# THE RELATIONSHIP BETWEEN JOB SATISFACTION AND ORGANIZATIONAL COMMITMENT IN HOSPITALITY INDUSTRY : A CASE STUDY ON TWO LEADING ESTABLISHMENTS IN HO CHI MINH CITY, VIETNAM

by

PHAM THUY QUYNH

A Thesis submitted in partial fulfillment
of the requirements for the degree of

Master of Business Administration in Tourism Management

Graduate School of Business
Assumption University
Bangkok, Thailand

October, 2009

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# ACCEPTANCE

This dissertation was prepared under the direction of the candidate' s Advisor and Committee Members/Examiners. It has been approved and accepted by all members of that committee, and it has been accepted in partial fulfillment of the requirements for the degree of Master of Business Administration in Tourism Management in the Graduate School of Tourism Management of Assumption University of Thailand.

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ABSTRACT

This research study explores the relationship between job satisfaction and organizational commitment of people in the hospitality industry; two essential elements in making its members committed to their employment at a workplace. By employing case study method to conduct this research, the project seeks insights about what can influence employees' determination to continue working for their current organizations from 82 employees of The Landmark, Office Complex and Serviced Apartments managed by Peninsula Properties and 120 employees of Kim Do Royal City Hotel in Ho Chi Minh City, Vietnam.

Through questionnaire survey, the project arrived at some specific evidence for the applicable improvement so that these two properties can be utilized for their human resource management. This research attempted to open windows to a better understanding of how to increase employees' job satisfaction in order to enhance their organizational commitment.

The results shown that among all of the variables in job satisfaction, working attitudes remained the sole factor that had a strong relationship with affective organizational commitment. Since all of the job satisfaction variables—including esteem and worthiness, superior's leadership, value, security and basic needs, working attitudes, as well as social needs—will have a significant influence on an employee's behaviour towards his or her organizations, it is necessary for employers to give a remarkable effort to enrich these aspects, which at the same time can reduce the turnover intention among employees and enhance the organizational commitment level.

Key words: Job satisfaction, organizational commitment, hospitality industry, hotel, serviced apartment, employee

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# CHAPTER I

## Generalities of The Study

This chapter, which consists of basic information about the research, will discuss the concepts of job satisfaction, organizational commitment, and turnover intention in hospitality industry. Some other significant interpretation such as the current situation and ongoing problems of the hospitality industry in Vietnam; and the justification for carrying out this study are also considered.

### *1.1 Introduction of The Study*

Tourism is about people and their interaction. People are a critical dimension within the successful delivery of tourism services. In any services of tourism industry, human resources and human elements play a significant role by employing their diverse managerial approaches to achieve the best outcome. Hotels and serviced apartments experience an intense use of managerial methods through the cycle of human resource management in order to ensure their efficient delivery and maintain their competitive edge. Nevertheless, employees at hospitality properties continue to pose questions about their job satisfaction and organizational commitment. These two elements intertwine in human resource management. While a hospitality organization needs to understand the levels of commitment employees possess, it is equally essential for one to recognize their satisfaction levels which influence their intention to stay at or leave their positions. Organizational commitment and job satisfaction are seen as a "chicken-and-egg" (Feinstein & Vondrasek, 2000, p.5) argument; one being predictor of the other. Commitment seems like a macro outlook of employees to their organization, while job satisfaction a response to a specific job or various phases of the operation. Whichever way they are interpreted by scholars or hospitality

operators, the relationship between job satisfaction and organizational commitment can be an indicator to a successful human resources management of an establishment, who will use such understandings and insights to retain employees and minimizing turnover.

*1.1.1 Job satisfaction in hospitality industry.*

Job satisfaction is typically constructed either as an affective or emotional attitude of an individual towards his or her job (James & Jones, 1980) or as a general attitude towards a job and some particular aspects of it (Knoop, 1995). Research on the topics of job satisfaction was conducted for over 60 years (e.g. Hoppock, 1935; Herzberg, Mausner & Snyderman, 1959). Job satisfaction, which usually cannot be observed, is an emotional response to the job. It explains how expectations are met and represents contradictory behaviours such as job, salary, promotion, management styles, colleagues and others. Job satisfaction is especially important in service-offering of hospitality establishments like hotels and serviced apartments. Because of its diverse service and heavy work load, it is impossible for personnel to work effectively and efficiently in the hospitality industry without job satisfaction.

Job satisfaction is an important issue to business owners and top managers because low levels of job satisfaction are related to increased absenteeism (Porter & Steers, 1973; Scott & Taylor, 1985) and to higher job turnover levels (Korp, Nickson, & Jack, 1973; Atchinson & Lefferts, 1975; Locke, 1976; Tett & Meyer, 1993; Rust, Stewart, Miller, & Pielack, 1996). Hospitality organizations can save significant amount of both time and money because satisfied workers are less likely to create absenteeism and turnover issues for the managers. According to Oshagbemi (2000), hotels and serviced apartments can manage turnover and absenteeism effectively by developing an understanding of factors that affect employee satisfaction. Hart (1999)

in a study concluded that job satisfaction contributes to overall life satisfaction. As stated by Lawler (1973), job satisfaction is a measure of the quality of life in an organization.

Employee satisfaction has become one of the main corporate objectives in recent years. If employees do not feel satisfied or do not identify with the company, organizations cannot reach their competitive levels of quality, either at a product level or a customer service level. As a converse example, motivated and committed staff can be a determining factor in the success of an organization. A satisfied employee is one who is involved in decision making, receives adequate training and benefits, and has an effective general manager. A happy employee influences the guest's attitude toward the hospitality business.

*1.1.2 Organizational commitment in hospitality industry.*

Over the past several years, many issues relevant to organizational commitment have drawn much research attention in consideration that employees with high organizational commitment cause positive influence on tenure or work performance (Johnston, Parasuraman, Futrell & Black, 1990). Organizational commitment is an attitude which cannot only affect employees' organizational involvement and involvement strength (Steers, 1977) but also represents the linkage between members and organizations. The phrase of organizational commitment came from Becker (1960) and it is applied to the research about organizational behaviour on the foundation that organizational commitment is a type of continuation in behaviour.

As indicated by Kanter (1968), organizational commitment is a type of social system, energy involvement and willingness of loyalty. Organizational commitment means a type of positively aggressive attitude towards the organization, the identification of organizational goals, and delightful working atmosphere of

organizational members. It also represents the idea that work is a part of individual life and conscious organization means a type of belonging sense of loyalty and emotion.

Organizational commitment has typically been defined as the relative strength of an individual's identification with a particular organization and degree of involvement of the individual in the organization. The concept of organizational commitment is essential for various industries and professions, including hospitality and tourism (Cannon, 2001, p. 156). Its importance stems from the negative relationship between commitment and potentially costly behaviours, such as absenteeism and turnover. Such causes increase the role of human resources management in hospitality and tourism, as hospitality and tourism businesses are global in scope, working with multicultural employees and guests as well as competing in entirely new arenas in which service demands are growing. Involved and enthusiastic employees with commitment to the values and goals of their respective organizations form a vital ingredient to the success of any hospitality and tourism business.

The relationship between job satisfaction and organizational commitment has been investigated extensively (Mathieu & Zajac, 1990; Meyer, Stanley, Herscovitch, & Topolnytshky, 2002). Although prior studies indicate a high correlation between the two concepts (Tett & Meyer, 1993; Dipboye, Smith, & Howell, 1994; Meyer, 1997; Sagie, 1998), they are also regarded as separate constructs. Job satisfaction refers to an emotional state of mind that reflects an affective reaction to the job and the work situation, whereas the focus of organizational commitment is more of global reaction—emotional or non-emotional—to the entire organization (Farkas & Tetrick, 1989; Lance, 1991; Dipboye *et al.*, 1994). Consequently, organizational commitment

is less influenced by daily events but rather develops over a longer period and is therefore more stable than job satisfaction (Dipboye *et al*., 1994; Sagie, 1998).

Although there is a relative harmony in the strength of the relationship between job satisfaction and commitment, there are ongoing debates about the direction of that relationship. While many claim that satisfaction is an antecedent of commitment (Stevens, Beyer, & Trice, 1978; Williams & Hazer, 1986), some regard commitment as the cause of satisfaction (Bateman & Strasser, 1984). As a result, the relationship between job satisfaction and organizational commitment appears to be complex and may even vary over time (Farkas & Tetrick, 1989; Meyer, 1997).

The concept of commitment in organizations has generated a great deal of interest over the past two decades. Researchers have identified organizational commitment as both an antecedent and a consequence of a number of work-related variables. Mathieu & Zajac (1990) present organizational commitment as a consequence of personal variables, role states and work environment variables, and as predictor of absenteeism, performance and turnover. In line with Porter's *et al.* (1974) the concept of organizational commitment is the belief in and acceptance of organizational goals and objectives; the willingness to work hard on behalf of the organization; and definite intentions to remain in the organization, a large majority of previous studies define organizational commitment as commitment targeted specifically toward the organization as an administrative entry. Empirical findings support the influence of organizational commitment on attitudes toward organizational change (Cordery, Sevastos, Mualler & Parker, 1993; Iverson, 1996). For instance, Iverson (1996) found organizational commitment as the second most important determinant, after union membership, of attitudes toward organizational change. Employees with high organizational commitment are more harmonious with

the goals and values of the organization, and thus more likely to accept organizational change, provided that such a change would not alter the basic values and goals of the organization and it is perceived as beneficial to the organization. Guest (1992) is of the opinion that committed employees are more accepting than their non-committed colleagues to organizational change.

According to Meyer and Allen (1991), organizational commitment can take three distinct forms. Affective commitment refers to identification with, involvement in, and emotional attachment to the organization, in the sense that employees with strong affective commitment remain with the organization because they "want to" do so. Secondly, continuance commitment refers to commitment based on employee's recognition of the costs associated with leaving the organization. Thus, employees with strong continuance commitment remain with the organization because they "have to" do so. Thirdly, normative commitment refers to commitment based on a sense of obligation to the organization. Hence, those with strong normative commitment remain with the organization because they feel they "ought to" do so.

Crosby, Grisaffe, and Marra (1994) also differentiate organizational commitment into passive and active types. Passive commitment relates to the refusal to accept outside influences and includes aspects such as training, employee benefits and employee welfare. Active commitment, on the other hand, pertains to what the employee says about the organization and the dedication of the employee to organizational goals and objectives. According to Hoffman and Ingram (1992), both passive and active commitment can affect customer satisfaction and the willingness of the employee to remain with an organization.

*1.1.3 Studies on the relationship between job satisfaction and organizational commitment.*

Previous researches (Mowday *et al.*, 1982; Meyer & Allen, 1991; Cullen *et al.*, 2003) showed that the positive relationship between job satisfaction and organizational commitment is perhaps the most consistently found result. It is typically assumed that job satisfaction will lead to organizational commitment (e.g. Bluedorn, 1982). This assumption is based on the logic that if employees are more satisfied with their jobs, they will more likely develop the necessary attachment to the organization to develop stronger commitment. In contrast, it is unlikely that employees who are dissatisfied with their jobs will also be committed to the organization.

In a longitudinal study, Bateman and Strasser (1984) found that organizational commitment may cause job satisfaction. Furthermore, both Mathieu and Zajac (1990) and Rayton (2006) have argued that the causal order between job satisfaction and organizational commitment may not necessarily be as has traditionally been assumed. An employee may be committed to an organization because he or she identifies with the organizational values as reflected in the corporate culture. Such attachment to the organization may also spill over to the job and relate to higher job satisfaction.

*1.1.4 Hospitality industry in Vietnam.*

After the regional economic crisis in 1997, the tourism industry in Vietnam invested more effort to promote its strong development. The number of international tourists to Vietnam increased from 250,000 in 1990 to 3.4 million in 2005 (New Frontiers, 2006). Furthermore, tourism activities have created jobs for more than 234,000 direct employees and about 510,000 indirect employees.

In consequence of the tourism sector's rapid growth since 2005, hospitality has become an essential industry in Vietnam, especially in Ho Chi Minh City. Though the city does not own the advantage of having as many natural beauty or historic sites as other cities and provinces, it performs as a substantial commercial centre for the country and region – manifested by the fact that most tourists would arrive in this city before transferring to other localities.

Due to this reality, Ho Chi Minh City is intensifying the MICE—Meetings, Incentives, Conferences, and Exhibitions market (Dong, 2008) in an attempt to attract foreign investments in terms of lodging establishments. The Accor Group of Hotels, with Pullman hotels particularly targeting the business and conference markets, has opened the first Vietnam representative office in Ho Chi Minh City. This typical office, which serves as the sponsor for the existing hotels, helps manage the group's current expansion plan as well as catch the attention of new ventures from all over the country (Hotel News Resource, 2009).

*1.1.5 Concern on human resources of hospitality industry in Vietnam.*

It is reported by the Vietnam National Administration of Tourism (VNAT) that less than 7 percent of the current tourism workforce has obtained tertiary education; the industry has looked forward to providing professional training for nearly 80 percent of its employees by the year 2015. In reality, however, hospitality and tourism faculties in universities and colleges throughout the country have often failed to equip skillful and knowledgeable graduates. In providing an explanation Mr. Nguyen Phu Duc, the Chairman of Vietnam Tourism Association, maintains that the training programmes remain mainly theory-based and the quality of such programmes still needs improvement.

Correspondingly, a study of the relationship between job satisfaction and organizational commitment can advice a better understanding in terms of essential factors that would help intensify job satisfaction and enhance commitment of employees. Among all the vital elements, job rotation, in accordance with training and development, plays an important role in workers' ultimate performance. This type of circulation among different divisions within one business can comfort the staff with the benefits of getting to know their colleagues' working environment as well as the thorough impression about their current employment.

To conduct research on the relationship between job satisfaction and organizational commitment in hospitality industry, this study decided to select two locations in Ho Chi Minh City, Vietnam. The reason for this choice came from the fact that these research sites have high historical and economic values, being both well-established and regionally influential enterprises. Understanding the operation and impact on employees' lives is important since the mutual investment between the companies and their employees would represent a worthwhile rather than incidental effort. In other words, the study would not be meaningful if it researched on a small company with a limited life span where employees function on a come-and-go basis without sufficient organizational investment.

*1.2 Profile of Kim Do Royal City Hotel and The Landmark, Office Complex and Serviced Apartments managed by Peninsula Properties*

*1.2.1 Kim Do Royal City Hotel.*

The original Kim Do Royal City Hotel (hereafter Kim Do Hotel) was built nearly 100 years ago and went through a renovation in 1994, which has made it one of the best accommodation options in Ho Chi Minh City as well as one of the most

luxurious lodging establishments in Vietnam. In harmony with the charming French Colonial exterior architecture, the hotel also has its interior design decorated by wood paneling, white pillars, chandeliers and a marble floor. Being in the centre of the city, the hotel provides guests with not only a variety of hospitality manner suitable for both travelling businessmen and casual tourists, but also with easier access to principal government offices, business buildings, tourist attractions, along with shopping and recreation areas.

In order to attract more customers, the hotel has diversified its service by offering a wide range of facilities including a business center, a health club, two conference rooms, and a dance hall. Apart from all of the above conveniences, the hotel also makes available to other kinds of assistance such as Wireless Internet connection, shopping, and travel services.

*1.2.2 The Landmark, Office Complex and Serviced Apartments managed by Peninsula Properties.*

*The Peninsula Group*

The Company's establishments are situated in Asia including Ho Chi Minh City, Bangkok, Manila, Tokyo, Hong Kong, Beijing, Shanghai; and the United States of America including New York, Chicago, Southern California. With the majority operated in Hong Kong, hotels and properties are the two principal areas of activities managed by The Hong Kong and Shanghai Hotels Limited (HSH). The Group takes a long-term view on business, aiming not only for developing its profile but also raising the value of existing hotel and property assets through new concept and redevelopment.

*The Landmark, Ho Chi Minh City*

The Landmark is a joint venture between The Hong Kong and Shanghai Hotels, Limited and Foreign Relation Service Company of Vietnamese Ministry of Defence. The Landmark, back to its beginning in 1995, was the first international standard residential accommodation and office complex stayed in the central district of Ho Chi Minh City. The company is well-known for its competitive leadership as well as its management and facilities, which are constantly recognized as high achievements. Located on a prime waterfront site, the 16-storey complex of The Landmark, including 65 elegantly furnished and fully equipped serviced apartments, offers a unique combination of luxurious living with spectacular river and city views.

The employees' enthusiastic commitment is one of the company's strengths in competitive marketplaces. Getting benefit from the training programmes offered by The Peninsula Group, each employee at The Landmark responsibly focuses on customer satisfaction. The company, with a diverse range of multinational employees and different backgrounds working in management levels, has confirmed its leading position in quality of service and international standards within the serviced apartment market in Vietnam.

*1.3 Statement of The Problem*

Job change in the hospitality industry occurs on an average of 4 to 5 years (Macauley, 2003; Sennett, 2006). Recognizing this assumption, hospitality properties should feel the need to understand the extent to which employees are committed to their work. Coupled with the organizational commitment, the state of job satisfaction should help shape a better understanding on one's state of pleasure regarding values to a job. Job satisfaction at a hospitality organization might be a mere ideology and

hard to achieve, since there are a number of unpleasant conditions embedded in the industry that might discourage the workers. The nature of service industry as well as its unequal and unsocial working environment appears to discourage development of organizational commitment, not to mention the fact that job satisfaction might fall short when a better offer arrives. No matter how happy or loyal one is with the job environment, employees might consider changing job when opportunity comes. Many leading service businesses are losing their workforce to their competitive service enterprises as new accommodation operations can attract skilled workforce from famous establishments with packages and environment that are expected to induce greater job satisfaction for the new comers.

Ho Chi Minh City, Vietnam during the past decade has become acutely aware of Human Resources issues, especially on the staff's turnover. Hoteliers—home-grown business or multinational business—are faced with the industry's dynamic move of the existing labour market. A study of the workforce's responses to job satisfaction and organizational commitment will certainly help identify the problems related to the needs of ongoing development of hospitality industry in one of the world's popularly visited metropolises.

While the cycle of job-hopping or turnover seems acceptable in the hospitality community, it might reflect the managers' limited appreciation toward employee's satisfaction on which organizational commitment is established. The question lies in understanding the relationship between job satisfaction and organizational commitment; do these two essential elements relate? Identifying their relationship might lead to improvement in creating organizational commitment so as to ensure long-term workforce. By investigating the issue of job satisfaction, this study is

hoping to be able to describe many prospective scenarios conducive in creating appropriate organizational commitment.

*1.4 Research Objectives*

(1) To describe scenarios of organizational commitment shown by two leading hospitality establishments in Ho Chi Minh City, Vietnam.

(2) To identify the relationship between employees' job satisfaction and the organizational commitment under two leading hospitality establishments in Ho Chi Minh City, Vietnam.

(3) To recommend areas where job satisfaction and organizational commitment can be considered for the benefit of human resource planning.

*1.5 Scope of The Research*

This research examines job satisfaction and organizational commitment of 202 employees of The Landmark, Office Complex and Serviced Apartments managed by Peninsula Properties and Kim Do Royal City Hotel, Ho Chi Minh City, Vietnam. The employees are diversely selected from different departments with a combination of managerial and non-managerial levels. Data collection procedure, which includes discussion, survey, questionnaire administration, and treatment of data, covered a two months' period from June to August 2009.

*1.6 Limitations of The Research*

This research study explores the relationship between job satisfaction and organizational commitment, responded by 202 employees of The Landmark Serviced

Apartments and Kim Do Hotel in Ho Chi Minh City, Vietnam. Several management levels, ranking from senior to junior, are selected as purposive sampling group. Potential limitations are found as follows:

1. Information on the relationship between job satisfaction and organizational commitment is mainly based on the memory of the respondents at one hotel and one serviced apartment which means that research findings may not be generalized for other hospitality corporations.
2. Since this study is conducted with one hotel and one serviced apartment, which are not compatible in nature, the research findings cannot be comparable.
3. The current research is conducted in a specific time period; as a result, its findings may not be generalized for all time frames, considering the fact that the tourism industry is featured by high seasons and low seasons.

*1.7 Significance of The Study*

The result of this study aims to achieve a good understanding of hospitality employees' level and elements of job satisfaction in the service industry. It is hoped that the selected premises will use the result from the survey to develop strategic plans or incentive schemes so that they can increase employees' job satisfaction and reduce their turnover rates. By doing these, the lodging properties can indirectly increase their revenue. Some studies have found that employee satisfaction is important because it can constitute positive influences on customer satisfaction (Rogers, Clow, & Kash, 1994).

It is generally believed that highly committed employees have greater loyalty, higher productivity, and are willing to assume more responsibility. Commitment, one

of the vital elements in the relationship between employee and organization, leads to the desire to remain in the business, intent to stay, retention of membership, attendance and perhaps performance. For such reason, organizational commitment, often viewed as a reliable predictor of absenteeism and turnover, can reduce employees' absence frequency as well as increase their job satisfaction level.

*1.8 Definition of Terms*

Job Satisfaction means the degree to which individuals feel positively or negatively towards their jobs. It is a pleasurable or positive emotional state resulting from the evaluation of one job. It is an attitude or emotional response to one's tasks as well as to the physical and social conditions of the workplace (Schermerhorn, Hunt & Osborn, 1997).

Organizational Commitment represents an individual's attitude that reflects one's identification with and involvement in a particular organization (Mowday *et al*., 1979). It can be characterized by three related factors, including strong belief in the organization's goals and values, willingness to exert extra effort on its behalf, and strong desire to maintain membership.

Affective Organizational Commitment refers to the emotional attachment of employees to the organization and encompasses identification with, and involvement in the organization. Affective commitment, mostly attitudinal in nature, is the tie between the employee and organization because the individual wants to be there (Cannon, 2001, p. 158). While staying with the property, an employee can identify his or her goals in accordance with those of the organization.

Continuance Organizational Commitment indicates the costs that employees associate with leaving the organization. This tie is based on the employee perceiving that they actually need to remain with the organization (Cannon, 2001, p. 158). The degree of continuance organizational commitment, or calculative commitment, is decided by the relationship between workers and organization.

Normative Organizational Commitment refers to employees' feelings of obligation to remain with the organization or the individual perceives that he or she ought to be there (Cannon, 2001, p. 159). This level of organizational commitment is based on the social behaviours, or internalized desires within the staff member to be part of the organization. The committed employee considers it morally right to stay in the company, regardless of how much status enhancement or satisfaction the firm gives him or her (Marsh & Mannari, 1977).

This chapter has provided a brief introduction of the research followed by some understanding about job satisfaction and organizational commitment as well as the relationship between these two variables in hospitality industry. The chapter has also explained the rationale, research locations, significance, potential constraints, and a number of key elements that are used as the reasoning foundation for this study. Accompanying this, the next chapter will focus on the literature review to highlight many characteristics of the variables related to job satisfaction and organizational commitment.

# CHAPTER II

## Literature Review

This chapter discusses the related literature of this study. It will look at some theories on job satisfaction and organizational commitment as well as issues revolving around these two components together with details on the concept of turnover in the hospitality industry context. A selection of characteristics regarding job satisfaction and organizational commitment will be elaborated. The final part will report some empirical studies which accommodate a significant support for the topic.

### *2.1 Job Satisfaction*

Job satisfaction, formally defined as an affective or emotional response toward various facets of one's job, essentially reflects the extent to which an individual likes or enjoys it. A person can be relatively satisfied with one aspect of their job and dissatisfied with one or more other aspects. Job satisfaction is a result of met expectations, which represent the difference between what an individual expects to receive from a job and what they actually receive. Being especially important in service-offering of touristic establishments, it is a key factor affecting the performance of manpower, labour turnover, and the productivity of touristic establishments (Ehtiyar, 1996). Due to the multifarious service and heavy work load of the tourism sector, without job satisfaction it is not possible for personnel to work effectively and efficiently. For this reason, managing and maintaining job satisfaction is vital for success in the touristic establishment's overall performance (Oral, 1994).

Both in academia and in practice, it is known that there is a link among job satisfaction, the inclination of quitting job, and labour productivity (Igbaria & Guimaraes, 1999). Job satisfaction plays an important role in non-attendance, labour

turnover, tendency of quitting job, and performance (Aamodt, 2001). Many researchers attempt to determine the factors that would describe job satisfaction and accordingly a better climate for labour environment (e.g. Tutuncu & Demir, 2002).

The term job satisfaction is considered an attribute that exists as the equity of a variety of desired and non-desired job-related experiences. It is also defined as the degree of fit between the features of a job and employees' expectations. In addition, there are researchers who view job satisfaction as a result of both employees' expectations and aspirations and their existing status, or as multidimensional attitudes towards their jobs and working places (Clark & Oswald, 1996; Hamermesh, 2001). From this argument, it seems reasonable that the level of job satisfaction changed based upon working conditions, demographic characteristics, and expectations in the future career or the type of work being carried out.

*2.2 Job Satisfaction in Hospitality Industry*

A growing interest towards job satisfaction in organizations is a matter of discussion. Managers of hospitality corporations who identify their employees' job satisfaction levels would arrange necessary preparations in order to make working environment more productive. The reduction of the employee deployment and exaltation of employees' morale are considered to be important from the hospitality industry's point of view (Lam, Zhang, & Baum, 2001).

The measurement of job satisfaction and identification of its predictors are of particularly important in the hospitality industry for the following reasons. Firstly, it is a highly human-dominated industry; secondly, it is necessary to keep the labour turnover at a certain level; and thirdly, employees' dissatisfaction or satisfaction with the business might also lead to customer dissatisfaction or satisfaction with the

services provided (DeFranco & Schmidgall, 2000). The measurement of job satisfaction is important in tourism and hospitality because this industry requires interaction between the contact personnel and the individual customer and due to the fact that quality perceptions are evaluated mostly by the performance of intangible criteria.

Human resources should be one of the top-priority investments in hospitality establishments to gain competitive benefit. Porter (1985) views human resources as an important element of the organization's value chain in creating competitive advantage. As a part of the service industry, tourism and hospitality is growing at a fast pace and is expected to continue to need many well-trained employees to offset labour shortages in the future. It is widely known and accepted that tourism and hospitality is an industry that requires intense face-to-face contact between hosts—local people and staff—and guests—tourists and between employees. This is why relations with supervisors and co-workers are decisive factors in determining employees' intention to stay in the hospitality businesses. It is therefore reasonable to bear in mind that hospitality businesses can reach their objectives not only by focusing upon measuring satisfaction level of external customers—guests—but also by taking into consideration how their internal customers—employees—are satisfied. Attention should also be directed to the latter group's problems and comments in order to bring motivation both in their work and in their routine lives.

It is essential to pay attention to negative outcomes. One possible recommendation includes the basic needs of employees should be met by providing incentives and motivation to increase job satisfaction. Closer attention to the existence of close relationship between the quality of work and quality of life is also essential to decrease the rate of turnover and enhance the level of job satisfaction.

Those responsible for the development of the hospitality industry in the area should search for methods or managerial skills so as to eliminate negative outcomes and their prospective consequences.

In order to obtain maximum productivity from employees, managers should strive to know the individual well and should give priority to required subjects. Above all, managers should realize that their employees' happiness is as important as making profits. It is necessary to examine the theories related with motivation besides the theories related with job satisfaction in order to understand the reasons why people work, the meaning and the significance of the work, conditions affecting the individual attitudes, the occurrence mechanism of dissatisfaction or satisfaction.

*2.3 Job Satisfaction Characteristics*

*2.3.1 Esteem and worthiness.*

Self-esteem, which is defined by Cast and Burke (2002) as one's overall self-evaluation composed of respect, competence, and worth, is the attitude individuals have about themselves as good or bad and whether they like themselves. When Tharenou (1979) evaluated self-esteem in the work place, she found that high self-esteem was positively related to high job satisfaction and intention to stay on the job. Since job-esteem is the self-analysis of the social value and dignity associated with one's job, the study of this construct is important to the hospitality industry especially considering the service nature of the job. Understanding job-esteem enhances the industry's ability to address various organization development interventions including training. Job-esteem is similar to self-esteem in that it encompasses the attitudes, feelings, and emotions that one has for his or her specific job. But it can also be considered as one component of self-esteem as an individual's employment

contributes to his or her overall self-esteem. Respect and dignity associated with a job affects one's self-esteem and vice-versa. The level of one's self-esteem affects the level of respect and dignity that an individual associates with his or her job. For many employees, job-esteem can make the difference between poor and excellent work performance.

One's self-esteem might be important the most in one's working life, and the lack of it can even be harmful to one's health. Although the goal of our highly competitive industry is to serve the public, the emphasis to serve must not be at the expense of employees' feelings but must go along with a positive attitude. Pride is contagious. One positive employee can encourage everyone to try harder and to do better. Conversely, a negative employee who always is putting down his or her job and constantly criticizing others can have a demoralizing effect. Enhancing an employee's self-esteem can be as easy as greeting him or her pleasantly and with a warm smile. Self-esteem is derived from dress, behaviour and respect, and it improves productivity, punctuality and courtesy.

*2.3.2 Superior's leadership.*

Leadership is about relationships, so a leader who is a trust-builder will create a sense of trust with the team members. To create this relationship between the leader and the employee takes a lot of effort and time, knowledge of every employee as well as their goals in order to satisfy their needs.

Leadership based on understanding gives employees not only more responsibility but also more motivation that helps to retain them in the job. In addition, leadership based on ideas, visions, and a common goal among employees will increase the effort invested by them in the company's work.

Besides such mental support, practical measures such as rewards and benefits should be implemented by leaders, as long as it does not have to cost a fortune for the company. The leader should celebrate and recognize success along the way, no matter how small, because success is a journey and not a final destination. This will motivate employees to strive for the same goal. While salary and benefits play an important part in intention to stay; employees also want a leader whom they can trust, which is the key part in retention management.

Leadership is the process whereby one individual influences other group members toward the attainment of defined group or organizational goal. As a process, leadership shapes the goals of a group or organization, motivates behaviour toward the achievement of those goals, and helps define group or organizational culture. It is primarily a process of influence in which a leader changes the actions or attitudes of several group members or subordinates. Although leaders do indeed influence subordinates in various ways, leaders are also influenced by their subordinates. In fact, leadership is an influence relationship among leaders and followers who intend real changes that reflect their mutual purposes (Rost, 1993, p. 102).

Hospitality organizations are under pressure to improve their performance, to anticipate change, and develop new structures. Effective leadership is therefore essential to ensure that change leads to increased efficiency and profitability (Pittaway *et al.*, 1998). Leadership skills may help organizations to utilize the available human resources more effectively and to deal successfully with environmental pressures. Leadership can be defined as a social influence process. It involves determining the group or organization's objectives, encouraging behaviour in pursuit of these objectives, and influencing group maintenance and culture (Yukl, 1994). It is a group

phenomenon; there are no leaders without followers. Effective use of leader behaviour will increase the effectiveness of both the leader and the organization.

*2.3.3 Value.*

Numerous studies have examined work values, rewards, and their relationships with other work-related organizational behaviours, such as work commitment and job satisfaction (Kallerberg, 1977; Walker *et al.*, 1982; Pinfield, 1984; Mottaz, 1986, 1988; Loscocco, 1989; Kanchier & Wally, 1989; Wood *et al.*, 2000). One of the most prominent and influential writers on values and value systems is Rokeach (1973) who identifies value as "an enduring belief". Value theory, which argues that almost any factor can be a source of job satisfaction so long as it is something that people value, focuses on discrepancies between what people have and what they want in order to explain how results meet expectations. When expectations are greater than what is received, a person will be dissatisfied. In other words, if an individual attains outcomes above or beyond expectation, she or he will be satisfied (Kreitner & Kinicki, 2008).

The idea underlying value attainment is that satisfaction results from the perception that a job allows for fulfillment of an individual's important work value. Value fulfillment is positively related to job satisfaction. Managers can thus enhance employee satisfaction by structuring the work environment and its associated rewards and recognition to reinforce employees' values.

*2.3.4 Security and basic needs.*

Herzberg (1968) defines job security as the extent to which an organization provides stable employment for employees. The importance of job security stems from the fact that it is critical for determinant of employee health (Kuhnert *et al.*,

1989); for the physical and psychological well-being of employees (Jacobson, 1987, 1991; Kuhnert & Palmer, 1991; Burke, 1991); for employee turnover (Arnold & Feldman, 1982); for employee retention (Ashford *et al.*, 1989; Iverson & Roy, 1994; Bhuian & Islam, 1996); for job satisfaction (Gavin & Axelrold, 1977; Ashfold *et al.*, 1989; Burke, 1991; Davy *et al.*, 1991; Vinokur-Kaplan *et al.*, 1994; Lim, 1996); and for organizational commitment (Abegglen, 1958; Ashfold *et al.*, 1989; Morris *et al.*, 1993; Bhuian & Islam, 1996; Iverson, 1996).

Abegglen (1958) maintains that high commitment level of workers is due to a strong sense of job security, which originates from employment arrangement, such as lifetime employment and the seniority system. Iverson (1996) reported that increases in job security lead to greater organizational commitment. Rosenblatt and Ruvio (1996) from a study of the effect of job insecurity on work attitudes deduced that job insecurity had an adverse effect on organizational commitment and perceived performance.

Needs are physiological or psychological deficiencies that arouse behaviour. Human needs can be strong or weak, and being influenced by environmental factors, which vary over time and place. The general idea behind need theories of motivation is that unmet needs motivate people to satisfy them. Conversely, people are not motivated to pursue a satisfied need.

In 1943, psychologist Abraham Maslow published his now-famous need hierarchy theory of motivation. Although the theory was based on his clinical observation of a few restless individuals, it has subsequently been used to explain the entire spectrum of human behaviour. Maslow proposed that motivation is a function of five basic needs including physiological need, safety need, love need, esteem need, and self-actualization need. Among all of them, physiological needs are the most

basic needs and entails having enough food, air, and water to survive (Kreitner & Kinicki, 2008).

Clayton Alderfer (1969), an American psychologist in the late 1960s, developed an alternative theory of human needs, which differs from Maslow's in three major respects. A smaller set of core needs from lowest to highest level is used to explain behaviour. Such behaviour, as labeled ERG theory, include existence needs (E)—the desire for physiological and materialistic well-being; relatedness needs (R)—the desire to have meaningful relationships with significant others; and growth needs (G)—the desire to grow as a human being and to use one's abilities to their fullest potential. Among all of these domains, existence needs, also known as basic needs, refer to our concern with basic material existence motivators. Alderfer's existence needs cover the first two levels of Maslow's theory (Kreitner & Kinicki, 2008).

David McClelland (1917), a well-known American behavioural psychologist, studied the relationship between needs and behaviour in the late 1940s, which is based on the Murray's (1938) theory of personality. He is most recognized for his research on the need for achievement. According to Murray (1938), the need for achievement is defined by the desires to accomplish something difficult; to master, manipulate, or organize physical objects, human beings or ideas; to overcome obstacles and attain a high standard; to excel one's self; to rival and surpass others; and to increase self-regard by the successful exercise of talent.

*2.3.5 Working attitudes.*

Employees are one of the most important resources or assets for tourism and hospitality organizations in their effort to provide excellent service, meet and exceed consumer expectations, achieve competitive advantage, and exceptional

organizational performance. Attitudes, which tendencies to react in a favourable or unfavourable way toward other persons, objects, events, and activities in their environment, can have a significant effect on the behaviour of a person at work and therefore, deserve research attention. Attitudes toward supervision, pay, benefits, promotion, and other job aspects might lead to positive and negative reactions. Together with employee satisfaction, attitudes represent another key area for measuring organizational effectiveness.

Attitudes toward work might vary among groups of different ages and in different sectors. Young people report that salary is their main reason for working. A high proportion of them do not consider an interesting job as one of the most important aspects of life, but tend to value their time off work more highly. A comparison between the public and private sectors reveals these differences. More people in the public sector have a committed attitude to work than those in the private sector. People working in banking industry, insurance and public administration and other services have the strongest committed attitude, while those working in the retail trade, restaurants and hotels are found having the strongest influential attitudes (Eriksson, 1998).

*2.3.6 Social needs.*

After physiological and safety needs are fulfilled, people will have the desire to reach a higher level of needs, which are social needs. This psychological aspect of Maslow's hierarchy involves emotionally-based relationships, such as friendship, intimacy, as well as supportive and communicative relationships from one's family. Social needs also contain the needs for affection and belonging. They include the desire to love and to be loved by others. This type of needs can come from a large social group like clubs, office culture, religious groups, professional organizations,

sport teams; or from smaller social connections such as family members, intimate partners, mentors, or close colleagues. The need for belonging can often overcome the physiological and security needs.

Similar to the third and fourth levels in Maslow's hierarchy of needs, relatedness needs in Alderfer's model refer to the motivation people have for having meaningful relationships with significant others as well as maintaining interpersonal relationships, which involve social and external esteem including family, friends, co-workers and employers.

Besides the research on the need for achievement, David McClelland (1961) also investigated the need for affiliation. People with a high need for affiliation prefer to spend more time maintaining social relationships, joining groups, and wanting to be loved. Individuals high in this need are not the most effective managers or leaders because they have a hard time making difficult decisions without worrying about being disliked.

*2.4 Organizational Commitment*

Organizational commitment reflects the ways in which an individual is associated with an organization and is committed to its goals. It is an important work attitude which causes individuals to display a willingness to work harder to achieve organizational goals and a greater desire to stay employed at an organization. Since such willingness keep people interested in remaining a part of the company, it is useful to note that this domain is generally related to job satisfaction.

Greenberg and Baron (2000, p. 181) defined organizational commitment as the "extent to which an individual identifies and is involved with his or her organization or is unwilling to leave it." It is determined by a number of individual factors such as age, tenure in the organization; organizational, for example, job design and leadership

style; and non-organizational factors like availability of alternatives (Luthans, 1998). Another factor that leads to enhancing organizational commitment is employee empowerment (Janssen, 2004), which has both individual and organizational significances. Meyer and Allen (1991) distinguish three types of organizational commitment: affective commitment, continuance commitment, and, normative commitment. First, affective commitment refers to employees' emotional attachment and involvement in the organizations. Second, continuance commitment means continuation of employment inspired by the costs associated with leaving the organization. Lastly, normative commitment shows an obligation to continue employment resulting from externally exerted pressure.

Commitment, as a multi-dimensional construct, having both attitudinal and behavioural components (Scholl, 1981; Mowday, Steers & Porter, 1982; O'Reilly III & Chatman, 1986), has been consistently identified as an important variable in understanding the work behaviour of employees in organizations. Since attitudinal commitment includes feelings of attachment to the organization, it plays a dominant role in the likelihood of staying and the likelihood of quitting. Besides favourable sentiment, the individual is also bonded to the organization through extraneous interests such as pension, seniority, increments of pay. This understanding is supported by Angle and Perry's (1981) and Mayer's (1989) theory of value commitment and continuance commitment. The literature on organizational commitment reveals that employees whose experiences within the organization are consistent with their expectations and satisfy their basic needs tend to develop a stronger affective attachment to the organization than those whose experiences are less satisfying (Meyer & Allen, 1991).

*2.5 Organizational Commitment in Hospitality Industry*

*2.5.1 Affective organizational commitment.*

Affective organizational commitment refers to the strength of people's desires to continue working for an organization because they agree with its underlying goals and values. People feeling high degrees of affective commitment desire to remain in their organizations because they support what the organization stands for and are willing to help it in its mission. Sometimes, particularly when an organization is undergoing change, employees may wonder whether their personal values continue to be in line with those of the organization in which they continue to work. When this happens, they may question whether they still belong and, if they believe not, may resign (Greenberg & Baron, 2008).

*2.5.2 Continuance organizational commitment.*

Continuance organizational commitment refers to the strength of a person's desire to remain working for an organization due to his or her belief that it may be costly to leave. The longer people remain in their organizations, the more they refrain from losing what they have invested in the organization over the years, such as retirement plans or close friendships. Many people are committed to staying on their jobs simply because they are unwilling to risk losing their things. Such individuals may be said to have a high degree of continuance commitment (Greenberg & Baron, 2008).

*2.5.3 Normative organizational commitment.*

A third type of organizational commitment is normative organizational commitment, which refers to employees' feelings of obligation to stay with the organization because of pressures from others. People who have high degrees of

normative commitment are greatly concerned about what others would think of them for leaving (Greenberg & Baron, 2008). Normative commitment may develop when an organization provides the employees with "rewards in advance" or incurs significant costs in providing employment. Recognition of these investments on the part of the organization may create an imbalance in the employee and organization relationship and cause employees to feel an obligation to respond by committing themselves to the organization until the debt has been repaid (Scholl, 1981).

*2.6 Turnover in Hospitality Industry*

Employers in hospitality industry have experienced the moderately high rate of employee turnover, which are resulted primarily from dissatisfaction with the current job rather than attraction to other job opportunities. Pay was often cited as the reason for leaving, but poor quality of supervision and poor work conditions were the more frequent reasons given. There are many reasons for why people leave. Firstly, employees are poorly supervised, and they are often given little responsibility or authority in the work that they perform. Secondly, many jobs are repetitive, and working conditions are often unpleasant. Finally, compensation is low for work that can involve intensive interaction with guests. Turnover has an immediate effect, particularly in customer-service-dependent areas of the business.

Since an organization depends on its people, manpower is an indispensable asset of a company. One important facet of the hospitality is hiring and keeping the best staff. Hospitality jobs, which include hotel jobs, resort jobs, and restaurant jobs, require constant positive interaction between individual employees and guests in order to establish a connection that will keep the business thriving. Maintaining a busy workplace, a certain comfort level, advancement potential, innovative feedback and

addressing of employee's needs were essential in the decision to not look elsewhere for work.

Businesses need to examine their human resources from a financial standpoint. High staff turnover is a major financial burden because the time devoted to posting jobs, interviewing candidates, training new hires, and so on, combined with lost productivity is very expensive. In addition, high staff turnover does not help a company's image in attracting both customers and potential employees. Other factors which seem to account for negative attitudes towards careers in tourism such as stressful jobs, lack of family life due to the nature of work, long working hours, exhausting and seasonal jobs, unsatisfactory and unfair promotions, low pay and insufficient benefits, unqualified managers, poor attitudes and behaviour of managers towards employees, unqualified co-workers and poor attitudes and behaviour of co-workers, and poor physical working conditions for employees. Consequently, all these factors can be said to contribute to unfavourable evaluations of tourism jobs.

There is the need for a comprehensive strategy that blends together multiple employee retention techniques. In order to keep their staff, one is to define the profile of their ideal candidates so as to select individuals, who share the company's values and who will make a different; two is spending time to welcome new comers by explaining the company's vision and goals, as well as the role they are expected to play and how their work fits into the chain of operations. This will involve listening to what they have to say that could become a source of investment in the company's future. Besides, compensation, as a means of motivation, together with work atmosphere, job enrichment, advancement opportunities, training, the attention and respect commanded by employees, steady feedback, team spirit, and the proper work tools is also an element that helps retain employees. An additional strategy is to play

to each worker's strengths by assigning tasks that suit the worker's profile and interests.

*2.7 Empirical Studies*

*2.7.1 A study of relationships between job satisfaction and organizational commitment among restaurant employees by Andrew Hale Feinstein and David Vondrasek (2001).*

The purpose of this study was to gain a better understanding of the relationships between job satisfaction and organizational commitment of employees at two locations of a national restaurant chain in Southern Nevada. Research was conducted through a survey instrument consisting of demographic, job satisfaction, and organizational commitment questions adopted from the validated Minnesota Job Satisfaction and Organizational Commitment Questionnaires. The study generated a 74.5% response rate from 137 employees who had worked at these two food service operations for more than one week. Responses from the survey were statistically analyzed with several unbalanced factorial ANOVAs, one-way ANOVAs, and stepwise multiple regression analyses. Results of the study indicated that tenure had a significant effect on several of the component scores for satisfaction; store location had a significant effect on the level of satisfaction with policies; and the level of education significantly affected satisfaction with recognition. Further, satisfaction with policies, compensation, work condition, and advancement were found to have a significant relationship to organizational commitment. This research helped foodservice managers understand the relationship between job satisfaction and commitment. Demographic characteristics were believed to have an effect on a

person's level of satisfaction with a foodservice operation. This can also be applied for hospitality settings, which included in service industry.

