

THE IMPACTS OF PERCEIVED ORGANIZATIONAL SUPPORT, JOB SATISFACTION, AND ORGANIZATIONAL COMMITMENT ON JOB PERFORMANCE IN HOTEL INDUSTRY

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ABSTRACT

The hotel industry is an international industry, and the market is extremely competitive. Frontline employees are an important human resource for the hotel industry. The objective of this study is to examine the relationships between perceived organizational support, job satisfaction, organizational commitment, and job performance in the hotel industry context. This paper proposes a simple and practical model that helps the decision makers and hotel managers to highlight the most influential factors in developing their hotel's employee performance. The findings suggest that perceived organizational support has positively significant effects on job satisfaction and organizational commitments while job performance did not reach the significant level.

Keywords: Perceived Organizational Support, Job Satisfaction, Organizational Commitment, