed according to educational attainment and employment status, a significant difference was identified in employees' work commitment. Finally, it was discovered that among hospitality industry employees in Dapitan City, job satisfaction and work commitment have a considerably high positive relationship. Hospitality industry stakeholders and employees are encouraged to support educational advancement and enhance management practices to minimize employee turnover. Legislators and policymakers are encouraged to enact policies and measures in line with the improvement and advancement of hospitality industry employees.

Keywords: *affective, continuance, existence, growth, hospitality industry employee, job satisfaction, normative, relatedness, work commitment*

Introduction

Establishments engaging in the hospitality industry's success come from employees' quality, contribution, and creativity with high-

quality service to guests, patrons, and customers. The people will continue to offer "high-touch" service, and human interaction is the key to customer satisfaction. In other words,

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establishments engaged in the hospitality industry should focus on their employees as much as they play a pivotal role in the success and failure of the same. Establishments should be set upon qualifications in consonance with their respective company's objectives (Chen & Chen, 2014). Because its employees had to deal with consumers, it is noteworthy that the hospitality business is distinct from other industries. Today's companies rely heavily on their workforce to succeed. The study of job satisfaction is vital in the hospitality business, especially since employees' commitment, devotion, and dedication are critical components in assuring customer satisfaction (Santa Cruz, Guzman & Nizarez, 2014).

As a business organization, hospitality establishments need to ensure minimum employee turnover as the employees are essential in ensuring customer satisfaction. The performance and profitability of a company are negatively impacted by employee turnover, which results in the loss of different resources and assets, both financial and intellectual (Holson-Okyae, 2017). This jeopardizes organizational performance and profitability because critical corporate resources and company assets are lost. Hospitality leaders need strategies and policies to retain a sufficient workforce (Marshall, Mottier, & Lewis, 2016). This includes improving of employee engagement, encouraging motivation, ensuring job satisfaction and commitment, and a healthy work environment within the industry.

Further, management can lower staff turnover in the hospitality sector to increase employee satisfaction by implementing effective managerial and leadership techniques. According to academics worldwide, the hotel business has one of the highest employee turnover rates. When staff leaves, important information is lost, and visitors occasionally go with them. Hoteliers actively seek strategies to keep their teams earning a long-term competitive advantage (Fernandez & Worasuwan, 2017). Job satisfaction and work commitment, among others, were the essential keys to ensuring employee retention.

Dapitan City is considered as one of the major tourists' destination in Zamboanga del Norte. The increased number of hospitality

establishments was due to the increased influx of tourists visiting Dapitan City. The demand to ensure customer satisfaction was compounded with the need to retain experienced employees who were assets to the hospitality establishment. A study disclosed that the annual turnover rate for restaurant personnel hit an all-time high of 75% in the first quarter of 2019, making it improbable that nearly three-quarters of restaurant staff will remain in their positions for the entire year (McNamara, 2020). Moreover, Philippine Statistics in 2019 revealed accommodation and food services occupations are among those with the highest turnover rates of 1.9 and separation rates of 4.7 (Mapa, 2020).

This study aims to investigate the job satisfaction and work commitment of hospitality industry employees in Dapitan City and establish their relationships. Further, it is believed that through this study, establishments catering hospitality industry would become more aware and conscious of ensuring that their respective employees would gain job satisfaction and establish work commitment. From this, employers could create improvements to their human resource initiatives.

Theoretical/Conceptual Framework

This study is primarily based on the **Three-tiered Motivation** Model postulated by C. Alderfer (1969). The said theory is also known as ERG Theory of Motivation or Existence-Relatedness-Growth Theory which principally explains the incidence of job satisfaction among hospitality industry employees. Further, this study also used the **Three-Component Model of Organizational Commitment** postulated by N. Allen and J. P. Meyer (1990).

ERG Theory of Motivation

The **Three-tiered Model of Motivation** explains the concept of Job Satisfaction. According to this theory, human needs develop from Existence to Relatedness, and finally to Growth: (1) **Existence needs** include all sorts of physiological and material requirements for maintaining human existence; (2) **Relatedness needs** pertains to all the socially-oriented needs of an individual; and, (3) **Growth needs** refer to the expansion of human potential.

Moreover, ERG theory emphasized that multiple need levels influence a worker's behavior at once. Thus, one might attempt to satisfy their growth needs even though their related needs aren't completely satisfied. The satisfaction-progression process described in Maslow's needs hierarchy model was applied in ERG explaining the concept that a person's motivation is influenced more by their needs than by anything else (Wegger et al., 2014).

Three-Component Model of Organizational Commitment

Work commitment, which includes job participation, career commitment, and organizational commitment, is a result of job satisfaction and is referred to as the degree to which one's employment affects their sense of self (Wegger et al., 2014). Accordingly, work commitment embraces the following constructs, namely: **affective commitment** refers to an employee's emotional conduct, identity, and loyalty to the organization; **continuance commitment** describes an employee's dedication based on the values held by their employer; and **normative commitment** refers to an employee's accountability for their work, which compels them to remain with the same company.

Methodology

This study used the descriptive-survey method of research in a quantitative approach. Questionnaires were utilized as data gathering tools, and data were statistically treated to achieve the study's primary objective. The respondents were 201 employees of selected hospitality establishments encompassing sixteen (16) food establishments and six (6) accommodation establishments (hotels and pension houses) in Dapitan City. The questionnaire used as a principal tool for gathering data consisted of three (3) parts adopted from the study of Khosrowshahi and Nejad (2014), Angeles et al. (2015), Lee et al. (2017), and Jaron et al. (2015) that yielded acceptable result on Cronbach Alpha Analysis. The data were treated using frequency, weighted mean, Mann-Whitney U-Test, Kruskal-Wallis H-Test, and Spearman Rank-Order Correlation.

Results

Profile of the Hospitality Industry Employees in Dapitan City

Most of the hospitality industry employees in Dapitan City were female, young individuals, single, moderately educated, occupying rank-and-file positions, having regular status, and having rendered service for 0-10 years

Table 1. Summary of Employees' Job Satisfaction in Hospitality Establishments in Dapitan City

Indicators	Mean	SD	Description
Existence	2.55	0.880	Satisfied
Relatedness	2.68	0.930	Satisfied
Growth	2.53	0.990	Satisfied
Overall Mean & SD	2.59	0.933	Satisfied

Table 1 shows the summary of employees' job satisfaction in hospitality establishments in Dapitan City. The data indicated that relatedness garnered the highest mean, followed by existence and growth. The overall mean on this aspect is 2.59, verbally interpreted as "Satisfied." The result revealed that most of the hospitality industry employees in Dapitan City were satisfied in relatedness, which implies that they must be in a work environment or organization that can fulfill their socially-oriented needs or have a work-life balance.

Nguyen (2017), in support of the result of the study, pointed out that the need for enjoyment and fulfillment at work connotes having a work-life balance. It is also for them to feel engaged and satisfied with the work but still enjoy meaningful life to the fullest. A work-life balance enables employees to enjoy work flexibility, delivering intriguing and challenging qualities, together with a positive working relationship with their managers and fellow employees.

Moreover, the organizational environment, human environment, and technical environment together make up the workplace (Nigatu, 2018). In a technical environment, the employees must feel fit in the workplace as they establish an ideal relationship with peers, work

in groups, address interactional issues, apply leadership, and management. In human environment, as the employees feel comfortable with systems, procedures, practices, values, and philosophies of the workplace (organizational environment).

Table 2. Summary of Employees' Work commitment in Hospitality Establishments in Dapitan City

Indicators	Mean	SD	Description	Interpretation
Affective	3.09	0.734	Agree	Committed
Continuance	2.99	0.698	Agree	Committed
Normative	3.02	0.744	Agree	Committed
Overall Mean & SD	3.03	0.725	Agree	Committed

Table 2 shows the summary of employees' work commitment in hospitality establishments in Dapitan City. As portrayed in the table, affective commitment garnered the highest mean of 3.09, followed by normative commitment, which had a mean of 3.02, compared to continuance commitment which obtained a mean of 2.99. The overall mean on this aspect is 3.03, which can be verbally described as "Agree." The findings revealed that affective commitment has the highest influence among employees in hospitality industry establishments in Dapitan City, implying that employees had high emotional attachment and

involvement to the hospitality establishment and that they identified with the same. Also, employees were considered significantly involved in the establishment's desire to achieve its profitability and sustainability goals.

Oyeniyi et al. (2017) asserted that affective commitment connotes an employee's emotional attachment, identification, and involvement with its organization and goals. It is characterized by belief in and support for the organization's goals and ideals, a willingness to focus efforts on helping the organization achieve its goals, and a desire to continue being a part of the organization.

Table 3. Test of Difference of Employees' Job Satisfaction as to Civil Status

Job Satisfaction	Civil Status		
	H-Value	p-value @ 0.05	Interpretation
Existence	6.217	0.102	Not Significant
Relatedness	8.885	0.031	Significant
Growth	3.288	0.349	Not Significant
Overall	9.494	0.023	Significant

Table 3 shows the difference in employees' job satisfaction as to civil status. Applying the Kruskal-Wallis test yielded a p-value lesser than the level of significance, which indicates acceptance of the alternative hypothesis stating that there is a significant difference in the level of job satisfaction among hospitality industry employees in Dapitan City when analyzed according to their civil status. As a result, civil status can be utilized as a variable to assess the various levels of job satisfaction in the hospitality sector. Further, by conducting

posthoc analysis using Dunn's test, it can be gleaned that there is no substantial difference in employees' job satisfaction in terms of existence and growth as to civil status. But, a significant difference is observed in employees' job satisfaction in terms of relatedness.

Existence is universal. Everyone perceives survival as the utmost importance of an individual's daily life; thus, unmarried and married employees have the same perception of existential needs. In terms of relatedness, married individuals prefer a family-supportive

work environment. They lean toward improving productivity and, simultaneously, enhancing the quality of work and family life. Thus, this differs from the perception of unmarried individuals. However, the same discernment

can be observed regarding growth in both individuals. Overall, a significant difference can be found in the level of job satisfaction in terms of civil status.

Table 4. Test of Difference of Employees' Work Commitment as to Educational Attainment

Work Commitment	Civil Status		
	H-Value	p-value @ 0.05	Interpretation
Affective	8.515	0.074	Not Significant
Continuance	11.845	0.019	Significant
Normative	13.613	0.009	Significant
Overall	11.341	0.023	Significant

Table 4 presents the test of difference in employees' work commitment as to educational attainment. Applying the Kruskal-Wallis test yielded a p-value lesser than the level of significance, which indicates acceptance of the alternative hypothesis, stating that there is a significant difference in employees' work commitment to educational attainment. This implies that fairly educated and highly educated employees of the hospitality industry in Dapitan City had a varying extent of work commitment. Thus, as a variable, educational attainment can be used to determine the employees' work commitment to hospitality industry establishments in Dapitan City. Further, in the conduct of posthoc analysis using Dunn's test, it was found that continuance commitment

among elementary level/graduate is significantly different from HS and College level employees. Also, normative commitment among elementary level/graduate is significantly different from HS, college level, and degree holder employees. Overall, work commitment among elementary-level/graduates significantly differs from HS and college-level employees.

Education is a strong predictor of commitment (Sikorska, 2015). Adanse et al. (2017) stressed that people with lower educational levels and qualifications are more committed to their organization, as they rarely change their jobs. On the other hand, Sikorska (2015) revealed in his study that higher organizational commitment was generally reported by employees who had more education.

Table 5. Test of Difference of Employees' Work Commitment as to Employment Status

Work Commitment	Employment Status		
	U-Value	p-value @ 0.05	Interpretation
Affective	2628.00	0.000	Significant
Continuance	3192.50	0.012	Significant
Normative	2922.50	0.001	Significant
Overall	2841.50	0.001	Significant

Table 5 shows the test of difference in employees' work commitment as to employment status. Applying the Mann-Whitney test yielded a p-value lesser than the level of significance, which indicates rejection of the null hypothesis suggesting no significant difference in work satisfaction among hospitality industry employees in Dapitan City employees when analyzed according to their employment status.