*2.7.2 Antecedents of organizational commitment and the mediating role of job satisfaction by Peter Lok and John Crawford (2001).*

This study aimed to investigate the relationships between employees' perceptions of organizational culture and subculture, as well as job satisfaction and commitment. Questionnaires containing the above measures were distributed to nurses employed in seven large hospitals and a total of 251 responses were obtained. Measures of leadership style and employee demographics were also included in the questionnaire. Regression analysis was used to investigate the extent to which nurses' job satisfaction and commitment to their wards are predicted by their perceptions of the hospitals' cultures (or organizational culture), the cultures of their wards (or organizational subculture), the leadership styles of their ward managers, and several demographic characteristics including age, experience, education, and job tenure. It was found that ward culture was more predictive of commitment than was hospital culture. The results suggested that managers might need to focus more on organizational subcultures in generating greater commitment among employees. This research was carried out in a hospital environment where nurses tend to spend relatively long periods in one ward. In organizations where employees are more mobile within the organization, such as hotels and serviced apartments, there may not be time to form a well-defined subculture that can have significant impact on commitment.

*2.7.3 Job satisfaction and organizational commitment in the Hong Kong fast food industry by Terry Lam and Hanqin Qiu Zhang (2003).*

The aim of the study was to investigate the unmet expectations of new employees, and the relationships between unmet expectations, job satisfaction and organizational commitment in the Hong Kong fast food industry. The convenience sampling method was employed to choose fast food outlets for the survey. The human resources managers of three large-scale fast food chains, which have in total more than 320 fast food restaurants in Hong Kong, were approached, and two consented to allowing their new employees to participate. All new employees from 25 restaurants belonging to each of these two fast food chains were invited to participate in the survey. The questionnaires were distributed through the restaurant managers the new employees. Altogether, the number of questionnaires distributed was 250 and those returned numbered 227. However, the usable responses numbered 203, representing an overall response rate of 81.2 percent. This study showed that there were unmet expectations towards job characteristics, training and development, and compensation and fairness among new employees in the Hong Kong fast food industry. These three job factors were related to job satisfaction and organizational commitment. The routine nature of the job had also discouraged new employees from performing well. New employees should be motivated strategically so that more and more of them would join and stay in the industry and work for the best interests of customers. Management should consider creating a hospitable work environment. Training was important for new entrants and development and career plans were necessary for new but experienced employees. On-the-job training should be intensified during the early stages of employment, and follow-up incentives were crucial. Orientation and induction programs were important in providing realistic

information for new employees. Mentorship should be another measure to provide counseling support and motivation to new employees. Restaurants supervisors and managers should be encouraged to communicate with new employees at all times through meetings, briefing sessions, and training sessions. Particularly, on top of formal communication via training, orientations, and briefing sessions, for example, informal communication should also be emphasized, which helped to build friendship among the parties. These insights provided some foundation for training for supervisors and managers in communication skills and techniques. Strategic performance evaluation system should be designed. New employees should be informed that promotion and pay rises are linked to performance and contribution.

*2.7.4 Effects of disposition on hospitality employee job satisfaction and commitment by Paula Silva (2006).*

The main purpose of this paper was to investigate the relationship of job attitudes to personality traits in a hospitality setting. Questionnaires were given to employees at two major hotel chains in the western US. The employees consisted of non-management personnel. There were 670 personnel at these organizations, with a total of 159 employees who filled out the survey for a total response rate of 24 percent. Job satisfaction was measured by the job satisfaction survey developed by Spector (1985), while organizational commitment was measured by the 15-item version of the organizational commitment questionnaire developed by Mowday *et al.* (1979). The study of the attitudes of employees was certainly fruitful from an assessment point-of-view, since knowing why these workers were unhappy could help the organization focus their efforts on fixing the root of the problem. The research confirmed the relationship between organizational commitment and job satisfaction. Obviously, committed employees tend to be satisfied employees and vice versa.

Employees in the hospitality industry are no exception. With regard to job satisfaction, this study supported the belief that one's personality is related to job satisfaction. However, this study extended other work in the investigation of the relationships of the facets of job satisfaction with personal traits. For example, this research showed that emotional stability was related to several facets of job satisfaction, namely promotion, contingent rewards and nature of work. Thus, emotionally stable individuals are less likely to leave the organization and have higher job satisfaction that would be desirable in a hospitality employee. This study also found that job satisfaction was related to locus of control that suggested that being external or internal does influence this job attitude.

*2.7.5 Work satisfaction, organizational commitment and withdrawal behaviours by Karin Falkenburg and Birgit Schyns (2007).*

The focus of this research paper was on the effects of work satisfaction and organizational commitment on withdrawal behaviours. In order to acquire a better understanding of this relationship, the moderating effects of work satisfaction and organizational commitment were examined. The convenience sampling method was employed to select participants based on existing contacts. Questionnaires were distributed among all the employees from one company with its three Dutch branch plants and one Slovakian branch plant. In order to be able to apply the questionnaires, the translation from English into Dutch and into Slovakian were conducted. This procedure was chosen to avoid translation errors. In the first company, 67 employees returned the questionnaires completely or partial filled in. Twenty nine of the participants were women, and 33 were men. In the second company, 68 questionnaires were returned. The sample consisted of 32 women and 36 men. From the results of the study, Falkenburg and Schyns concluded that the relationship

between job satisfaction and turnover intention was moderated by normative commitment, while the relationship between job satisfaction and absenteeism was moderated by affective commitment and continuance commitment.

*2.7.6 Organizational commitment profiles and job satisfaction among Greek private and public sector employees by Yannis Markovis, Ann J. Davis, and Rolf van Dick (2007).*

This article examined the relationships between organizational commitment profiles and job satisfaction in Greece. Greek organizations have rarely been the subject of detailed examination, so the study provided baseline information regarding levels of organizational commitment and job satisfaction in Greece. Both 1119 private-sector and 476 public-sector employees were surveyed, as this sectoral distinction is regularly associated with different patterns of job-related attitudes. The results confirmed the utility of the profiles approach to the study of organizational commitment. Affective organizational commitment was found to be most influential with respect to levels of intrinsic and extrinsic job satisfaction.

This chapter has summarized academic discourse on job satisfaction and organizational commitment theories as well as provided a better understanding about employees' intention towards turnover from the perspectives of professional researchers in hospitality areas. The chapter has also clarified all the independent variables within job satisfaction including esteem and worthiness, superior's leadership, value, security and basic needs, working attitudes, social needs and organizational commitment – affective organizational commitment, continuance organizational commitment, and normative organizational commitment. The discussion closed by looking at some supportive empirical studies. Lining up with

this, the next chapter will demonstrate the theoretical and conceptual frameworks; and at the same time, will propose the hypotheses for this study.

# CHAPTER III

## Research Frameworks

This chapter presents a number of research frameworks proposed by theorists for a thorough understanding of human needs. These premises include Maslow's Need Hierarchy Theory, Alderfer's ERG Theory, and McClelland's Needs Theory. The rationale for the combination and adaptation of these structures for my study comes from the rationale that each of them looks respectively at a number of aspects of the issue. By putting them together, the study is able to construct an overall view of human needs. This view not only allows the questionnaire to be comprehensive but also provide conditions for generating a set of hypotheses involving many factors that link themselves to job satisfaction and organizational commitment, which is the focus of my research.

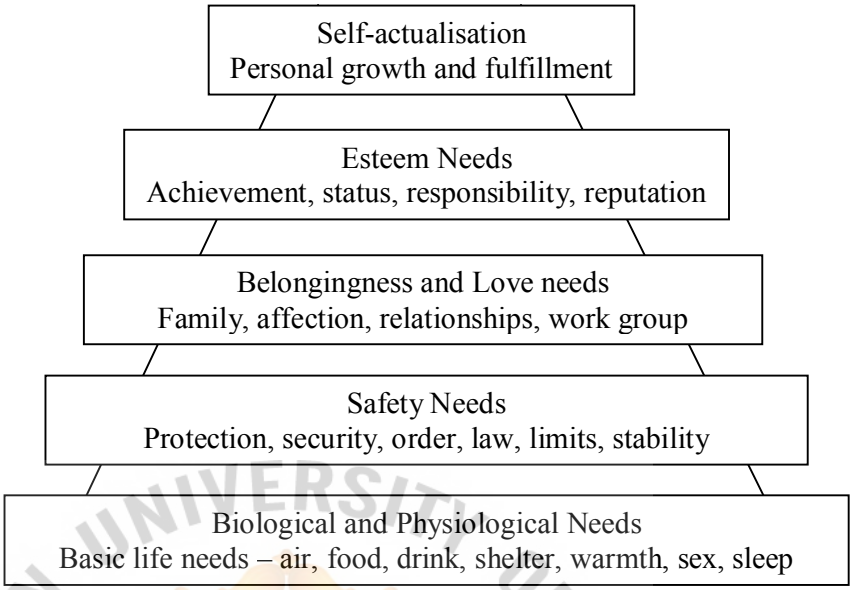
### *3.1 Theoretical Frameworks*

#### *3.1.1 Theoretical frameworks of job satisfaction.*

##### *3.1.1.1 Maslow's Need Hierarchy Theory:*

Maslow (1943) has arranged these five needs—physiological, safety, love, esteem, and self-actualization—in the hierarchy shown in Figure 3.1.1 below. This pyramid demonstrates the belief that human needs generally emerge in a predictable stair-step fashion. Accordingly, when one's physiological needs are relatively satisfied, one's safety needs emerge, and so on up the need hierarchy, one step at a time. Once a need is satisfied, it activates the next higher need in the hierarchy. This process continues until the need for self-actualization is activated.

Figure 3.1: Maslow's Hierarchy of Needs



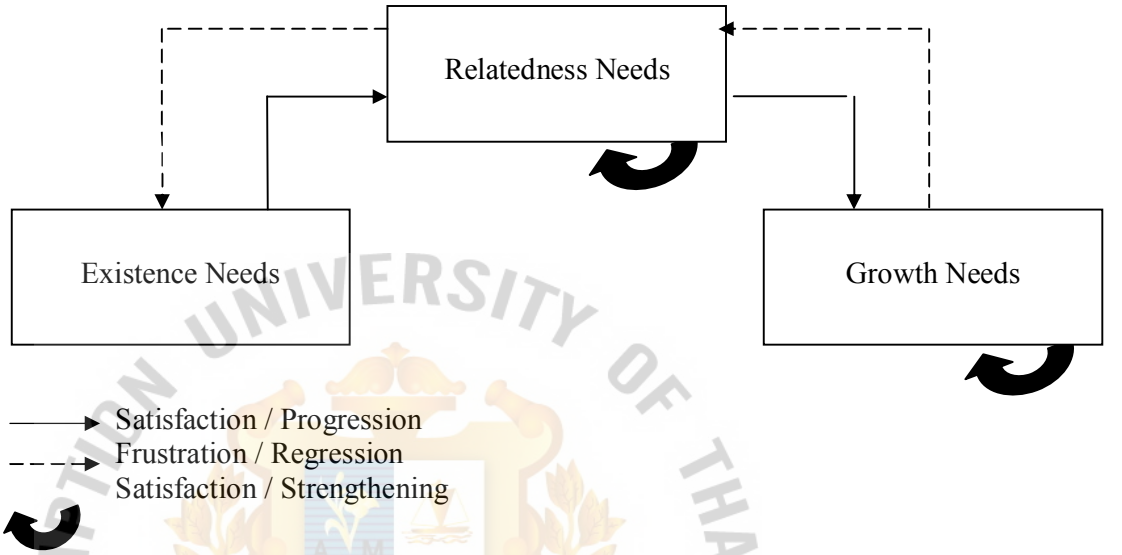

Source: http://www.businessballs.com/maslow.htm

*3.1.1.2 Alderfer's ERG Theory:*

Clayton Alderfer, an American psychologist, developed an alternative theory of human needs in the late 1960s. Alderfer's theory differs from Maslow's in three major respects. Firstly, a smaller set of core needs is used to explain behaviour. From lowest to highest level, they are existence needs (E)—the desire for physiological and materialistic well-being; relatedness needs (R)—the desire to have meaningful relationships with significant others; and growth needs (G)—the desire to grow as a human being and to use one's abilities to their fullest potential; hence, they are labeled ERG theory. Secondly, ERG theory does not assume needs are related to each other in a stair-step hierarchy as does Maslow. Alderfer believes that more than one need may be activated at a time. Finally, ERG theory contains a frustration-regression component. That is frustration of higher-order needs can influence the desire for lower-order needs. For example, employees may demand higher pay or

better benefits, which are existence needs, when they are frustrated or dissatisfied with the quality of their interpersonal relationships at work, which are relatedness needs.

Figure 3.2: ERG Theory – Clayton P. Alderfer




Source: Revised from Abraham Maslow's Hierarchy of Needs by Clayton Alderfer (1969). Alderfer's theory was based on experiment while Maslow's was not.

*3.1.1.3 McClelland's Need Theory:*

David McClelland, a well-known psychologist, studied the relationship between needs and behaviour since the last 1940s. Although he is most recognized for his research on the need for achievement, he also investigated the needs for affiliation and power. Given that adults can be trained to increase their achievement motivation (McClelland, 1965; Heckhausen & Krug, 1982), organizations should consider the benefits of providing achievement training for employees. Moreover, achievement, affiliation, and power needs can be considered during the selection process, for better placement. Managers should create challenging task assignments or goals because the need for achievement is positively correlated with goal commitment, which, in turn, influences performance (Johnson & Perlow, 1992).

Moreover, challenging goals should be accompanied with a more autonomous work environment and employee empowerment to capitalize on the characteristics of high achievers.

*3.1.2 Theoretical framework of organizational commitment.*

*Meyer and Allen's (1991) three-component model of commitment:*

In the fields of organizational behaviour and industrial or organizational psychology, in a general sense, organizational commitment is the employee's psychological attachment to the organization. It can be contrasted with other work-related attitudes, such as job satisfaction, which is defined as an employee's feelings about their job, and organizational identification, which is defined as the degree to which an employee experiences a sense of oneness with their organization. Beyond this general sense, organizational scientists have developed many nuanced definitions of organizational commitment, and numerous scales to measure them. According to Meyer and Allen's (1991) three-component model of commitment, there are three types of commitment to characterize an employee's commitment to the organization. They are affective commitment, continuance commitment, and normative commitment.

Affective commitment is defined as the employee's positive emotional attachment to the organization. An employee who is affectively committed strongly identifies with the goals of the organization and desires to remain as a part of the organization. This employee commits to the organization because he or she "wants to" do so. In developing this concept, Meyer and Allen drew largely on Mowday, Steers, and Porter's (1982) concept of commitment, which in turn drew on earlier work by Kanter (1968). Continuance commitment is defined as an individual commits to the organization because he or she will perceive high costs of losing

organizational membership such as economic costs and social costs. The employee remains as a member in the organization because he or she "has to" do so. Normative commitment is defined as the individual commits to and remains with an organization because of obligatory feelings. These feelings may derive from many sources. For example, the organization may have invested resources in training an employee who then feels a 'moral' obligation to put forth effort on the job and stay with the organization to 'repay the debt'. It may also reflect an internalized norm, developed before the person joins the organization through family or other socialization processes, that one should be loyal to one's organization. The employee stays with the organization because he or she "ought to" do so. Meyer and Allen developed the Affective Commitment Scale (ACS), the Continuance Commitment Scale (CCS) and the Normative Commitment Scale (NCS) to measure these components of commitment. Many researchers have used them to determine what impact an employee's level of commitment has on outcomes such as quitting behaviour, job performance, and absenteeism.

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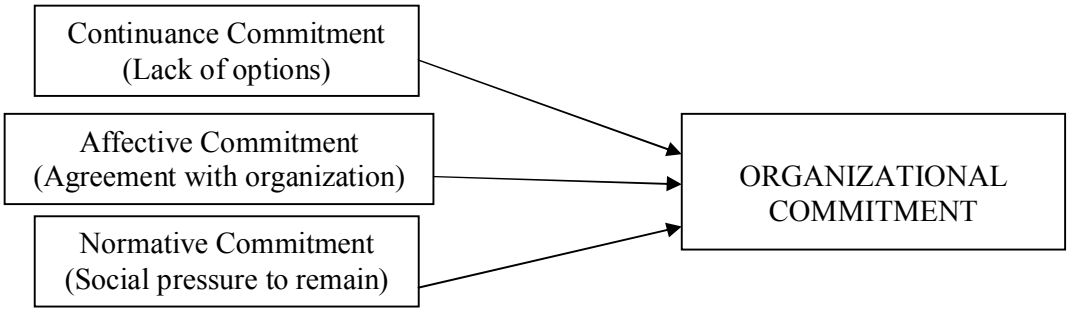
Figure 3.3: Three types of organizational commitment




Source: Processed from the commitment concept of Mowday, Steers, and Porter (1982) and the work by Kanter (1968).

*3.2 Conceptual Framework*

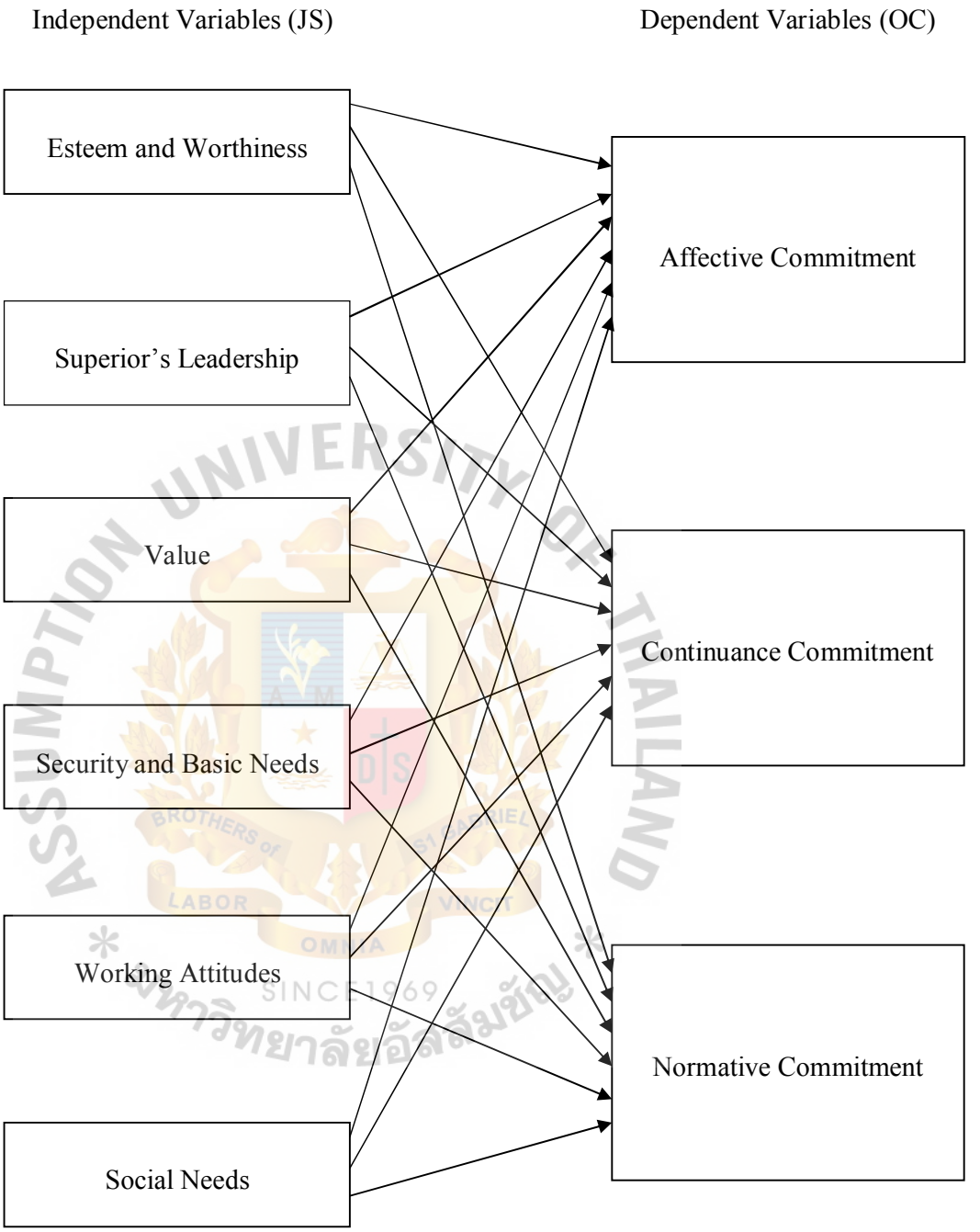
*3.2.1 Independent variables.*

Within a particular study, analysis, or model, the independent or explanatory variable is the social element whose characteristics or variations shape and determine the dependent variable. In an experimental situation, independent variable can be systematically manipulated, so that the effect on the dependent variable can be observed (Marshall, 1998). In this study, independent variables include esteem and worthiness, superior's leadership, value, security and basic needs, as well as social needs, which are job satisfaction characteristics.

*3.2.2 Dependent variables.*

Dependent variables are the variables that measure the effect of the independent variables on the test units (Malhotra, 1999). Three types of organizational commitment—affective commitment, continuance commitment, and normative commitment—are considered as dependent variables in this research.

Figure 3.4: Conceptual Framework




Source: Proposed from the assumption of Porter, Steers, Mowday and Boulian (1974); Price (1977); and Rose (1991) that job satisfaction is a predictor of organizational commitment.

*3.3 Research Hypotheses*

A hypothesis is an idea or concept that can be tested by experimentation. In inductive or inferential statistics, the hypothesis is usually stated as the converse of the expected results, i.e. as a null hypothesis ($H_o$). For example, if a specified feature was being compared in two samples, the null hypothesis would be that no difference existed in the populations from which the samples were taken. A good hypothesis should contain a clear implication for testing started relationships (Allaby, 2004). Accordingly, there are eighteen hypotheses were developed based on the conceptual framework.

Hypothesis 1:

$H1_o$: Esteem and worthiness under job satisfaction have no relationship with affective organizational commitment.

$H1_a$: Esteem and worthiness under job satisfaction have a relationship with affective organizational commitment.

Hypothesis 2:

$H2_o$: Esteem and worthiness under job satisfaction have no relationship with continuance organizational commitment.

$H2_a$: Esteem and worthiness under job satisfaction have a relationship with continuance organizational commitment.

Hypothesis 3:

$H3_o$: Esteem and worthiness under job satisfaction have no relationship with normative organizational commitment.

$H3_a$: Esteem and worthiness under job satisfaction have a relationship with normative organizational commitment.

Hypothesis 4:

$H4_o$: Superior's leadership under job satisfaction has no relationship with affective organizational commitment.

$H4_a$: Superior's leadership under job satisfaction has a relationship with affective organizational commitment.

Hypothesis 5:

$H5_o$: Superior's leadership under job satisfaction has no relationship with continuance organizational commitment.

$H5_a$: Superior's leadership under job satisfaction has a relationship with continuance organizational commitment.

Hypothesis 6:

$H6_o$: Superior's leadership under job satisfaction has no relationship with normative organizational commitment.

$H6_a$: Superior's leadership under job satisfaction has a relationship with normative organizational commitment.

Hypothesis 7:

$H7_o$: Value under job satisfaction has no relationship with affective organizational commitment.

$H7_a$: Value under job satisfaction has a relationship with affective organizational commitment.

Hypothesis 8:

$H8_o$: Value under job satisfaction has no relationship with continuance organizational commitment.

$H8_a$: Value under job satisfaction has a relationship with continuance organizational commitment.

Hypothesis 9:

$H9_o$: Value under job satisfaction has no relationship with normative organizational commitment.

$H9_a$: Value under job satisfaction has a relationship with normative organizational commitment.

Hypothesis 10:

$H10_o$: Security and basic needs under job satisfaction have no relationship with affective organizational commitment.

$H10_a$: Security and basic needs under job satisfaction have a relationship with affective organizational commitment.

Hypothesis 11:

$H11_o$: Security and basic needs under job satisfaction have no relationship with continuance organizational commitment.

$H11_a$: Security and basic needs under job satisfaction have a relationship with continuance organizational commitment.

Hypothesis 12:

$H12_o$: Security and basic needs under job satisfaction have no relationship with normative organizational commitment.

$H12_a$: Security and basic needs under job satisfaction have a relationship with normative organizational commitment.

Hypothesis 13:

$H13_o$: Working attitudes under job satisfaction have no relationship with affective organizational commitment.

$H13_a$: Working attitudes under job satisfaction have a relationship with affective organizational commitment.

Hypothesis 14:

$H14_o$: Working attitudes under job satisfaction have no relationship with continuance organizational commitment.

$H14_a$: Working attitudes under job satisfaction have a relationship with continuance organizational commitment.

Hypothesis 15:

$H15_o$: Working attitudes under job satisfaction have no relationship with normative organizational commitment.

$H15_a$: Working attitudes under job satisfaction have a relationship with normative organizational commitment.

Hypothesis 16:

$H16_o$: Social needs under job satisfaction have no relationship with affective organizational commitment.

$H16_a$: Social needs under job satisfaction have a relationship with affective organizational commitment.

Hypothesis 17:

$H17_o$: Social needs under job satisfaction have no relationship with continuance organizational commitment.

$H17_a$: Social needs under job satisfaction have a relationship with continuance organizational commitment.

Hypothesis 18:

$H18_o$: Social needs under job satisfaction have no relationship with normative organizational commitment.

$H18_a$: Social needs under job satisfaction have a relationship with normative organizational commitment.

*3.4 Operationalization of Independent and Dependent Variables*

Table 3.1: Operationalization Table

| Variables | Conceptual Definition | Operational Component | Scale of Measurement | Question No. |
|---|---|---|---|---|
| Independent Variables | | | | |
| Gender | Orientation to emotional and affective physical relationship | Male / Female | Nominal | 44 |
| Year of birth | Maturity in social life | 1953 – 1958<br>1959 - 1964<br>1965 - 1977<br>1978 – 1984 | Ordinal | 45 |
| Years of Service | Maturity in related organization | Over 15 years<br>15 – 10 years<br>9 – 5 years<br>5 years – below | Ordinal | 46 |
| Years of Experience | Maturity in career life | Over 15 years<br>15 – 10 years<br>9 – 5 years<br>5 years – below | Ordinal | 47 |
| Education | Skills and knowledge appropriate in organization | Certificate diploma<br>Below bachelor degree<br>Bachelor degree<br>Above bachelor degree | Ordinal | 48 |
| Position category | Orientation to organization communication relationship | Line staff<br>Administration<br>Supervision<br>Management | Ordinal | 49 |
| Independent Variables (Job Satisfaction) | | | | |
| Esteem and Worthiness | One's overall self-evaluation composed of respect, competence, and worth. | 5 = Strongly agree<br>4 = Agree<br>3 = Neither agree nor disagree<br>2 = Disagree<br>1 = Strongly disagree | Ordinal | 1, 2, 3, 4, 5, 6 |

Continued

Table 3.1: Operationalization Table (Cont.)

| | | | | |
|---|---|---|---|---|
| Superior's Leadership | The process whereby one individual influences other group members toward the attainment of defined group or organizational goal. | 5 = Strongly agree<br>4 = Agree<br>3 = Neither agree nor disagree<br>2 = Disagree<br>1 = Strongly disagree | Ordinal | 7, 8, 9, 10, 11 |
| Value | An enduring belief | 5 = Strongly agree<br>4 = Agree<br>3 = Neither agree nor disagree<br>2 = Disagree<br>1 = Strongly disagree | Ordinal | 12, 13, 14, 15 |
| Security and Basic Needs | The extent to which an organization provides stable employment for employees. | 5 = Strongly agree<br>4 = Agree<br>3 = Neither agree nor disagree<br>2 = Disagree<br>1 = Strongly disagree | Ordinal | 16, 17, 18, 19 |
| Working Attitudes | The manner or feelings that employees have toward their jobs. | 5 = Strongly agree<br>4 = Agree<br>3 = Neither agree nor disagree<br>2 = Disagree<br>1 = Strongly disagree | Ordinal | 20, 21, 22 |
| Social Needs | The needs for affection and belonging. | 5 = Strongly agree<br>4 = Agree<br>3 = Neither agree nor disagree<br>2 = Disagree<br>1 = Strongly disagree | Ordinal | 23, 24, 25, 26 |

Continued

Table 3.1: Operationalization Table (Cont.)

| Dependent Variables (Organizational Commitment) | | | | |
|---|---|---|---|---|
| Affective Organizational Commitment | The employee's positive emotional attachment to the organization | 5 = Strongly agree<br>4 = Agree<br>3 = Neither agree nor disagree<br>2 = Disagree<br>1 = Strongly disagree | Ordinal | 27, 28, 29, 30, 31, 32 |
| Continuance Organizational Commitment | The individual's commitment to the organization because he or she perceives high cost of losing organizational membership. | 5 = Strongly agree<br>4 = Agree<br>3 = Neither agree nor disagree<br>2 = Disagree<br>1 = Strongly disagree | Ordinal | 33, 34, 35, 36, 37, 38 |
| Normative Organizational Commitment | The individual's commitment to and remaining with the organization because of feelings of obligation. | 5 = Strongly agree<br>4 = Agree<br>3 = Neither agree nor disagree<br>2 = Disagree<br>1 = Strongly disagree | Ordinal | 39, 40, 41, 42, 43 |

This chapter has outlined a set of meaningful frameworks which not only supports the issues involved in the study but also helps the construction of relevant variables and hypotheses that lay the foundation for research analysis and main findings. Following this, the subsequent chapter will provide details of how such content is incorporated in the investigation tools that help data collection as well as further discussion of such data toward a complete analysis, as will eventually be presented in chapter 5.

# CHAPTER IV

## Research Methodology

This chapter will present the information about the methods used to conduct this study. An explanation of the questionnaire as well as the data treatment process will be mentioned. In the end, the questionnaire's reliability will be justified in light of some related literature.

### *4.1 Research Methods*

Employing case study method to conduct this research, the project involved in-depth and detailed study of a particular group. The reason for choosing case study, first of all, was to investigate valuable examples of behaviour that may provide important insights into psychological function or refutation of psychological theory. In this case, the study focused on some forms of behaviour in the hospitality industry. Second, high ecological validity of data was obtained. Finally, highly detailed and in-depth data would be provided considering issues that other methods might miss or ignore. Besides the case study method, the study also employed descriptive research, which involved the collection of data in order to test hypotheses or to answer questions relating to the current status of the study subjects. This method was also used to answer the questions who, what, where, when, and how. It included eight steps namely statement of problem, identification of information needed to solve the problem, selection or development of instruments for gathering the information, identification of target population and determination of sampling procedure, design of procedure for information collection, collection of information, analysis of information, and generalization and/or predictions. The research tools comprised of structure interviews, structure questionnaires and surveys, as well as standardized

tests. This kind of research allowed the researcher to assess the accurate information quickly and in an inexpensive way.

*4.2 Target Population and Sampling Procedure*

*4.2.1 Target population.*

The target population in this research study comprised potential participants of 82 employees working at The Landmark Serviced Apartments and 120 employees working at Kim Do Hotel in Ho Chi Minh City, Vietnam.

*4.2.2 Sampling procedure.*

One of the most important decisions that any researcher makes is how to obtain the type of participants needs for the study. This study chose non-probability sampling as its sample design, according to the fact that it is practically impossible to use probability sampling strategies. This typically occurred because of the time and expense constraints and the lack of an adequate sampling frame (Marshall, 1998). Non-probability sampling was used because the frequency of the behaviour or characteristics of interest is so low in the population that more targeted strategy is needed to find sufficient numbers of participants for the research.

There are three types of sampling included in non-probability sampling strategies, which are haphazard sampling, purposive sampling, and convenient sampling. Purposive sampling was chosen to use for conducting this research. Purposive sampling targets a particular group of people. When the desired population for the study is rare or very difficult to locate and recruit for a study, purposive sampling is the only option.

*4.3 Research Instrument*

The questionnaire of this study was designed in written multiple choice format and the respondents chose their answers to show their opinion. The questionnaire, comprised 49 questions, was used to collect information about independent and dependent variables.

In the first six questions, the respondents will be asked about their opinion regarding esteem and worthiness perspectives in their work life. From question seven to question eleven, the superior's leadership aspect will be covered. The other independent variables, such as value, security and basic needs, working attitudes, as well as social needs, will be stated from question twelve to question 26. Besides, dependent variables—affective organizational commitment, continuance organizational commitment, and normative organizational commitment—will be gathered in the next 17 questions, ranking from question 27 to question 43. The last part, from question 44 to question 49, the respondent will be guided to provide answers that will lead to demographic variables. This helps the researcher to understand more about the sample size.

*4.4 Collection of Primary Data*

In primary data collection, the researcher will collect data by herself using questionnaire distribution method. Questionnaires are a popular means of collecting data, which can help avoid embarrassment on the part of respondent. Furthermore, this type of method can provide respondents the opportunity to consider their responses as well as to remain anonymous in stating their views.

*4.5 Statistical Treatment of Data*

Descriptive statistics and hypotheses testing are two statistical procedures used in this research. All the statistical procedures in this research will be carried out by a computer software package called "Statistical Package for Social Sciences" (SPSS) version 14.0 to interpret all data.

*4.5.1 Descriptive statistics.*

In descriptive analysis, raw data were presented in form of frequency as well as percentage for nominal and ordinal data. Descriptive analysis was used in order to describe personal profiles of respondents, such as gender, year of birth, years at the current organization, years of experience in service industry, education levels, and areas of current position.

*4.5.2 Inferential statistics.*

A hypothesis is an empirically-testable statement about a relationship involving two or more variables. Hypothesis testing is the procedure for an explanation of the relationship between the studied variables. This process involves the formulation and investigation of 18 hypotheses as presented in the subsequent table. Inferential Statistics was used to test the hypotheses. The purpose of such testing is to determine whether the hypothesis is accurate. In this endeavour, the researcher used Pearson Product Moment Correlation test, which is a statistical test commonly used to identify the relationship between independent and dependent variables. The table below will summarize the hypotheses and highlight the variables related to them in form of symbolic numbers. A detailed discussion of how they worked comes in chapter 5 of the thesis.

Table 4.1: Statistical method used for data analysis

| Number | Hypothesis Statement | Statistical Test |
|---|---|---|
| H.1 | $H1_o$: Esteem and worthiness under job satisfaction have no relationship with affective organizational commitment.<br>$H1_a$: Esteem and worthiness under job satisfaction have a relationship with affective organizational commitment. | Pearson's Correlation |
| | Independent Variables: Q.1, Q.2, Q.3, Q.4, Q.5, Q.6 | |
| | Dependent Variables: Q.27, Q.28, Q.29, Q.30, Q.31, Q.32 | |
| H.2 | $H2_o$: Esteem and worthiness under job satisfaction have no relationship with continuance organizational commitment.<br>$H2_a$: Esteem and worthiness under job satisfaction have a relationship with continuance organizational commitment. | Pearson's Correlation |
| | Independent Variables: Q.1, Q.2, Q.3, Q.4, Q.5, Q.6 | |
| | Dependent Variables: Q.33, Q.34, Q.35, Q.36, Q.37, Q.38 | |
| H.3 | $H3_o$: Esteem and worthiness under job satisfaction have no relationship with normative organizational commitment.<br>$H3_a$: Esteem and worthiness under job satisfaction have a relationship with normative organizational commitment. | Pearson's Correlation |
| | Independent Variables: Q.1, Q.2, Q.3, Q.4, Q.5, Q.6 | |
| | Dependent Variables: Q.39, Q.40, Q.41, Q.42, Q.43 | |
| H.4 | $H4_o$: Superior's leadership under job satisfaction has no relationship with affective organizational commitment.<br>$H4_a$: Superior's leadership under job satisfaction has a relationship with affective organizational commitment. | Pearson's Correlation |
| | Independent Variables: Q.7, Q.8, Q.9, Q.10, Q.11 | |
| | Dependent Variables: Q.27, Q.28, Q.29, Q.30, Q.31, Q.32 | |
| H.5 | $H5_o$: Superior's leadership under job satisfaction has no relationship with continuance organizational commitment.<br>$H5_a$: Superior's leadership under job satisfaction has a relationship with continuance organizational commitment. | Pearson's Correlation |
| | Independent Variables: Q.7, Q.8, Q.9, Q.10, Q.11 | |
| | Dependent Variables: Q.33, Q.34, Q.35, Q.36, Q.37, Q.38 | |
| H.6 | $H6_o$: Superior's leadership under job satisfaction has no relationship with normative organizational commitment.<br>$H6_a$: Superior's leadership under job satisfaction has a relationship with normative organizational commitment. | Pearson's Correlation |
| | Independent Variables: Q.7, Q.8, Q.9, Q.10, Q.11 | |
| | Dependent Variables: Q.39, Q.40, Q.41, Q.42, Q.43 | |

Continued

Table 4.1: Statistical method used for data analysis (Cont.)

| | | |
|---|---|---|
| H.7 | $H7_o$: Value under job satisfaction has no relationship with affective organizational commitment.<br>$H7_a$: Value under job satisfaction has a relationship with affective organizational commitment. | Pearson's Correlation |
| | Independent Variables: Q.12, Q.13, Q.14, Q.15 | |
| | Dependent Variables: Q.27, Q.28, Q.29, Q.30, Q.31, Q.32 | |
| H.8 | $H8_o$: Value under job satisfaction has no relationship with continuance organizational commitment.<br>$H8_a$: Value under job satisfaction has a relationship with continuance organizational commitment. | Pearson's Correlation |
| | Independent Variables: Q.12, Q.13, Q.14, Q.15 | |
| | Dependent Variables: Q.33, Q.34, Q.35, Q.36, Q.37, Q.38 | |
| H.9 | $H9_o$: Value under job satisfaction has no relationship with normative organizational commitment.<br>$H9_a$: Value under job satisfaction has a relationship with normative organizational commitment. | Pearson's Correlation |
| | Independent Variables: Q.12, Q.13, Q.14, Q.15 | |
| | Dependent Variables: Q.39, Q.40, Q.41, Q.42, Q.43 | |
| H.10 | $H10_o$: Security and basic needs under job satisfaction have no relationship with affective organizational commitment.<br>$H10_a$: Security and basic needs under job satisfaction have a relationship with affective organizational commitment. | Pearson's Correlation |
| | Independent Variables: Q.16, Q.17, Q.18, Q.19 | |
| | Dependent Variables: Q.27, Q.28, Q.29, Q.30, Q.31, Q.32 | |
| H.11 | $H11_o$: Security and basic needs under job satisfaction have no relationship with continuance organizational commitment.<br>$H11_a$: Security and basic needs under job satisfaction have a relationship with continuance organizational commitment. | Pearson's Correlation |
| | Independent Variables: Q.16, Q.17, Q.18, Q.19 | |
| | Dependent Variables: Q.33, Q.34, Q.35, Q.36, Q.37, Q.38 | |
| H.12 | $H12_o$: Security and basic needs under job satisfaction have no relationship with normative organizational commitment.<br>$H12_a$: Security and basic needs under job satisfaction have a relationship with normative organizational commitment. | Pearson's Correlation |
| | Independent Variables: Q.16, Q.17, Q.18, Q.19 | |
| | Dependent Variables: Q.39, Q.40, Q.41, Q.42, Q.43 | |

Continued

Table 4.1: Statistical method used for data analysis (Cont.)

| | | |
|---|---|---|
| H.13 | $H13_o$: Working attitudes under job satisfaction have no relationship with affective organizational commitment.<br>$H13_a$: Working attitudes under job satisfaction have a relationship with affective organizational commitment. | Pearson's Correlation |
| | Independent Variables: Q.20, Q.21, Q.22 | |
| | Dependent Variables: Q.27, Q.28, Q.29, Q.30, Q.31, Q.32 | |
| H.14 | $H14_o$: Working attitudes under job satisfaction have no relationship with continuance organizational commitment.<br>$H14_a$: Working attitudes under job satisfaction have a relationship with continuance organizational commitment. | Pearson's Correlation |
| | Independent Variables: Q.20, Q.21, Q.22 | |
| | Dependent Variables: Q.33, Q.34, Q.35, Q.36, Q.37, Q.38 | |
| H.15 | $H15_o$: Working attitudes under job satisfaction have no relationship with normative organizational commitment.<br>$H15_a$: Working attitudes under job satisfaction have a relationship with normative organizational commitment. | |
| | Independent Variables: Q.20, Q.21, Q.22 | |
| | Dependent Variables: Q.39, Q.40, Q.41, Q.42, Q.43 | |
| H.16 | $H16_o$: Social needs under job satisfaction have no relationship with affective organizational commitment.<br>$H16_a$: Social needs under job satisfaction have a relationship with affective organizational commitment. | Pearson's Correlation |
| | Independent Variables: Q.23, Q.24, Q.25, Q.26 | |
| | Dependent Variables: Q.27, Q.28, Q.29, Q.30, Q.31, Q.32 | |
| H.17 | $H17_o$: Social needs under job satisfaction have no relationship with continuance organizational commitment.<br>$H17_a$: Social needs under job satisfaction have a relationship with continuance organizational commitment. | Pearson's Correlation |
| | Independent Variables: Q.23, Q.24, Q.25, Q.26 | |
| | Dependent Variables: Q.33, Q.34, Q.35, Q.36, Q.37, Q.38 | |
| H.18 | $H18_o$: Social needs under job satisfaction have no relationship with normative organizational commitment.<br>$H18_a$: Social needs under job satisfaction have a relationship with normative organizational commitment. | Pearson's Correlation |
| | Independent Variables: Q.23, Q.24, Q.25, Q.26 | |
| | Dependent Variables: Q.39, Q.40, Q.41, Q.42, Q.43 | |

*4.6 Reliability of The Questionnaire*

The questionnaire conducted in this study was combined from the Minnesota Satisfaction Questionnaire (MSQ; Weiss et al., 1967) short form and the Organizational Commitment Scale of Meyer and Allen (1991). The MSQ was designed to measure an employee's satisfaction with their particular job and identifies specific areas that impact employee's performance and behaviour in the workplace. Organizational Commitment Scale was developed to evaluate the psychological attachment of an employee to an organization, which included the identification with the goals and values of the organization, the desire to belong to the organization, and the willingness to display effort on behalf of the organization. Since these two instruments have been widely used in the past (Armstrong-Stassen *et al.*, 1996; Cameron *et al.*, 1994; Grau *et al.*, 1991; Hancer & George, 2003; Keil *et al.*, 2000; Kiyak, Namazi, & Kahana, 1997; and Mitchell, 1994), they have highly reliable and applicable possibilities in this research.

This discussion has touched on the research tools employed in this study for data collection as well as introduced the relevant statistical tools to make this task possible. Although the hypotheses have also been presented elsewhere, they come in the table so that the reader can conveniently refer to them in relation to the numbered variables. The reliability of the questionnaire has also been explained in connection with some related literature sources. Data from this process will be handled in the next chapter.

# CHAPTER V

## Data Presentation and Findings Discussion

This chapter presents the data analysis, critical discussion and explanation of the results based on the survey of 202 respondents. They are 82 employees working for The Landmark Serviced Apartments; and, 120 employees working for Kim Do Hotel. This chapter is divided into three parts. The first part focuses on descriptive statistics of employees' personal profile. The second part presents the data of the hypothesis testing. The last part illustrates comparison of the mean score of independent and dependent variables between the two case studies.

### *5.1 Descriptive Statistics of Employees' Personal Profile*

In this section, the respondents' personal data, including gender, year of birth, years at the current organization, years of experience in service industry, education, and area of current position, are presented.

#### *5.1.1 Gender.*

Table 5.1: Employees classified by gender

| Gender | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | Male | 96 | 47.5 | 48.5 | 48.5 |
| | Female | 102 | 50.5 | 51.5 | 100.0 |
| | Total | 198 | 98.0 | 100.0 | |
| Missing | System | 4 | 2.0 | | |
| Total | | 202 | 100.0 | | |

Table 5.1 shows that a majority of respondents in this research were female, represented by 102 employees (50.5%), while male participants were constituted by 96 employees (47.5%). According to the 202 sample size, four people failed to

indicate their information on gender, which contributed to the 2% left in the total number.