This implies that seasonal and permanent employees demonstrate a varying extent of work commitment. Hence, employment status, as a variable, can be used to determine the employees' work commitment to hospitality industry establishments in Dapitan City. Further, through posthoc analysis using Dunn's test, it was also revealed that there is a significant difference in work satisfaction as to affective,

continuance, and normative among employees of the hospitality industry in Dapitan City when analyzed according to their employment status.

Lee et al. (2017) averred that there is a different degree of work commitment when analyzed as to the employment status of hospitality industry workers. Further, according to the study, as mentioned earlier, nonstandard employees, as compared to standard employees, reported higher levels of job

satisfaction and organizational loyalty but lower levels of job performance. Work status did not significantly moderate the correlations between job satisfaction, organizational commitment, and job performance. Adanse et al. (2017) pointed out that work status influences organizational or work commitment dimensions. In the study, regular employees were observed to be more committed than seasonal or temporary employees.

Table 6. Employees' Job Satisfaction and Work Commitment in Hospitality Industry in Dapitan City

Variables	Means	p-value	p-value @0.05	Interpretation
Job Satisfaction and Work Commitment	2.59 3.03	0.665	0.000	High Positive Correlation/Significant

Table 6 portrays the employees' job satisfaction and work commitment in hospitality industry in Dapitan City. Applying Spearman Rank-Order Correlation and using Cohen et al. (2014) interpretation guide for p-value revealed a high positive correlation between job satisfaction and work commitment of employees in the hospitality industry in Dapitan City. It means that satisfied employees in the hospitality industry in Dapitan City were also highly committed to their work. It implies that job satisfaction and work commitment are strongly correlated.

This has been supported by Qureshi et al. (2019) stating that job satisfaction influences work commitment. A strong correlation can be associated with the two variables. Specifically, normative commitment has the greatest impact while continuous commitment showed the slightest effect on job satisfaction. In addition, Kumar and Kumar (2016) support the aforementioned result averring that organizational commitment has been viewed as a key component of job satisfaction, which contributes not only to organizational success and profitability but also to the growth, effectiveness, efficiency, and low employee turnover. With job satisfaction as the cause and work commitment as the effect, a cause-and-effect relationship was observed. It further revealed that dimensions such as financial incentives, quality of work and management support also affect job satisfaction and organizational commitment.

Conclusion

Every great business is built on dedicated personnel. With proper motivation, employees reach satisfaction and direct their energies and skills to the benefit of the organization achieving its core objectives. With this, it was observed that hospitality industry employees in Dapitan City were satisfied with their salary (existence), work environment (relatedness), and the way they were mentored or coached in their job performance (growth). Moreover, employees were committed to their work as they perceived that the establishment had a great deal of personal meaning to them (affective), that right now, staying with the establishment is a matter of necessity as much as desire (continuance), and the establishment deserves their loyalty (normative). Contrary to the findings of most studies on this subject, a significant difference was revealed in the level of job satisfaction of hospitality industry employees in Dapitan City when analyzed according to civil status. Likewise, a significant difference existed in employees' work commitment regarding educational attainment and employment status.

Finally, aligned with most studies' findings, a strong relationship existed with job satisfaction and work commitment of hospitality industry employees in Dapitan City. Such a relationship can be described as a highly positive correlation. Job satisfaction is an immediate antecedent of work commitment. In contrast, work commitment is a key factor in turnover

and intention to leave the workplace (Santa Cruz et al., 2014, Wegger et al., 2014). The higher the employee's job satisfaction and work commitment, the lower the intention to leave the organization.

Recommendations

1. Hospitality industry stakeholders and operators should continue to improve and enhance their management practices, particularly in ensuring that their employees are satisfied to minimize employee turnover and ensure the establishments' profitability and sustainability.
2. Legislators and policymakers of Dapitan City would implement policies targeting human resource interventions such as standardized salary, premium and benefits, and human development activities like seminars, training, or coaching to boost the human capital of hospitality industries considering that Dapitan City is one of the major tourist destinations of the province.

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