*5.1.2 Year of birth.*

Table 5.2: Employees classified by year of birth

| Year of Birth | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | 1953 - 1958 | 7 | 3.5 | 3.6 | 3.6 |
| | 1959 - 1964 | 15 | 7.4 | 7.7 | 11.2 |
| | 1965 - 1977 | 50 | 24.8 | 25.5 | 36.7 |
| | 1978 - 1984 | 124 | 61.4 | 63.3 | |
| | Total | 196 | 97.0 | 100.0 | |
| Missing | System | 6 | 3.0 | | |
| Total | | 202 | 100.0 | | |

Table 5.2 shows that the majority of respondents are relatively young, aged 25 to 31 years, represented by 124 employees (61.4%). A quarter of the respondents (24.8%) are from 32 to 44 years old. Only 15 employees (7.4%) stay at their early middle age, 45 to 50 years old and a very small number are 51 to 56 years old. The missing data was presented by 6 respondents (3.0%) respectively. In general, this information shows that the population of the research has many younger than older employees, which suggest that they stay at a fairly good energy for work and their enthusiasm can be high if the level of job satisfaction is high.

*5.1.3 Years at the current organization.*

Table 5.3: Employees classified by years at the current organization

| Years at the Current Organization | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | Over 15 years | 7 | 3.5 | 3.5 | 3.5 |
| | 15 - 10 years | 35 | 17.3 | 17.7 | 21.2 |
| | 9 - 5 years | 24 | 11.9 | 12.1 | 33.3 |
| | 5 years - below | 132 | 65.3 | 66.7 | 100.0 |
| | Total | 198 | 98.0 | 100.0 | |
| Missing | System | 4 | 2.0 | | |
| Total | | 202 | 100.0 | | |

Table 5.3 shows that there were 132 respondents (65.3%) with below or only 5 years' experience working at their current organization while 24 employees (11.9%) reported to have worked at their current company from 5 to 9 years. Another 35 respondents (17.3%) have been employed at their current property from 10 to 15 years. The other 7 respondents (3.5%) have worked in their recent firm over 15 years. These figures show a relatively substantial degree of employee retention in the industry. A percentage of 2.0%, represented by 4 respondents accordingly, hasn't revealed their working time at the current corporation.

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*5.1.4 Years of experience in service industry (Hotels, serviced apartments, restaurants, airlines, shops, transportation, etc.).*

Table 5.4: Employees classified by years of experience in service industry (Hotels, serviced apartments, restaurants, airlines, shops, transportation, etc.)

| Years of Experience in Service Industry | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | Over 15 years | 11 | 5.4 | 5.7 | 5.7 |
| | 15 - 10 years | 41 | 20.3 | 21.1 | 26.8 |
| | 9 - 5 years | 35 | 17.3 | 18.0 | 44.8 |
| | 5 years - below | 107 | 53.0 | 55.2 | 100.0 |
| | Total | 194 | 96.0 | 100.0 | |
| Missing | System | 8 | 4.0 | | |
| Total | | 202 | 100.0 | | |

Table 5.4 shows that there were 107 respondents (53%) with below or only 5 years of experience in service industry. Thirty five employees (17.3%) possessed 5 to 9 years of experience and another 41 respondents (20.3%) had been involved in their career from 10 to 15 years. The remaining 11 respondents (5.4%) had survived 15 years in service industry. A percentage of 4.0%, represented by 8 respondents, did not record the period of experience in the industry.

A glance across the period of time spent in the present job and the time engaged in the service business allows us to see that about two-thirds of the employees' career lengths have been associated with their existing organization, although at this point there is no information indicative of their affective commitment.

*5.1.5 Education.*

Table 5.5: Employees classified by education

| | Education | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | Certificate Diploma | 126 | 62.4 | 66.7 | 66.7 |
| | Below Bachelor Degree | 30 | 14.9 | 15.9 | 82.5 |
| | Bachelor Degree | 33 | 16.3 | 17.5 | 100.0 |
| | Total | 189 | 93.6 | 100.0 | |
| Missing | System | 13 | 6.4 | | |
| Total | | 202 | 100.0 | | |

Table 5.5 reveals 126 respondents (62.4%) with certificate diploma as their degree of education. A number of 30 employees (14.9%) had their educational level below bachelor degree and the other 33 respondents (16.3%) were qualified with a bachelor degree. None of the data, however, indicates whether any respondent actually holds post-graduate qualification. Similar to what was missing in the previous table, a percentage of 6.4%, represented by 13 respondents accordingly, did not indicate their educational attainment. In general, these figures suggest that the majority of employees do not have a university's first degree while those who have it belong to a small group of less than one sixth of all employees. This means that opportunities for training can be opened for most staff considering the fact that many are still quite young and capable for further training or education.

*5.1.6 Area of current position.*

Table 5.6: Employees classified by area of current position

| Area of Current Position | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | Front line staff | 146 | 72.3 | 74.1 | 74.1 |
| | Administration | 11 | 5.4 | 5.6 | 79.7 |
| | Supervision | 20 | 9.9 | 10.2 | 89.8 |
| | Management | 20 | 9.9 | 10.2 | 100.0 |
| | Total | 197 | 97.5 | 100.0 | |
| Missing | System | 5 | 2.5 | | |
| Total | | 202 | 100.0 | | |

Table 5.6 shows that the majority of respondents 146 respondents, 72.3% are working as front line staff. A number of 11 employees (5.4%) engage in administration positions, twenty respondents (9.9%) are supervisors in their current organization, and another 20 respondents (9.9%) are in management positions. A small percentage of 2.5%, represented by 5 respondents accordingly, did not mention their areas of current positions.

*5.2 Hypotheses Testing*

A hypothesis is an empirically-testable statement about a relationship involving two or more variables. Hypothesis testing refers to the process of choosing between competing hypotheses about a probability distribution, based on observed data from the distribution. Hypothesis testing is the rational framework for applying statistical test (Voelz, 2006). The p-value is the probability of observing a test statistic at least as extreme as the one observed assuming the null hypothesis is true (Tanbakuchi, 2009). A probability must fall in the range 0.00 – 1.00. In order to be considered statistically significant, p-values are usually less than 0.05 (Weaver, 2005).

In anticipation of research data, the thesis has created a total of eighteen hypotheses to test the relationship between six variables of job satisfaction with

esteem and worthiness, superior's leadership, value, security and basic needs, working attitudes, and social needs; and three variables of organizational commitment with affective organizational commitment, continuance organizational commitment, and normative organizational commitment.

In this study, Pearson Product Moment Correlation (called Pearson's correlation) is employed to measure the correlation between independent variables of job satisfaction and dependent variables of organizational commitment. Pearson's correlation which reflects the degree of linear relationship between two variables is represented by adopting a number between -1 and +1 that measures such degree of association. In this method of measurement, a positive value for the correlation implies a positive association, while a negative value for the correlation implies a negative or inverse association of the two variables. The subsequent discussion will present eighteen hypotheses which aim to explore the potential relationship between each of the factors in job satisfaction and the organizational commitment's variables. After each hypothesis a table and some analysis will follow to evaluate it in concrete terms.

Hypothesis 1:

$H1_o$: Esteem and worthiness under job satisfaction have no relationship with affective organizational commitment.

$H1_a$: Esteem and worthiness under job satisfaction have a relationship with affective organizational commitment.

Table 5.7: Pearson Correlation Analysis for the Relationship between Esteem and Worthiness under Job Satisfaction and Affective Organizational Commitment

Correlations

| | | Esteem and Worthiness | Affective Organizational Commitment |
|---|---|---|---|
| Esteem and Worthiness | Pearson Correlation | 1 | .436(**) |
| | Sig. (1-tailed) | | .000 |
| | N | 202 | 202 |
| Affective Organizational Commitment | Pearson Correlation | .436(**) | 1 |
| | Sig. (1-tailed) | .000 | |
| | N | 202 | 202 |

**. Correlation is significant at the 0.01 level (1-tailed).

The analysis of Pearson Correlation in Table 5.7 between esteem and worthiness under job satisfaction and affective organizational commitment indicates some statistical significance. The report illustrated that 0.000 is significant because it is less than 0.01 (.000 < .01), which means that the null hypothesis was rejected. In other words, there is a relationship between these two variables at 0.01 significance levels.

The Pearson's Correlation Coefficient between the variables stays at 0.436 and this figure suggests that there is a moderate relationship between esteem and worthiness under job satisfaction and affective organizational commitment. Such relationship once again confirms that the employees' overall self-evaluation does play a role in their affective commitment in the organization. This understanding is also evident in the number of years that the respondents stay in their present jobs.

Hypothesis 2:

$H2_o$: Esteem and worthiness under job satisfaction have no relationship with continuance organizational commitment.

$H2_a$: Esteem and worthiness under job satisfaction have a relationship with continuance organizational commitment.

Table 5.8: Pearson Correlation Analysis for the Relationship between Esteem and Worthiness under Job Satisfaction and Continuance Organizational Commitment

Correlations

| | | Esteem and Worthiness | Continuance Organizational Commitment |
|---|---|---|---|
| Esteem and Worthiness | Pearson Correlation | 1 | -.390(**) |
| | Sig. (1-tailed) | | .000 |
| | N | 202 | 202 |
| Continuance Organizational Commitment | Pearson Correlation | -.390(**) | 1 |
| | Sig. (1-tailed) | .000 | |
| | N | 202 | 202 |

**. Correlation is significant at the 0.01 level (1-tailed).

The analysis of Pearson Correlation in Table 5.8 between esteem and worthiness under job satisfaction and continuance organizational commitment indicates a moderate degree of statistical significance. The report illustrated that 0.000 is significant because it is less than 0.01 (.000 < .01), which means that the null hypothesis was rejected. In other words, there is a relationship between these two variables at 0.01 significance levels.

The Pearson's Correlation Coefficient between the two variables is -0.390. This figure reveals that there is a negative relationship between esteem and worthiness under job satisfaction and continuance organizational commitment. Such relationship

indicates that even those employees who do not enjoy their highest self-evaluation have decided to stay with the company possible due to financial reasons.

Hypothesis 3:

$H3_o$: Esteem and worthiness under job satisfaction have no relationship with normative organizational commitment.

$H3_a$: Esteem and worthiness under job satisfaction have a relationship with normative organizational commitment.

Table 5.9: Pearson Correlation Analysis for the Relationship between Esteem and Worthiness under Job Satisfaction and Normative Organizational Commitment

Correlations

| | | Esteem and Worthiness | Normative Organizational Commitment |
|---|---|---|---|
| Esteem and Worthiness | Pearson Correlation | 1 | -.064 |
| | Sig. (1-tailed) | | .182 |
| | N | 202 | 202 |
| Normative Organizational Commitment | Pearson Correlation | -.064 | 1 |
| | Sig. (1-tailed) | .182 | |
| | N | 202 | 202 |

The analysis of Pearson Correlation in Table 5.9 between esteem and worthiness under job satisfaction and normative organizational commitment does not indicate statistical significance. The report illustrated that 0.182 is not significant because it is bigger than 0.05 (.182 > .05), which means that the null hypothesis was accepted. In other words, there is no relationship between esteem and worthiness under job satisfaction and normative organizational commitment reflected by 0.05 significance levels. This suggests that esteem and worthiness does not seem to have a great meaning to employees at the current companies, perhaps because they do not

have the chances to use their own judgment or their devotion are not admitted when performing their jobs well.

Hypothesis 4:

$H4_o$: Superior's leadership under job satisfaction has no relationship with affective organizational commitment.

$H4_a$: Superior's leadership under job satisfaction has a relationship with affective organizational commitment.

Table 5.10: Pearson Correlation Analysis for the Relationship between Superior's Leadership under Job Satisfaction and Affective Organizational Commitment

Correlations

| | | Superior's Leadership | Affective Organizational Commitment |
|---|---|---|---|
| Superior's Leadership | Pearson Correlation | 1 | .116 |
| | Sig. (1-tailed) | | .051 |
| | N | 202 | 202 |
| Affective Organizational Commitment | Pearson Correlation | .116 | 1 |
| | Sig. (1-tailed) | .051 | |
| | N | 202 | 202 |

The analysis of Pearson Correlation in Table 5.10 between job satisfaction with superior's leadership and affective organizational commitment does not indicate much statistical significance at all. The report illustrated that 0.051 is not significant because it is bigger than 0.05 (.051 > .05), which means that the null hypothesis was accepted. In other words, there is hardly any relationship between job satisfaction with superior's leadership and affective organizational commitment reflected by 0.05 significance levels. This reality suggests that it does not seem to matter to the

employees whether the leaders are good or bad but rather leaders do not have any influence on them. Understandably if employees like the company, they will like it anyway and the changing of leaders might not cause employees any problems.

Hypothesis 5:

$H5_o$: Superior's leadership under job satisfaction has no relationship with continuance organizational commitment.

$H5_a$: Superior's leadership under job satisfaction has a relationship with continuance organizational commitment.

Table 5.11: Pearson Correlation Analysis for the Relationship between Superior's Leadership under Job Satisfaction and Continuance Organizational Commitment

Correlations

| | | Superior's Leadership | Continuance Organizational Commitment |
|---|---|---|---|
| Superior's Leadership | Pearson Correlation | 1 | -.188(**) |
| | Sig. (1-tailed) | | .004 |
| | N | 202 | 202 |
| Continuance Organizational Commitment | Pearson Correlation | -.188(**) | 1 |
| | Sig. (1-tailed) | .004 | |
| | N | 202 | 202 |

**. Correlation is significant at the 0.01 level (1-tailed).

The analysis of Pearson Correlation in Table 5.11 between superior's leadership under job satisfaction and continuance organizational commitment indicates statistical significance. The report illustrated that 0.004 is significant because it is less than 0.01 (.004 < .01), which means that the null hypothesis was

rejected. In other words, there is a relationship between these two variables at 0.01 significance levels.

The Pearson's Correlation Coefficient between the two variables is -0.188, which means that there remains a very weak relationship between job satisfaction with superior's leadership and continuance organizational commitment. Such lack of relationship confirms that the employees might have some economic difficulty, but if they cannot find the support and encouragement as well as good supervision from their managers; they probably will leave the company.

Hypothesis 6:

$H6_o$: Superior's leadership under job satisfaction has no relationship with normative organizational commitment.

$H6_a$: Superior's leadership under job satisfaction has a relationship with normative organizational commitment.

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Table 5.12: Pearson Correlation Analysis for the Relationship between Superior's Leadership under Job Satisfaction and Normative Organizational Commitment

Correlations

| | | Superior's Leadership | Normative Organizational Commitment |
|---|---|---|---|
| Superior's Leadership | Pearson Correlation | 1 | -.057 |
| | Sig. (1-tailed) | | .210 |
| | N | 202 | 202 |
| Normative Organizational Commitment | Pearson Correlation | -.057 | 1 |
| | Sig. (1-tailed) | .210 | |
| | N | 202 | 202 |

The analysis of Pearson Correlation in Table 5.12 between job satisfaction with superior's leadership and normative organizational commitment does not indicate statistical significance. The report illustrated that 0.210 is not significant because it is bigger than 0.05 (.210 > .05), which means that the null hypothesis was accepted. In other words, there is no relationship between superior's leadership under job satisfaction and normative organizational commitment at 0.05 significance levels. One can take this to understand that the employees cannot leave the property because they may not find a job with the same working conditions somewhere else.

Hypothesis 7:

$H7_o$: Value under job satisfaction has no relationship with affective organizational commitment.

$H7_a$: Value under job satisfaction has a relationship with affective organizational commitment.

Table 5.13: Pearson Correlation Analysis for the Relationship between Value under Job Satisfaction and Affective Organizational Commitment

Correlations

| | | Value | Affective Organizational Commitment |
|---|---|---|---|
| Value | Pearson Correlation | 1 | .369(**) |
| | Sig. (1-tailed) | | .000 |
| | N | 202 | 202 |
| Affective Organizational Commitment | Pearson Correlation | .369(**) | 1 |
| | Sig. (1-tailed) | .000 | |
| | N | 202 | 202 |

**. Correlation is significant at the 0.01 level (1-tailed).

The analysis of Pearson Correlation in Table 5.13 between job satisfaction with value and affective organizational commitment indicates statistical significance. The report illustrated that 0.000 is significant because it is less than 0.01 (.000 < .01), which means that the null hypothesis was rejected. In other words, there is a relationship between these two variables at 0.01 significance levels.

The Pearson's Correlation Coefficient between the two variables stays at 0.369 and this figure suggests that there is a weak relationship between job satisfaction with value and affective organizational commitment. Such relationship shows that whether the employees have the chance to perform a variety of tasks or make use of their abilities, they would still quit the job without much regret if they find a more rewarding one.

Hypothesis 8:

$H8_o$: Value under job satisfaction has no relationship with continuance organizational commitment.

$H8_a$: Value under job satisfaction has a relationship with continuance organizational commitment.

Table 5.14: Pearson Correlation Analysis for the Relationship between Value under Job Satisfaction and Continuance Organizational Commitment

Correlations

| | | Value | Continuance Organizational Commitment |
|---|---|---|---|
| Value | Pearson Correlation | 1 | -.318(**) |
| | Sig. (1-tailed) | | .000 |
| | N | 202 | 202 |
| Continuance Organizational Commitment | Pearson Correlation | -.318(**) | 1 |
| | Sig. (1-tailed) | .000 | |
| | N | 202 | 202 |

**. Correlation is significant at the 0.01 level (1-tailed).

The analysis of Pearson Correlation in Table 5.14 between job satisfaction with value and continuance organizational commitment indicates statistical significance. The report illustrated that 0.000 is significant because it is less than 0.01 (.000 < .01), which means that the null hypothesis was rejected. In order words, there is a relationship between these two variables at 0.01 significance levels.

The Pearson's Correlation Coefficient between the two variables is -0.318. This figure indicates a weak relationship between job satisfaction with value and continuance organizational commitment and suggests that although the employees can have their own ways to perform their tasks; they still do not feel attached or belong to the organization.

Hypothesis 9:

$H9_o$: Value under job satisfaction has no relationship with normative organizational commitment.

$H9_a$: Value under job satisfaction has a relationship with normative organizational commitment.

Table 5.15: Pearson Correlation Analysis for the Relationship between Value under Job Satisfaction and Normative Organizational Commitment

Correlations

| | | Value | Normative Organizational Commitment |
|---|---|---|---|
| Value | Pearson Correlation | 1 | -.162(*) |
| | Sig. (1-tailed) | | .011 |
| | N | 202 | 202 |
| Normative Organizational Commitment | Pearson Correlation | -.162(*) | 1 |
| | Sig. (1-tailed) | .011 | |
| | N | 202 | 202 |

*. Correlation is significant at the 0.05 level (1-tailed).

The analysis of Pearson Correlation in Table 5.15 between value under job satisfaction and normative organizational commitment indicates statistical significance. The report illustrated that 0.011 is significant because it is less than 0.05 (.011 < .05), which means that the null hypothesis was rejected. In other words, there is a relationship between these two variables at 0.05 significance levels.

The Pearson's Correlation Coefficient between the two variables is -0.162, which means that there is a very weak relationship between value under job satisfaction and normative organizational commitment. This suggests that if the employees can find other jobs, they will probably leave the company even they might already have a pleasant working environment.

Hypothesis 10:

$H10_o$: Security and basic needs under job satisfaction have no relationship with affective organizational commitment.

$H10_a$: Security and basic needs under job satisfaction have a relationship with affective organizational commitment.

Table 5.16: Pearson Correlation Analysis for the Relationship between Security and Basic Needs under Job Satisfaction and Affective Organizational Commitment

Correlations

| | | Security and Basic Needs | Affective Organizational Commitment |
|---|---|---|---|
| Security and Basic Needs | Pearson Correlation | 1 | .512(**) |
| | Sig. (1-tailed) | | .000 |
| | N | 202 | 202 |
| Affective Organizational Commitment | Pearson Correlation | .512(**) | 1 |
| | Sig. (1-tailed) | .000 | |
| | N | 202 | 202 |

**. Correlation is significant at the 0.01 level (1-tailed).

The analysis of Pearson Correlation in Table 5.16 between security and basic needs under job satisfaction and affective organizational commitment indicates statistical significance. The report illustrated that 0.000 is significant because it is less than 0.01 (.000 < .01), which means that the null hypothesis was rejected. In other words, there is a relationship between these two variables at 0.01 significance levels.

The Pearson's Correlation Coefficient between the two variables stays at 0.512 and this figure suggests that there is a moderate relationship between security and basic needs under job satisfaction and affective organizational commitment. Such

relationship confirms that when employees find safety in their workplace, they will continue to stay with the organization.

Hypothesis 11:

$H11_o$: Security and basic needs under job satisfaction have no relationship with continuance organizational commitment.

$H11_a$: Security and basic needs under job satisfaction have a relationship with continuance organizational commitment.

Table 5.17: Pearson Correlation Analysis for the Relationship between Security and Basic Needs under Job Satisfaction and Continuance Organizational Commitment

Correlations

| | | Security and Basic Needs | Continuance Organizational Commitment |
|---|---|---|---|
| Security and Basic Needs | Pearson Correlation | 1 | -.527(**) |
| | Sig. (1-tailed) | | .000 |
| | N | 202 | 202 |
| Continuance Organizational Commitment | Pearson Correlation | -.527(**) | 1 |
| | Sig. (1-tailed) | .000 | |
| | N | 202 | 202 |

**. Correlation is significant at the 0.01 level (1-tailed).

The analysis of Pearson Correlation in Table 5.17 between security and basic needs under job satisfaction and continuance organizational commitment indicates statistical significance. The report illustrated that 0.000 is significant because it is less than 0.01 (.000 < .01), which means that the null hypothesis was rejected. In other words, there is a relationship between these two variables at 0.01 significance levels.

The Pearson's Correlation Coefficient between the two variables is -0.527, which indicates a moderate relationship between security and basic needs under job satisfaction and continuance organizational commitment. In a similar fashion with the relationship between security and basic needs under job satisfaction with affective organizational commitment, this understanding implies that if employees recognize that the business offer them with stable employment, they mostly will remain in the organization.

Hypothesis 12:

$H12_o$: Security and basic needs under job satisfaction have no relationship with normative organizational commitment.

$H12_a$: Security and basic needs under job satisfaction have a relationship with normative organizational commitment.

Table 5.18: Pearson Correlation Analysis for the Relationship between Security and Basic Needs under Job Satisfaction and Normative Organizational Commitment

Correlations

| | | Security and Basic Needs | Normative Organizational Commitment |
|---|---|---|---|
| Security and Basic Needs | Pearson Correlation | 1 | -.024 |
| | Sig. (1-tailed) | | .368 |
| | N | 202 | 202 |
| Normative Organizational Commitment | Pearson Correlation | -.024 | 1 |
| | Sig. (1-tailed) | .368 | |
| | N | 202 | 202 |

The analysis of Pearson Correlation in Table 5.18 between security and basic needs under job satisfaction and normative organizational commitment does not

indicate statistical significance. The report illustrated that 0.368 is not significant because it is bigger than 0.05 (.368 > .05), which means that the null hypothesis was accepted. In other words, there is no relationship between security and basic needs under job satisfaction and normative organizational commitment at 0.05 significance levels. This suggests that even when the employees do not feel safe enough at the current businesses; they will unlikely leave since there are not many other options for them to choose.

Hypothesis 13:

$H13_o$: Working attitudes under job satisfaction have no relationship with affective organizational commitment.

$H13_a$: Working attitudes under job satisfaction have a relationship with affective organizational commitment.

Table 5.19: Pearson Correlation Analysis for the Relationship between Working Attitudes under Job Satisfaction and Affective Organizational Commitment

Correlations

| | | Working Attitudes | Affective Organizational Commitment |
|---|---|---|---|
| Working Attitudes | Pearson Correlation | 1 | .647(**) |
| | Sig. (1-tailed) | | .000 |
| | N | 202 | 202 |
| Affective Organizational Commitment | Pearson Correlation | .647(**) | 1 |
| | Sig. (1-tailed) | .000 | |
| | N | 202 | 202 |

**. Correlation is significant at the 0.01 level (1-tailed).

The analysis of Pearson Correlation in Table 5.19 between job satisfaction with working attitudes and affective organizational commitment indicates statistical significance. The report illustrated that 0.000 is significant because it is less than 0.01

(.000 < .01), which means that the null hypothesis was rejected. In other words, there is a relationship between these two variables at 0.01 significance levels.

The Pearson's Correlation Coefficient between the two variables stays at 0.647, which points to a strong relationship between job satisfaction with working attitudes and affective organizational commitment. This suggests that those employees who have a good attitude towards their jobs will have desire to contribute to the company.

Hypothesis 14:

$H14_o$: Working attitudes under job satisfaction have no relationship with continuance organizational commitment.

$H14_a$: Working attitudes under job satisfaction have a relationship with continuance organizational commitment.

Table 5.20: Pearson Correlation Analysis for the Relationship between Working Attitudes under Job Satisfaction and Continuance Organizational Commitment

Correlations

| | | Working Attitudes | Continuance Organizational Commitment |
|---|---|---|---|
| Working Attitudes | Pearson Correlation | 1 | -.441(**) |
| | Sig. (1-tailed) | | .000 |
| | N | 202 | 202 |
| Continuance Organizational Commitment | Pearson Correlation | -.441(**) | 1 |
| | Sig. (1-tailed) | .000 | |
| | N | 202 | 202 |

**. Correlation is significant at the 0.01 level (1-tailed).

The analysis of Pearson Correlation in Table 5.20 between job satisfaction with working attitudes and continuance organizational commitment indicates

statistical significance. The report illustrated that 0.000 is significant because it is less than 0.01 (.000 < .01), which means that the null hypothesis was rejected. In other words, there is a relationship between these two variables at 0.01 significance levels.

The Pearson's Correlation Coefficient between the two variables is -0.441, which hints at a moderate relationship between job satisfaction with working attitudes and continuance organizational commitment and further suggests that employees may not have positive working attitudes but they cannot leave their positions since it would be costly for them to do so.

Hypothesis 15:

$H15_o$: Working attitudes under job satisfaction have no relationship with normative organizational commitment.

$H15_a$: Working attitudes under job satisfaction have a relationship with normative organizational commitment.

Table 5.21: Pearson Correlation Analysis for the Relationship between Working Attitudes under Job Satisfaction and Normative Organizational Commitment

Correlations

| | | Working Attitudes | Normative Organizational Commitment |
|---|---|---|---|
| Working Attitudes | Pearson Correlation | 1 | -.003 |
| | Sig. (1-tailed) | | .481 |
| | N | 202 | 202 |
| Normative Organizational Commitment | Pearson Correlation | -.003 | 1 |
| | Sig. (1-tailed) | .481 | |
| | N | 202 | 202 |

The analysis of Pearson Correlation in Table 5.21 between job satisfaction with working attitudes and normative organizational commitment does not indicate

statistical significance. The report illustrated that 0.481 is not significant because it is bigger than 0.05 (.481 > .05), which means that the null hypothesis was accepted. In other words, there is no relationship between job satisfaction with working attitudes and normative organizational commitment at 0.05 significance levels. Even though leaving the current organizations may cause the employees losing their beneficial incomes, they may leave if they find that the job doesn't bring them more satisfaction.

Hypothesis 16:

$H16_o$: Social needs under job satisfaction have no relationship with affective organizational commitment.

$H16_a$: Social needs under job satisfaction have a relationship with affective organizational commitment.

Table 5.22: Pearson Correlation Analysis for the Relationship between Social Needs under Job Satisfaction and Affective Organizational Commitment

Correlations

| | | Social Needs | Affective Organizational Commitment |
|---|---|---|---|
| Social Needs | Pearson Correlation | 1 | .208(**) |
| | Sig. (1-tailed) | | .001 |
| | N | 202 | 202 |
| Affective Organizational Commitment | Pearson Correlation | .208(**) | 1 |
| | Sig. (1-tailed) | .001 | |
| | N | 202 | 202 |

**. Correlation is significant at the 0.01 level (1-tailed).

The analysis of Pearson Correlation in Table 5.22 between job satisfaction with social needs and affective organizational commitment indicates statistical significance. The report illustrated that 0.001 is significant because it is less than 0.01

(.001 < .01), which means that the null hypothesis was rejected. In other words, there is a relationship between these two variables at 0.01 significance levels.

The Pearson's Correlation Coefficient between the two variables stays at 0.208, which means that there is a very weak relationship between job satisfaction with social needs and affective organizational commitment. This suggests that whether the employees are provided with good orientation and on-the-job-skill trainings or can get along well with their co-workers and managers, they still may not want to carry on working for the premises.

Hypothesis 17:

$H17_o$: Social needs under job satisfaction have no relationship with continuance organizational commitment.

$H17_a$: Social needs under job satisfaction have a relationship with continuance organizational commitment.

Table 5.23: Pearson Correlation Analysis for the Relationship between Social Needs under Job Satisfaction and Continuance Organizational Commitment

Correlations

| | | Social Needs | Continuance Organizational Commitment |
|---|---|---|---|
| Social Needs | Pearson Correlation | 1 | -.304(**) |
| | Sig. (1-tailed) | | .000 |
| | N | 202 | 202 |
| Continuance Organizational Commitment | Pearson Correlation | -.304(**) | 1 |
| | Sig. (1-tailed) | .000 | |
| | N | 202 | 202 |

**. Correlation is significant at the 0.01 level (1-tailed).

The analysis of Pearson Correlation in Table 5.23 between job satisfaction with social needs and continuance organizational commitment indicates statistical significance. The report illustrated that 0.000 is significant because it is less than 0.01 (.000 < .01), which means that the null hypothesis was rejected. In other words, there is a relationship between these two variables at 0.01 significance levels.

The Pearson's Correlation Coefficient between the two variables is -0.304. It means that there is a weak relationship between job satisfaction with social needs and continuance organizational commitment. This suggests that even the employees develop good relationship with their colleagues and superiors they still do not feel an overwhelming sense of belonging to the organization.

Hypothesis 18:

$H18_o$: Social needs under job satisfaction have no relationship with normative organizational commitment.

$H18_a$: Social needs under job satisfaction have a relationship with normative organizational commitment.

Table 5.24: Pearson Correlation Analysis for the Relationship between Social Needs under Job Satisfaction and Normative Organizational Commitment

Correlations

| | | Social Needs | Normative Organizational Commitment |
|---|---|---|---|
| Social Needs | Pearson Correlation | 1 | .036 |
| | Sig. (1-tailed) | | .306 |
| | N | 202 | 202 |
| Normative Organizational Commitment | Pearson Correlation | .036 | 1 |
| | Sig. (1-tailed) | .306 | |
| | N | 202 | 202 |

The analysis of Pearson Correlation in Table 5.24 between job satisfaction with social needs and normative organizational commitment does not indicate statistical significance. The report illustrated that 0.306 is not significant because it is bigger than 0.05 (.306 > .05), which means that the null hypothesis was accepted. In other words, there is no relationship between job satisfaction with social needs and normative organizational commitment at 0.05 significance levels. This concludes that if the employees are not satisfied with the properties, they are likely to seek another job elsewhere.

*5.3 Independent and Dependent Variables Mean Score Comparison*

Table 5.25: Descriptive Statistics of Independent and Dependent Variables

| | Kim Do Hotel | | | | The Landmark Serviced Apartments | | |
|---|---|---|---|---|---|---|---|
| | N | Mean | Std. Deviation | Compare | N | Mean | Std. Deviation |
| Esteem and Worthiness | 120 | 3.6750 | .51533 | < | 82 | 3.6992 | .51549 |
| Superior's Leadership | 120 | 4.0800 | .65306 | > | 82 | 3.9610 | .73531 |
| Value | 120 | 3.8757 | .62864 | > | 82 | 3.8506 | .61093 |
| Security and Basic Needs | 120 | 3.9028 | .63716 | < | 82 | 3.9878 | .61225 |
| Working Attitudes | 120 | 3.8361 | .74095 | < | 82 | 4.0285 | .64193 |
| Social Needs | 120 | 4.1792 | .55966 | > | 82 | 4.0610 | .57003 |
| Affective Organizational Commitment | 120 | 3.4278 | .59829 | < | 82 | 3.5915 | .45297 |
| Continuance Organizational Commitment | 120 | 2.5611 | .67118 | > | 82 | 2.4126 | .64800 |
| Normative Organizational Commitment | 120 | 3.3450 | .67061 | > | 82 | 3.2463 | .66019 |

Table 5.25 shows that there is a difference in the response of the employees working at Kim Do Hotel and that of those working for The Landmark Serviced Apartments. On the one hand, in Kim Do Hotel the mean scores of superior's

leadership (4.08), value (3.87), social needs (4.17), continuance organizational commitment (2.56), and normative organizational commitment (3.34) are higher than those of The Landmark Serviced Apartments. This means that even when the employees in this hotel do not feel emotionally attached or do not feel like a member of the hotel, they still have to work for the property. One of the reasons for such retention may come from the positive relationship between employers and staff as well as the way the co-workers getting along with each other. Furthermore, orientation and job-skill training provided by the hotel's departments is also one of the possible reasons for them to stay.

In The Landmark, on the other hand, there are four variables having the higher mean scores than those of Kim Do Hotel. They are esteem and worthiness (3.69), security and basic needs (3.98), working attitudes (4.02), and affective organizational commitment (3.59). These figures mean that the employees in The Landmark Serviced Apartments take more pride in their job than the employees in Kim Do Hotel. With steady employment and good benefits offered by the company, they tend to feel safer in their positions. According to the mean scores, The Landmark's employees feel happier and enjoy working for the organization.

This chapter has summarized the findings based on the survey of 202 respondents. The first and second parts of the discussion have focused on presenting the results about demographic characteristics and the hypothesis testing. The last part has ended with a comparison of the mean score of independent and dependent variables between the two case studies.

# CHAPTER VI

## Conclusion and Recommendations

This final chapter is written primarily for managers working in the hospitality industry in Ho Chi Minh City, Vietnam. To help reduce the employees' turnover one needs more than just the basic concepts on the subject of job satisfaction and organizational commitment brought about by this empirical research, it is essential that employers should deeply understand the essential needs of their staff. That is, hospitality operators need to recognize the up-to-date requests for development and create appropriate strategies for retention. To support this belief, I would like to portray a range of theories to increase the attentiveness of service administrators about many aspects that should be tackled for improving the quality of work-life in their business environments.

The discussion includes a summary of findings on respondents' demographic statistics and the hypotheses testing. Secondly, I shall state clearly what the study has not been able to accomplish. Thirdly, it is useful to highlight a series of implications and suggestions that I feel would make a meaningful contribution to the existing management programmes. In the end, I would like to put forth a chain of recommendations for prospective progress and future research.

*6.1 Summary of Findings*

*6.1.1 Summary of respondents' descriptive statistics.*

Table 6.1: Summary of demographic variables

| Demographic variables | Frequency | Valid Percent |
|---|---|---|
| *Gender* | | |
| Male | 96 | 48.5 |
| Female | 102 | 51.5 |
| *Year of birth* | | |
| 1953 – 1958 | 7 | 3.6 |
| 1959 – 1964 | 15 | 7.7 |
| 1965 – 1977 | 50 | 25.5 |
| 1978 – 1984 | 124 | 63.3 |
| *Years at the current organization* | | |
| Over 15 years | 7 | 3.5 |
| 15 – 10 years | 35 | 17.7 |
| 9 – 5 years | 24 | 12.1 |
| 5 years – below | 132 | 66.7 |
| *Years of experience in service industry* | | |
| Over 15 years | 11 | 5.7 |
| 15 – 10 years | 41 | 21.1 |
| 9 – 5 years | 35 | 18.0 |
| 5 years – below | 107 | 55.2 |
| *Education* | | |
| Certificate Diploma | 126 | 66.7 |
| Below Bachelor Degree | 30 | 15.9 |
| Bachelor Degree | 33 | 17.5 |
| *Area of Current Position* | | |
| Front line staff | 146 | 74.1 |
| Administration | 11 | 5.6 |
| Supervision | 20 | 10.2 |
| Management | 20 | 10.2 |

ASSUMPTION UNIVERSITY OF THAILAND
BROTHERS OF ST GABRIEL
LABOR OMNIA VINCIT
SINCE1969
มหาวิทยาลัยอัสสัมชัญ

Table 6.1 shows the summary of six demographic variables, comprising of gender, year of birth, years at the current organization, years of experience in service industry, education, and area of current position. According to the result, there is no significant difference between male and female respondents, consisting of 96 male employees (48.5%) and 102 female employees (51.5%). Most of the respondents (124 employees) were born during the years from 1978 to 1984, presented by 63.3%, which attribute to and reflect the working culture of the post-war (after 1975) ideology.

Before the Vietnam War (before 1975), working people in the service industry being influenced by Western cultures, tended to be patient, committed and loyal to their superiors. Social values such as observation on hierarchy and power-distance were rigid being largely founded upon traditional values. High levels of materialism and technology which entered Vietnam heavily throughout the 1990s, during which time the majority of this sampling group was brought up, have prevailed and made the post-war generation loosely adherent to organizational commitment. Intense industrialisation and market economy with their competitive spirit have made the social norms of those born after the war different from their predecessors. Being conformed with such new working environment, the young generation in Ho Chi Minh City is considered more active and more determined than their antecedents, which is supported by the observable reality that they are well-equipped with new knowledge, new perspectives and have more chance to access new technology (Lagarde, 2007).

Following the respondents' gender is their years at the current organizations. The data in this section shows that 132 respondents, indicated by 66.7%, have below or 5 years of working experience at their current organization. Furthermore, a

percentage of 55.2% of the respondents (107 employees) have the same period of time of experience in service industry. These figures suggest that the service industry or hospitality industry in Ho Chi Minh City has fairly developed recently.

The majority of respondents, indicated by 66.7%, have certificate diploma as their degree of education. About 17.5% of the respondents held bachelor degree and another 15.9% of respondents got their educational level below bachelor degree. Since the large part of respondents (74.1%) in this study has not attained a higher education level, they are not yet promoted to a higher position and thus are working as front line staff.

*6.1.2 Summary of hypotheses testing.*

Table 6.2: Summary of hypotheses testing results

| *Hypotheses* | *Statistics Test* | *Significance level* | *Results* |
|---|---|---|---|
| $H1_a$: Esteem and worthiness under job satisfaction have a relationship with affective organizational commitment. | Pearson's Correlation | 0.01 | Accepted |
| $H2_a$: Esteem and worthiness under job satisfaction have a relationship with continuance organizational commitment. | Pearson's Correlation | 0.01 | Accepted |
| $H3_a$: Esteem and worthiness under job satisfaction have a relationship with normative organizational commitment. | Pearson's Correlation | 0.05 | Rejected |
| $H4_a$: Superior's leadership under job satisfaction has a relationship with affective organizational commitment. | Pearson's Correlation | 0.05 | Rejected |
| $H5_a$: Superior's leadership under job satisfaction has a relationship with continuance organizational commitment. | Pearson's Correlation | 0.01 | Accepted |
| $H6_a$: Superior's leadership under job satisfaction has a relationship with normative organizational commitment. | Pearson's Correlation | 0.05 | Rejected |

Continued

Table 6.2: Summary of hypotheses testing results (Cont.)

| | | | |
|---|---|---|---|
| $H7_a$: Value under job satisfaction has a relationship with affective organizational commitment. | Pearson's Correlation | 0.01 | Accepted |
| $H8_a$: Value under job satisfaction has a relationship with continuance organizational commitment. | Pearson's Correlation | 0.01 | Accepted |
| $H9_a$: Value under job satisfaction has a relationship with normative organizational commitment. | Pearson's Correlation | 0.05 | Accepted |
| $H10_a$: Security and basic needs under job satisfaction have a relationship with affective organizational commitment. | Pearson's Correlation | 0.01 | Accepted |
| $H11_a$: Security and basic needs under job satisfaction have a relationship with continuance organizational commitment. | Pearson's Correlation | 0.01 | Accepted |
| $H12_a$: Security and basic needs under job satisfaction have a relationship with normative organizational commitment. | Pearson's Correlation | 0.05 | Rejected |
| $H13_a$: Working attitudes under job satisfaction have a relationship with affective organizational commitment. | Pearson's Correlation | 0.01 | Accepted |
| $H14_a$: Working attitudes under job satisfaction have a relationship with continuance organizational commitment. | Pearson's Correlation | 0.01 | Accepted |
| $H15_a$: Working attitudes under job satisfaction have a relationship with normative organizational commitment. | Pearson's Correlation | 0.05 | Rejected |
| $H16_a$: Social needs under job satisfaction have a relationship with affective organizational commitment. | Pearson's Correlation | 0.01 | Accepted |
| $H17_a$: Social needs under job satisfaction have a relationship with continuance organizational commitment. | Pearson's Correlation | 0.01 | Accepted |
| $H18_a$: Social needs under job satisfaction have a relationship with normative organizational commitment. | Pearson's Correlation | 0.05 | Rejected |

Areas of strong relationship

Research data have pointed to a possibly strong relationship between job satisfaction with working attitudes and affective organizational commitment. This finding confirms the fact that people with good attitudes towards work environment and its nature tend to grow more enthusiastic in their desire to work. This awareness emphasizes the need to boost the satisfaction of employees and the companies can use

the following activities for that purpose, which are suggested by participants' responses to the questionnaire in this study. Firstly, employees should participate in every aspect of their job so that they can avoid boredom. Secondly, involvement in extracurricular activities can also increase the satisfaction of the employees towards the company. Finally, job rotation can help broaden the employees' knowledge and pleasure. Once employees have a chance to perform in different areas, they may have more interest in their jobs. All of the above advantages can lead to a high satisfaction of employees. This can be proved through the way they complete their tasks or the way they discuss about the company. If they feel that they are satisfied, they probably will devote their life for the company.

Areas of moderate relationship

The result showed that esteem and worthiness needs as well as security and basic needs in people's satisfaction are moderately related to their desire to work, which means that even when employees find their high self-evaluation and have a comfortable working environment, they may or may not enjoy working for the current organization. In addition, people's satisfaction of security and basic needs, together with attitudes, also showed a moderate relationship with their concern about continuance organizational commitment. As learned from the research data, despite the fact that these employees might lose their beneficial incomes at these businesses, their needs towards security and their attitudes are not physically and powerfully sufficient in order to prevent them from leaving for other prospective opportunities.

Areas of insignificant relationship

The outcome revealed that the esteem and worthiness needs in job satisfaction were negatively related to continuance organizational commitment. This suggests that in spite of not feeling like a member of the family or not feeling emotionally attached to the companies, these workers continue to find themselves holding on to the businesses, which can be aroused from the appreciation of the managers towards their devotion.

Besides esteem and worthiness, the findings also stated that job satisfaction with value and social needs did not appear to have a positive relationship with continuance organizational commitment either. Value and social needs play an important role in deciding whether the employees will stay with the property or not. Whether they had a chance to work on their own or to perform their tasks using their abilities, they still were not satisfied and still had the desire to leave, even though they might suffer from financial issues. Moreover, it seems that there is nothing more essential than the substantial sense of belonging to the organization. Employees need not only a good condition of equipment required for performing their job responsibilities, good interaction with their co-workers and managers, or a good preparation for orientation and job-skill trainings; but also good judgment from their colleagues and superiors.

As indicated in the findings of this study, the value needs in job satisfaction not only failed to have the positive relationship with continuance organizational commitment, but also had a disadvantageous relationship with affective and normative organizational commitment. This understanding can be explained by the fact that once employees cannot find their value in the premises, such as the chance to work with a variety of tasks or the chance to make use of their abilities in their

performance, they probably might not have good impression towards the company. Despite this issue, they found it unethical or immoral to seek a job somewhere else, since the organization had already spent a large amount of financial investment on training them to be skillful staff. For this reason, there is nothing they can do but stay with the current position even when they are not happy or do not enjoy working for the businesses.

In the aspect of superior's leadership in job satisfaction, the result indicated that there was a very weak relationship between this variable and continuance organizational commitment. This suggests that manager's support and encouragement towards employees is not a reason for them to remain in the current companies if they are not enjoy the working environment or do not consider the organization's problems as their own.

A very weak relationship was also identified between job satisfaction with social needs and affective organizational commitment. Even though employees may have good relationships with their co-workers or cooperative support from their effective managers, they may still not yet devote their life for the businesses. This understanding is drawn from the research data which indicated the lack of orientation and skillful job trainings offered by the premises. The literature from Lam and Zhang (2003) also goes along the same line by emphasizing that on-the-job training and incentives should be followed up and strengthen, since these programmes perform an imperative function in making available practical information not only for newcomers but also for experienced employees.

Areas of no relationship

The data interpretation revealed that each of the following variables of job satisfaction – esteem and worthiness, superior's leadership, working attitudes, as well as social needs had no potential relationship with normative organizational commitment. Some employees will realize that it is a necessity to maintain their positions in the current companies, since it probably does not have many other options to consider for leaving. One of the vital reasons for employees not quitting their jobs can be the overall benefits offered by the organization, regardless other characteristics such as high self-evaluation, good conditions of working environment, as well as positive relationship with managers and co-workers.

Moreover, the data revealed that superior's leadership in job satisfaction has no relationship with affective organizational commitment neither. This reality allows the conclusion that employees may not care about leadership or the leaders in their departments. Unless there is sufficient evidence to show that they are happy to spend their whole life with the company or enjoy sharing about the company with other people, one may not conclude that they feel affectively attached to the organization.

*6.2 Limitations of The Study*

Along with what has been accomplished, it is practical for me to give the readers a realistic picture of what has not been achieved. A number of major challenges that the project has gone through – including multiple efforts in collecting the participants, the process of handling their responses, the homogeneous nature of employees' current position, the language used in the questionnaires, as well as the diplomatic network required in distributing them – all have placed inevitable constraints on the study and created five essential drawbacks.

*6.2.1 Limitation in collecting the participants.*

According to the reality that one serviced apartment did not meet the requirement of 200 respondents of the study, it was necessary for me to contact another 4-star hotel so that I could reach a reasonable number for my sample size. Being collected from two different sources, serviced apartment and hotel, the data were not able to yield results of consistent nature. In particular, since the management board of The Landmark comprises foreigners, while all the managers of Kim Do Hotel are Vietnamese, their perception and policy about managing strategies can be different. This can lead to different levels of job satisfaction and organizational commitment among employees.

*6.2.2 Limitation in respondents' acknowledgement.*

Since some of information on the relationship between job satisfaction and organizational commitment was based on the memory of employees, it is understandably subject to a degree of inaccuracy. For instance, some individuals may not comprehend every aspect of the questionnaire or they might be afraid of telling the truth, which aroused by the fact that they may be reproached or laid off. This understanding came to me when some uncomfortable in revealing their personal information and thus withdrew from doing so. Furthermore, the data in this study were gathered only at two hospitality organizations, which are not exactly within the same kind of business. As a consequence, research findings from this study might not be generalized for other hospitality or service businesses.

*6.2.3 Limitation in respondents' homogenous area of current position.*

As indicated in the questionnaires, most of my respondents are front line staff (146 employees, 74.1%). Since the questionnaires were distributed by the managers to their staff, this reflects the actuality that the top management level in both businesses only wants their junior employees to express opinion about the company. The majority of participants (132 employees, 66.7%) had up to 5 years of working experience at their current premises. By the same token, most of the respondents (107 employees, 55.2%) had up to 5 years of experience in service industry. These figures demonstrate employees' commitment and explain the fact that junior employees matter the most in a company. This reality seems to be responsible for the existing lack of research studies into opinions about job satisfaction and organizational commitment of multi-level employees.

*6.2.4 Limitation in the language used in questionnaires.*

Some terminologies used in the questionnaires might appear too broad for the respondents to match them with the situations of their respective workplaces. Thus, the respondents were likely to choose a neutral response, rather than providing any definite answers.

*6.2.5 Limitation in distributing questionnaires.*

The difficulty was found during the period that I distributed my questionnaire for data collection. The Landmark was quite helpful when offering to help me conduct this research at their organization, while Kim Do Hotel was on their peak of events, which resulted in a disadvantage about the reliability of the responses. It could be more satisfied and meaningful if I had chosen another more suitable time of

the year to conduct my research, since the managers as well as their employees were terribly engaged in their work.

*6.3 Discussion*

Many findings from the respondents' data on the relationship between job satisfaction and organizational commitment of employees working in Kim Do Hotel and The Landmark Serviced Apartments arising from this study have actually confirmed their committed levels towards the organizations. The investigation in this study, by focusing on its own specific context in hospitality industry, has also discovered three significant causes of low-level commitment in employees. They can be acknowledged as the young population taking part in this research, the organizational commitment situation in Ho Chi Minh City's hospitality industry, and job satisfaction characteristics that can enhance commitment.

*6.3.1 Respondents of this research.*

Most of my respondents were in the group born from 1978 to 1984. They are considered as the young generation in their current organizations as well as in the service industry. Characterized by their young ages ranging from 25 to 31, they are more active, decisive, purposeful, and strong-willed. They know what they want and how to put their efforts together in achieving their goals. Once they started their career with an organization, they set their own objectives such as how they would like to perform their task, how they will react with managers' and colleagues' opinions and ideas, and how their promotion plan will look like. Consequently, they are believed not as committed to their workplaces as their predecessors but seem to be ready for changes and willing to accept challenges. This attitude may have both positive and negative effects on the company. Since they can adjust themselves to

their new working environment, the company can benefit from their innovative ideas as well as their enthusiasm. In other words, they will devote their time to the organization. On the other hand, with this type of employees, the business can easily lose their workforce if these workers leave for a better opportunity somewhere else.

*6.3.2 Organizational commitment situation in hospitality industry in Ho Chi Minh City.*

My research was conducted in the time of economic crisis, during which landing a job represents a difficult process. In accordance with this scenario, it was learnt from research data that the employees working in Kim Do Hotel did not appreciate being members of the hotel, which was rooted in the heavy workload nature of the service industry. Coupled with this fact, the employees did not feel proud of themselves as the staff of the hotel and there was no data to reveal that this hotel offers a good incentive program to their employees. Even if the staff are not satisfied, they still may have to remain in the business because of their positive relationship with managers and co-workers. In contrast, The Landmark offered a better working environment and more constant support for their employees. This can be proved by the reality that their employees feel proud of themselves as members and actually enjoy working for this company.

*6.3.3 Enhancing organizational commitment by increasing job satisfaction.*

According to the findings, all of the job satisfaction variables – including esteem and worthiness, superior's leadership, value, security and basic needs, working attitudes, as well as social needs are lacking in improvement. Since all of these factors will have a significant influence on an employee's behaviour towards his or her organization, it is necessary for employers to give a remarkable effort to enrich

these aspects, which at the same time can reduce the turnover intention among employees and enhance their organizational commitment level.

*6.4 Implication and Suggestions of The Study*

The results obtained from this study may assist hospitality administrators with the awareness of the importance of employees' job satisfaction and organizational commitment in the industry. Although the hospitality industry in Vietnam has rapidly developed over the past few years in response to the country's considerable economic growth in 2005, job satisfaction and organizational commitment are still the areas of necessity to the service industry's working culture. These areas should be concerned in order to attract more workers for this intensive labour force industry.

Since this study was conducted with one hotel and one serviced apartment in Ho Chi Minh City, the managerial implications for these two premises will be proposed in accordance with the nature of each establishment. Compliant with the current situation of Kim Do Hotel and The Landmark, there are a variety of issues that Human Resources Department in each organization can take into consideration. These actions can help increase employees' job satisfaction and enhance their organizational commitment.

As indicated in the findings, there are three areas that Kim Do Hotel needs to develop so that the business can thrive and retain its workforce. Initially, esteem and worthiness, recognized as the presently foremost matter at the property, is suggested as the overall self-evaluation of an employee. Every staff will have the need to be respected or realized as worthy from their superiors and co-workers. With the aim of achieving a better understanding of its employees, it is recommended that the management at this hotel should focus on the level of autonomy given to each

employee, through which the staff can visibly perceive their values. Subsequently, the second aspect is security and basic needs. In line with the global economic crisis, many enterprises finding themselves have to dismiss their personnel who do not make significant contributions to the company. Obviously, hotels share the same circumstance with other businesses in not always securing stable employment for their staff. At this point, it is reasonable to have a linkage with a third factor, which is working attitudes. According to the results of this study, working attitudes has a strong relationship with affective organizational commitment. To strengthen this relationship, hotels should offer frequent orientation and on-the-job trainings, which can be connected with job participation, job rotation, as well as other activities involvement. These strategies would make the employees to become more committed and emotionally involved to the hotel if the leaders can effectively put all of these aspects into practice.

Alternatively, in the case of The Landmark, there are also three areas need to be made stronger. Firstly, it seems that the management of the company tends to underestimate their staff in terms of providing a good leadership. It is basically necessary for the employers to gain knowledge about employees as well as their aspiration in order to provide appropriate encouragement and support, which would play an important role in the total satisfaction of their staff. Secondly, since the employees do not recognize their own values while working at the company, such potential and self-appreciation can be enhanced if the company offers more chances for workers to perform a variety of tasks in different periods of time. Lastly, social needs is another aspect that ought to be increased. Even though the employees working for The Landmark can get the benefit from training programs offered by the Peninsula Group, they are still dependent on more specific training courses offered by

their own departments. This may reflect the reality that the management board has not found an opportunity to become acquainted with the staff and their aspiration. Consequently, when the business turns these three characteristics into application, the employees will have more commitment and will stay with the property not only due to their necessity but also because of their desire.

*6.5 Recommendations for Future Research*

The final section of the thesis offers five recommendations and hope that they might serve as a starting source of inspiration for researchers with more interest in potentials about the relationship between job satisfaction and organizational commitment in tourism industry.

*6.5.1 Conduct studies on this type of relationship in other cities and in multiple sectors of tourism industry in Vietnam.*

It may be of interest for professionals and experts in hospitality industry, especially in cities in the North of Vietnam where tourism industry has developed recently, to conduct similar projects on this kind of relationship between job satisfaction and other factors. Another option can be conducting researches in different sectors of tourism industry, for example, between hotels and serviced apartments or among various fast food restaurants. For these purposes, some instruments presented in the research methodology and appendix section of this thesis may be of some suggestive use. Since the relationship between job satisfaction and organizational commitment in hospitality industry has not been dealt with in various geographies in Vietnam, possibilities for comparative studies across many tourist destinations and cultures that have both similar and different elements can be as useful as they are appealing.

*6.5.2 Conduct researches on one type establishment basis.*

Future researches should focus on one type of business, such as hotels or serviced apartments as long as the results are reported without mixing up different types so as to guarantee consistency in findings. In addition, a larger sample size is desirable so that the findings can be generalized for the whole industry and comparison can also be made across different sectors so that one can also learn from others.

*6.5.3 Suggest approaching respondents of as many areas of current position as possible.*

It would be remarkable if studies in the future managed to collect respondents from a wide range of departments as well as positions. This can help researchers develop a deeper understanding of the respondents' viewpoints towards the related topic. The number of respondents in each department or each area of current position should be chosen adequately so that the results can come out more or less reliable.

*6.5.4 Conduct researches on different nationalities working in the same organization.*

There is a difference between local and international staff with regards to levels of job satisfaction as well as organizational commitment. The longevity of international staff, due to the nature of expatriate contracts, is not usually considered in relation to job satisfaction. Staying at one position for a long period of time doesn't mean that they are satisfied with all the working conditions or co-workers that they have. It will be high useful if such studies are conducted so that the hospitality industry not only in Vietnam but also in other countries can benefit from the outcomes.

*6.5.5 Research instrument.*

The questionnaire used in this research was for a use in general working environment. Although its general statement can fit the tourism or hospitality industry, it would have provided a clearer sense of hospitality culture if it were to be modified.

*6.6 Final Remarks*

Although dealing with job satisfaction and organizational commitment requires exploring a variety of satisfaction and commitment characteristics of employees working in hospitality industry, at the time when this project is completed there is still a lack of researches related to this topic, particularly in Vietnam. Professionals and practitioners who elaborate on job satisfaction and organizational commitment are concerned primarily with restaurant, fast food industry or hospitals rather than with the hospitality industry. As evident in this study, there is only one empirical study mentioned regarding job satisfaction and organizational commitment of hospitality employees.

This study has portrayed how each variable in job satisfaction has influence on each items of organizational commitment. Despite having the same demographic characteristics, different workers have different perceptions about job satisfaction and organizational commitment. On the one hand, what seems significant to one individual employee may not work for others. On the other hand, employees who work in the same organization within hospitality industry due to its homogenous nature may also share a number of certain needs. They may want to maintain a stable job together with good pay or good supervision from their managers. Understanding

the relationship between job satisfaction and organizational commitment, therefore, not only increases managers' awareness of what can satisfy the employees' needs but also affects the relationship between employers and employees in hospitality working environment.

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APPENDIX A

SURVEY LETTER

QUESTIONNAIRES
(ENGLISH & VIETNAMESE VERSION)

# SURVEY LETTER

The Landmark

5B Ton Duc Thang St, District 1, Ho Chi Minh City, Vietnam
Tel: (84 8) 38222098 Fax : (84 8) 38225161
E-mail : info@landmark-saigon.com
http://www.thelandmarkvietnam.com

**MEMORANDUM**

| | | |
|---|---|---|
| **TO** | : | All Staff |
| **FROM** | : | **Gurdip Jessy** |
| **DATE** | : | 21st May, 2009 |
| **SUBJECT** | : | **Survey on Job Satisfaction and Organizational Commitment** |

Dear All,

With a view to improving our working environment further, the Management is pleased to co-operate with Ms. Quynh Pham (Wendy) in a Survey on Job Satisfaction and Organizational Commitment.

Ms. Pham Thuy Quynh (Wendy) is a student in Master of Business Administration in Tourism Management, Assumption University, Bangkok, Thailand.

Please answer all of the questions included in the questionnaire by giving appropriate answers. All responses will be kept confidential and exclusively used for Ms. Quynh's academic purposes and for the Management on implementing more improvements. The result of this survey will be useful for understanding the areas where job satisfaction and organizational commitment can be merged, so that our organisation can benefit from human resource planning.

Thank you for your understanding and co-operation. I am confident with your continuous support, The Landmark will remain successful in this challenging environment.

Sincerely Yours,

**Gurdip Jessy**
**General Manager**

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Licence No. 156/GP

ASSUMPTION UNIVERSITY OF THAILAND
SINCE1969

QUESTIONNAIRE IN ENGLISH VERSION

This questionnaire is part of the research for writing a thesis on *"The Relationship between Job Satisfaction and Organizational Commitment: A Case Study on Two Leading Establishments in Ho Chi Minh City, Vietnam"* as a partial fulfillment of Master of Business Administration in Tourism Management, Assumption University, Bangkok, Thailand.

Please answer all of the questions included in the questionnaire by giving appropriate answers. All responses will be kept confidential and exclusively used for academic purposes. The result of this study will be useful for understanding the areas where job satisfaction and organizational commitment at The Landmark can be merged in order that the organization can benefit from human resource planning.

**Job Satisfaction Characteristics**
**adopted from Minnesota Satisfaction Questionnaire**
**and Allen and Meyer's Organizational Commitment Scale**

The following 43 statements describe various job satisfaction characteristics and your degree of attachment and loyalty towards the property you are now employed with. Please read each of them carefully and indicate how suitable it is for you.

| | | |
|---|---|---|
| 5 | = | Very Satisfied / Strongly Agree |
| 4 | = | Satisfied / Agree |
| 3 | = | Neutral / Neither Agree nor Disagree |
| 2 | = | Dissatisfied / Disagree |
| 1 | = | Very Dissatisfied / Strongly Disagree |

| No. | On my present job, this is how I feel about… | 5 | 4 | 3 | 2 | 1 |
|---|---|---|---|---|---|---|
| | ***Esteem and Worthiness*** | | | | | |
| 1. | Being able to keep busy all the time. | | | | | |
| 2. | The chance to be 'somebody' in the community. | | | | | |
| 3. | The chance to do things for other people. | | | | | |
| 4. | The chance to tell people what to do. | | | | | |
| 5. | The freedom to use my own judgment. | | | | | |
| 6. | The praise I get for doing a good job. | | | | | |
| | ***Superior's Leadership*** | | | | | |
| 7. | The competence of my supervisor in making decisions. | | | | | |
| 8. | Calling on managers in my department for help when I have a work-related problem. | | | | | |
| 9. | Feedback provided by my managers about my work in my department. | | | | | |
| 10. | Managers' encouragement on my department for creativity ideas from employees. | | | | | |
| 11. | Managers' support in my department for working as a team. | | | | | |

| | | | | | | |
|---|---|---|---|---|---|---|
| ***Value*** | | | | | | |
| 12. | The chance to work alone on the job. | | | | | |
| 13. | The chance to do different things from time to time. | | | | | |
| 14. | Being able to do things that don't go against my conscience. | | | | | |
| 15. | The chance to do something that makes use of my abilities. | | | | | |
| ***Security and Basic Needs*** | | | | | | |
| 16. | The way my job provides for steady employment. | | | | | |
| 17. | My pay and the amount of work I do. | | | | | |
| 18. | The chances for advancement on this job. | | | | | |
| 19. | Benefits offered to employees by the organization. | | | | | |
| ***Working Attitudes*** | | | | | | |
| 20. | Job participation given to get rid of boredom. | | | | | |
| 21. | Involvement in extracurricular activities boosts satisfaction. | | | | | |
| 22. | Job rotation broadens my job knowledge and pleasure. | | | | | |
| ***Social Needs*** | | | | | | |
| 23. | Condition of equipments required for performing job responsibilities. | | | | | |
| 24. | The way my co-workers get along with each other. | | | | | |
| 25. | Orientation and job-skill trainings provided by my department to prepare me to do my job well. | | | | | |
| 26. | Managers listen to my ideas and respond to them. | | | | | |
| ***Affective Organizational Commitment*** | | | | | | |
| 27. | Happiness to spend the rest of my career in this company. | | | | | |
| 28. | Enjoying discussing my company with people outside it. | | | | | |
| 29. | Feeling as if this organization's problems are my own. | | | | | |
| 30. | Easily becoming as attached to another organization as I am to this one. | | | | | |
| 31. | This organization has a great deal of personal meaning for me. | | | | | |
| 32. | Not afraid of what might happen if I quit my job at this organization without having another lined up. | | | | | |
| ***Continuance Organizational Commitment*** | | | | | | |
| 33. | Do not feel like 'a member of the family' to this organization. | | | | | |
| 34. | Do not feel like 'emotionally attached' to this organization. | | | | | |
| 35. | Do not feel a strong sense of belonging to this organization. | | | | | |
| 36. | It would be very hard for me to leave my job at this organization right now even if I wanted to. | | | | | |
| 37. | Too much of life would be disrupted if I decided to leave my job at this organization right now. | | | | | |
| 38. | It would not be too costly for me to leave my job at | | | | | |

| | | | | | | |
|---|---|---|---|---|---|---|
| | this organization in the near future. | | | | | |
| ***Normative Organizational Commitment*** | | | | | | |
| 39. | Staying with my job at this organization right now is a matter of necessity as much as desire. | | | | | |
| 40. | Having too few options to consider should I decide to leave my job at this organization. | | | | | |
| 41. | One of the few negative consequences of leaving my job at this organization would be the scarcity of available alternative elsewhere. | | | | | |
| 42. | Leaving would require considerable personal sacrifice; another place may not match the overall benefits I have here. | | | | | |
| 43. | I would consider working elsewhere, if I had not already put so much of myself into this organization. | | | | | |

44. Gender

1. ☐ Male 2. ☐ Female

45. Year of birth

1. ☐ 1953 – 1958 2. ☐ 1959 – 1964 3. ☐ 1965 – 1977 4. ☐ 1978 - 1984

46. Years at the current organization

1. ☐ Over 15 years 2. ☐ 15 – 10 years
3. ☐ 9 – 5 years 4. ☐ 5 years – below

47. Years of experience in service industry (Hotels, serviced apartments, restaurants, airlines, shops, transportation, etc.)

1. ☐ Over 15 years 2. ☐ 15 – 10 years
3. ☐ 9 – 5 years 4. ☐ 5 years – below

48. Education

1. ☐ Certificate diploma 2. ☐ Below Bachelor degree
3. ☐ Bachelor degree 4. ☐ Above bachelor degree

49. Area of your current position

1. ☐ Front line staff 2. ☐ Administration
3. ☐ Supervision 4. ☐ Management

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QUESTIONNAIRE IN VIETNAMESE VERSION

Bản câu hỏi này là một phần trong đề tài luận văn về "Mối quan hệ giữa sự thỏa mãn trong công việc và mức độ tận tụy đối với công ty: Trường hợp của hai tổ chức hàng đầu trong ngành dịch vụ ở Thành phố Hồ Chí Minh, Việt Nam" để hoàn tất văn bằng Thạc sĩ Quản trị kinh doanh, chuyên ngành Quản trị Du lịch tại Đại học Assumption, Bangkok, Thailand.

Xin vui lòng trả lời tất cả những câu hỏi đính kèm dưới đây một cách thích hợp nhất. Những câu trả lời này sẽ được giữ kín và chỉ sử dụng cho mục đích nghiên cứu của đề tài nêu trên. Qua kết quả của nghiên cứu này, công ty The Landmark sẽ nhận ra được những khía cạnh, nơi mà sự thỏa mãn trong công việc và mức độ tận tụy đối với đơn vị đang công tác có thể được kết hợp, nhằm giúp ích cho các kế hoạch về nhân sự.

**Những đặc điểm của sự thỏa mãn trong công việc**
**và sự sắp xếp theo mức độ tận tụy đối với công ty của Allen và Meyer**

Dưới đây là 43 quan điểm mô tả những đặc điểm về sự thỏa mãn trong công việc cùng với mức độ gắn bó và trung thành của anh/chị đối với công ty mà anh/chị đang công tác. Xin vui lòng đọc kỹ từng ý kiến bên dưới và cho biết nó phù hợp với anh/chị thế nào.

5 = Rất hài lòng / Hoàn toàn đồng ý
4 = Hài lòng / Đồng ý
3 = Bình thường /
2 = Không hài lòng / Không đồng ý
1 = Rất không hài lòng / Hoàn toàn không đồng ý

| **STT.** | **Trong công việc hiện tại của tôi, đây là cảm tưởng của tôi về…** | **5** | **4** | **3** | **2** | **1** |
|---|---|---|---|---|---|---|
| | ***Sự qúy trọng và giá trị bản thân*** | | | | | |
| 1. | Luôn luôn bận rộn với công việc. | | | | | |
| 2. | Cơ hội được trở thành 'một người quan trọng' trong công ty. | | | | | |
| 3. | Cơ hội được giúp đỡ những đồng nghiệp khác. | | | | | |
| 4. | Cơ hội được yêu cầu người khác làm một việc gì đó. | | | | | |
| 5. | Sự tự do trong việc được nêu lên ý kiến riêng của tôi. | | | | | |
| 6. | Sự tán dương khi tôi hoàn thành tốt một công việc. | | | | | |
| | ***Khả năng lãnh đạo của cấp trên*** | | | | | |
| 7. | Khả năng đưa ra quyết định của cấp trên của tôi. | | | | | |
| 8. | Có thể được yêu cầu những người quản lý trong bộ phận của tôi giúp đỡ khi tôi gặp phải những vấn đề trong công việc. | | | | | |
| 9. | Ý kiến phản hồi từ những người quản lý về công việc của tôi trong bộ phận. | | | | | |
| 10. | Sự khích lệ nhân viên đưa ra những sáng kiến từ những người quản lý trong bộ phận của tôi. | | | | | |
| 11. | Sự ủng hộ từ những người quản lý trong bộ phận của tôi về quan điểm làm việc theo nhóm. | | | | | |

| | | | | | | |
|---|---|---|---|---|---|---|
| ***Đánh giá khả năng được thể hiện bản thân*** | | | | | | |
| 12. | Cơ hội được làm việc độc lập. | | | | | |
| 13. | Cơ hội được làm nhiều việc khác nhau tùy vào từng thời điểm. | | | | | |
| 14. | Có thể được làm những công việc không trái với lương tâm của tôi. | | | | | |
| 15. | Cơ hội được tận dụng những khả năng của tôi vào công việc. | | | | | |
| ***Những nhu cầu an toàn cơ bản*** | | | | | | |
| 16. | Tôi đang làm một công việc ổn định. | | | | | |
| 17. | Tiền lương và khối lượng công việc tôi phải làm. | | | | | |
| 18. | Những cơ hội thăng tiến trong công việc này. | | | | | |
| 19. | Những phúc lợi mà công ty dành cho nhân viên. | | | | | |
| ***Thái độ đối với công việc*** | | | | | | |
| 20. | Sự tham gia vào công việc để tránh nhàm chán. | | | | | |
| 21. | Việc tham gia vào các hoạt động ngoại khóa đẩy mạnh sự thỏa mãn. | | | | | |
| 22. | Sự xoay vòng trong công việc mở rộng thêm kiến thức và sự hài lòng của tôi. | | | | | |
| ***Những nhu cầu mang tính xã hội*** | | | | | | |
| 23. | Điều kiện của các thiết bị hỗ trợ cho công việc. | | | | | |
| 24. | Cách mà các đồng nghiệp của tôi hòa hợp với nhau trong công việc. | | | | | |
| 25. | Sự định hướng và đào tạo những kỹ năng liên quan đến công việc cung cấp bởi bộ phận của tôi giúp tôi làm việc tốt hơn. | | | | | |
| 26. | Những người quản lý lắng nghe và phản hồi lại những ý kiến của tôi. | | | | | |
| ***Sự tận tụy với công ty mang tính cảm xúc*** | | | | | | |
| 27. | Hạnh phúc được làm việc lâu dài trong công ty này. | | | | | |
| 28. | Việc cảm thấy hứng thú khi kể về công ty của tôi với những người bên ngoài. | | | | | |
| 29. | Cảm thấy những vấn đề của công ty giống như vấn đề của riêng bản thân tôi. | | | | | |
| 30. | Cảm thấy dễ gắn bó với một công ty khác như với công ty này. | | | | | |
| 31. | Công ty này có nhiều ý nghĩa với cá nhân tôi. | | | | | |
| 32. | Không cảm thấy e ngại khi phải từ bỏ công việc này trong khi chưa tìm được việc ở nơi khác. | | | | | |
| ***Sự tận tụy với công ty mang tính lâu dài*** | | | | | | |
| 33. | Không cảm thấy giống như một thành viên gắn bó đối với công ty này. | | | | | |
| 34. | Không cảm thấy có gắn bó về cảm xúc đối với công ty này. | | | | | |
| 35. | Không có cảm giác thuộc về công ty này. | | | | | |
| 36. | Thật khó cho tôi khi phải rời bỏ công việc vào lúc này mặc dù tôi muốn như vậy. | | | | | |
| 37. | Cuộc sống của tôi sẽ có nhiều thay đổi nếu tôi quyết định từ bỏ công việc này ngay bây giờ. | | | | | |

| | | | | | | |
|---|---|---|---|---|---|---|
| 38. | Sẽ không tổn hại gì nếu tôi rời bỏ công việc này trong thời gian sắp tới. | | | | | |
| ***Sự tận tụy với công ty mang tính tiêu chuẩn*** | | | | | | |
| 39. | Tiếp tục làm việc ở công ty này không những là nhu cầu mà còn là mong muốn của tôi. | | | | | |
| 40. | Có quá ít lựa chọn để cân nhắc liệu rằng tôi có nên rời khỏi công ty này không. | | | | | |
| 41. | Một trong những hậu quả tiêu cực trong việc rời bỏ công việc hiện tại có thể là việc có quá ít lựa chọn ở những nơi khác. | | | | | |
| 42. | Từ bỏ công việc hiện tại có thể sẽ đòi hỏi sự hy sinh đáng kể của bản thân; nơi khác có lẽ không đáp ứng được những lợi ích tôi có ở đây. | | | | | |
| 43. | Tôi sẽ tìm một công việc khác nếu tôi chưa bỏ quá nhiều công sức của mình cho công ty này. | | | | | |

44. Giới tính

1. ☐ Nam 2. ☐ Nữ

45. Năm sinh

1. ☐ 1953 – 1958 2. ☐ 1959 – 1964 3. ☐ 1965 – 1977 4. ☐ 1978 - 1984

46. Thâm niên công tác

1. ☐ Trên 15 năm 2. ☐ 15 – 10 năm
3. ☐ 9 – 5 năm 4. ☐ Dưới 5 năm

47. Kinh nghiệm trong ngành dịch vụ (Khách sạn, Căn hộ cho thuê, nhà hàng, hàng không, cửa hang, vận chuyển, v.v…)

1. ☐ Trên 15 năm 2. ☐ 15 – 10 năm
3. ☐ 9 – 5 năm 4. ☐ Dưới 5 năm

48. Trình độ học vấn

1. ☐ Chứng chỉ nghề 3. ☐ Cử nhân
2. ☐ Cao đẳng 4. ☐ Thạc sĩ

49. Bộ phận đang công tác

1. ☐ Nhân viên 2. ☐ Hành chính 3. ☐ Giám sát 4. ☐ Quản lý

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# APPENDIX B

# STATISTICAL TABLES

Gender

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | Male | 96 | 47.5 | 48.5 | 48.5 |
| | Female | 102 | 50.5 | 51.5 | 100.0 |
| | Total | 198 | 98.0 | 100.0 | |
| Missing | System | 4 | 2.0 | | |
| Total | | 202 | 100.0 | | |

Year of birth

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | 1953 - 1958 | 7 | 3.5 | 3.6 | 3.6 |
| | 1959 - 1964 | 15 | 7.4 | 7.7 | 11.2 |
| | 1965 - 1977 | 50 | 24.8 | 25.5 | 36.7 |
| | 1978 - 1984 | 124 | 61.4 | 63.3 | 100.0 |
| | Total | 196 | 97.0 | 100.0 | |
| Missing | System | 6 | 3.0 | | |
| Total | | 202 | 100.0 | | |

Years at the current organization

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | Over 15 years | 7 | 3.5 | 3.5 | 3.5 |
| | 15 - 10 years | 35 | 17.3 | 17.7 | 21.2 |
| | 9 - 5 years | 24 | 11.9 | 12.1 | 33.3 |
| | 5 years - below | 132 | 65.3 | 66.7 | 100.0 |
| | Total | 198 | 98.0 | 100.0 | |
| Missing | System | 4 | 2.0 | | |
| Total | | 202 | 100.0 | | |

Years of experience in service industry
(Hotels, serviced apartments, restaurants, airlines, shops, transportation, etc.)

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | Over 15 years | 11 | 5.4 | 5.7 | 5.7 |
| | 15 - 10 years | 41 | 20.3 | 21.1 | 26.8 |
| | 9 - 5 years | 35 | 17.3 | 18.0 | 44.8 |
| | 5 years - below | 107 | 53.0 | 55.2 | 100.0 |
| | Total | 194 | 96.0 | 100.0 | |
| Missing | System | 8 | 4.0 | | |
| Total | | 202 | 100.0 | | |

Education

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | Certificate Diploma | 126 | 62.4 | 66.7 | 66.7 |
| | Below Bachelor Degree | 30 | 14.9 | 15.9 | 82.5 |
| | Bachelor Degree | 33 | 16.3 | 17.5 | 100.0 |
| | Total | 189 | 93.6 | 100.0 | |
| Missing | System | 13 | 6.4 | | |
| Total | | 202 | 100.0 | | |

Area of current position

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | Front line staff | 146 | 72.3 | 74.1 | 74.1 |
| | Administration | 11 | 5.4 | 5.6 | 79.7 |
| | Supervision | 20 | 9.9 | 10.2 | 89.8 |
| | Management | 20 | 9.9 | 10.2 | 100.0 |
| | Total | 197 | 97.5 | 100.0 | |
| Missing | System | 5 | 2.5 | | |
| Total | | 202 | 100.0 | | |

Esteem & Worthiness

Correlations

| | | Esteem and Worthiness | Affective Organizational Commitment |
|---|---|---|---|
| Esteem and Worthiness | Pearson Correlation | 1 | .436(**) |
| | Sig. (1-tailed) | | .000 |
| | N | 202 | 202 |
| Affective Organizational Commitment | Pearson Correlation | .436(**) | 1 |
| | Sig. (1-tailed) | .000 | |
| | N | 202 | 202 |

**. Correlation is significant at the 0.01 level (1-tailed).

Correlations

| | | Esteem and Worthiness | Continuance Organizational Commitment |
|---|---|---|---|
| Esteem and Worthiness | Pearson Correlation | 1 | -.390(**) |
| | Sig. (1-tailed) | | .000 |
| | N | 202 | 202 |
| Continuance Organizational Commitment | Pearson Correlation | -.390(**) | 1 |
| | Sig. (1-tailed) | .000 | |
| | N | 202 | 202 |

**. Correlation is significant at the 0.01 level (1-tailed).

Correlations

| | | Esteem and Worthiness | Normative Organizational Commitment |
|---|---|---|---|
| Esteem and Worthiness | Pearson Correlation | 1 | -.064 |
| | Sig. (1-tailed) | | .182 |
| | N | 202 | 202 |
| Normative Organizational Commitment | Pearson Correlation | -.064 | 1 |
| | Sig. (1-tailed) | .182 | |
| | N | 202 | 202 |

Superior’s Leadership

Correlations

| | | Superior's Leadership | Affective Organizational Commitment |
|---|---|---|---|
| Superior's Leadership | Pearson Correlation | 1 | .116 |
| | Sig. (1-tailed) | | .051 |
| | N | 202 | 202 |
| Affective Organizational Commitment | Pearson Correlation | .116 | 1 |
| | Sig. (1-tailed) | .051 | |
| | N | 202 | 202 |

Correlations

| | | Superior's Leadership | Continuance Organizational Commitment |
|---|---|---|---|
| Superior's Leadership | Pearson Correlation | 1 | -.188(**) |
| | Sig. (1-tailed) | | .004 |
| | N | 202 | 202 |
| Continuance Organizational Commitment | Pearson Correlation | -.188(**) | 1 |
| | Sig. (1-tailed) | .004 | |
| | N | 202 | 202 |

**. Correlation is significant at the 0.01 level (1-tailed).

Correlations

| | | Superior's Leadership | Normative Organizational Commitment |
|---|---|---|---|
| Superior's Leadership | Pearson Correlation | 1 | -.057 |
| | Sig. (1-tailed) | | .210 |
| | N | 202 | 202 |
| Normative Organizational Commitment | Pearson Correlation | -.057 | 1 |
| | Sig. (1-tailed) | .210 | |
| | N | 202 | 202 |

Value

Correlations

| | | Value | Affective Organizational Commitment |
|---|---|---|---|
| Value | Pearson Correlation | 1 | .369(**) |
| | Sig. (1-tailed) | | .000 |
| | N | 202 | 202 |
| Affective Organizational Commitment | Pearson Correlation | .369(**) | 1 |
| | Sig. (1-tailed) | .000 | |
| | N | 202 | 202 |

**. Correlation is significant at the 0.01 level (1-tailed).

Correlations

| | | Value | Continuance Organizational Commitment |
|---|---|---|---|
| Value | Pearson Correlation | 1 | -.318(**) |
| | Sig. (1-tailed) | | .000 |
| | N | 202 | 202 |
| Continuance Organizational Commitment | Pearson Correlation | -.318(**) | 1 |
| | Sig. (1-tailed) | .000 | |
| | N | 202 | 202 |

**. Correlation is significant at the 0.01 level (1-tailed).

Correlations

| | | Value | Normative Organizational Commitment |
|---|---|---|---|
| Value | Pearson Correlation | 1 | -.162(*) |
| | Sig. (1-tailed) | | .011 |
| | N | 202 | 202 |
| Normative Organizational Commitment | Pearson Correlation | -.162(*) | 1 |
| | Sig. (1-tailed) | .011 | |
| | N | 202 | 202 |

*. Correlation is significant at the 0.05 level (1-tailed).

Security & Basic Needs

Correlations

| | | Security and Basic Needs | Affective Organizational Commitment |
|---|---|---|---|
| Security and Basic Needs | Pearson Correlation | 1 | .512(**) |
| | Sig. (1-tailed) | | .000 |
| | N | 202 | 202 |
| Affective Organizational Commitment | Pearson Correlation | .512(**) | 1 |
| | Sig. (1-tailed) | .000 | |
| | N | 202 | 202 |

**. Correlation is significant at the 0.01 level (1-tailed).

Correlations

| | | Security and Basic Needs | Continuance Organizational Commitment |
|---|---|---|---|
| Security and Basic Needs | Pearson Correlation | 1 | -.527(**) |
| | Sig. (1-tailed) | | .000 |
| | N | 202 | 202 |
| Continuance Organizational Commitment | Pearson Correlation | -.527(**) | 1 |
| | Sig. (1-tailed) | .000 | |
| | N | 202 | 202 |

**. Correlation is significant at the 0.01 level (1-tailed).

Correlations

| | | Security and Basic Needs | Normative Organizational Commitment |
|---|---|---|---|
| Security and Basic Needs | Pearson Correlation | 1 | -.024 |
| | Sig. (1-tailed) | | .368 |
| | N | 202 | 202 |
| Normative Organizational Commitment | Pearson Correlation | -.024 | 1 |
| | Sig. (1-tailed) | .368 | |
| | N | 202 | 202 |

Working Attitudes

Correlations

| | | Working Attitudes | Affective Organizational Commitment |
|---|---|---|---|
| Working Attitudes | Pearson Correlation | 1 | .647(**) |
| | Sig. (1-tailed) | | .000 |
| | N | 202 | 202 |
| Affective Organizational Commitment | Pearson Correlation | .647(**) | 1 |
| | Sig. (1-tailed) | .000 | |
| | N | 202 | 202 |

**. Correlation is significant at the 0.01 level (1-tailed).

Correlations

| | | Working Attitudes | Continuance Organizational Commitment |
|---|---|---|---|
| Working Attitudes | Pearson Correlation | 1 | -.441(**) |
| | Sig. (1-tailed) | | .000 |
| | N | 202 | 202 |
| Continuance Organizational Commitment | Pearson Correlation | -.441(**) | 1 |
| | Sig. (1-tailed) | .000 | |
| | N | 202 | 202 |

**. Correlation is significant at the 0.01 level (1-tailed).

Correlations

| | | Working Attitudes | Normative Organizational Commitment |
|---|---|---|---|
| Working Attitudes | Pearson Correlation | 1 | -.003 |
| | Sig. (1-tailed) | | .481 |
| | N | 202 | 202 |
| Normative Organizational Commitment | Pearson Correlation | -.003 | 1 |
| | Sig. (1-tailed) | .481 | |
| | N | 202 | 202 |

Social Needs

Correlations

| | | Social Needs | Affective Organizational Commitment |
|---|---|---|---|
| Social Needs | Pearson Correlation | 1 | .208(**) |
| | Sig. (1-tailed) | | .001 |
| | N | 202 | 202 |
| Affective Organizational Commitment | Pearson Correlation | .208(**) | 1 |
| | Sig. (1-tailed) | .001 | |
| | N | 202 | 202 |

**. Correlation is significant at the 0.01 level (1-tailed).

Correlations

| | | Social Needs | Continuance Organizational Commitment |
|---|---|---|---|
| Social Needs | Pearson Correlation | 1 | -.304(**) |
| | Sig. (1-tailed) | | .000 |
| | N | 202 | 202 |
| Continuance Organizational Commitment | Pearson Correlation | -.304(**) | 1 |
| | Sig. (1-tailed) | .000 | |
| | N | 202 | 202 |

**. Correlation is significant at the 0.01 level (1-tailed).

Correlations

| | | Social Needs | Normative Organizational Commitment |
|---|---|---|---|
| Social Needs | Pearson Correlation | 1 | .036 |
| | Sig. (1-tailed) | | .306 |
| | N | 202 | 202 |
| Normative Organizational Commitment | Pearson Correlation | .036 | 1 |
| | Sig. (1-tailed) | .306 | |
| | N | 202 | 202 |

Mean Score of Descriptive Statistics

The Landmark Serviced Apartment (82)

| | N | Minimum | Maximum | Mean | Std. Deviation |
|---|---|---|---|---|---|
| Esteem and Worthiness | 82 | 2.33 | 5.00 | 3.6992 | .51549 |
| Superior's Leadership | 82 | 1.60 | 5.00 | 3.9610 | .73531 |
| Value | 82 | 2.25 | 5.00 | 3.8506 | .61093 |
| Security and Basic Needs | 82 | 2.25 | 5.00 | 3.9878 | .61225 |
| Working Attitude | 82 | 2.33 | 5.00 | 4.0285 | .64193 |
| Social Needs | 82 | 2.75 | 5.00 | 4.0610 | .57003 |
| Affective Organizational Commitment | 82 | 2.67 | 4.67 | 3.5915 | .45297 |
| Continuance Organizational Commitment | 82 | 1.00 | 4.00 | 2.4126 | .64800 |
| Normative Organizational Commitment | 82 | 1.40 | 4.60 | 3.2463 | .66019 |
| Valid N (listwise) | 82 | | | | |

Kim Do Hotel (120)

| | N | Minimum | Maximum | Mean | Std. Deviation |
|---|---|---|---|---|---|
| Esteem and Worthiness | 120 | 2.33 | 5.00 | 3.6750 | .51533 |
| Superior's Leadership | 120 | 1.60 | 5.00 | 4.0800 | .65306 |
| Value | 120 | 2.25 | 5.00 | 3.8757 | .62864 |
| Security and Basic Needs | 120 | 2.25 | 5.00 | 3.9028 | .63716 |
| Working Attitude | 120 | 2.00 | 5.00 | 3.8361 | .74095 |
| Social Needs | 120 | 2.75 | 5.00 | 4.1792 | .55966 |
| Affective Organizational Commitment | 120 | 1.83 | 5.00 | 3.4278 | .59829 |
| Continuance Organizational Commitment | 120 | 1.00 | 4.00 | 2.5611 | .67118 |
| Normative Organizational Commitment | 120 | 1.40 | 4.60 | 3.3450 | .67061 |
| Valid N (listwise) | 120 | | | | |

Mean Score Comparison of Descriptive Statistics

| | Kim Do Hotel | | | The Landmark Serviced Apartment | | |
|---|---|---|---|---|---|---|
| | N | Mean | Std. Deviation | N | Mean | Std. Deviation |
| Esteem and Worthiness | 120 | 3.6750 | .51533 | 82 | 3.6992 | .51549 |
| Superior's Leadership | 120 | 4.0800 | .65306 | 82 | 3.9610 | .73531 |
| Value | 120 | 3.8757 | .62864 | 82 | 3.8506 | .61093 |
| Security and Basic Needs | 120 | 3.9028 | .63716 | 82 | 3.9878 | .61225 |
| Working Attitude | 120 | 3.8361 | .74095 | 82 | 4.0285 | .64193 |
| Social Needs | 120 | 4.1792 | .55966 | 82 | 4.0610 | .57003 |
| Affective Organizational Commitment | 120 | 3.4278 | .59829 | 82 | 3.5915 | .45297 |
| Continuance Organizational Commitment | 120 | 2.5611 | .67118 | 82 | 2.4126 | .64800 |
| Normative Organizational Commitment | 120 | 3.3450 | .67061 | 82 | 3.2463 | .66019 |

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**Grammar Checking form**

Form signed by Proofreader of the Thesis

I, Dat Bao, have proofread this thesis entitled The Relationship between Job Satisfaction and Organizational Commitment in Hospitality Industry : A Case Study on Two Leading Establishments in Ho Chi Minh City, Vietnam

and hereby certify that the verbiage, spelling and format is commensurate with the quality of internationally acceptable writing standards for a masters degree in business.

Signed Baodat

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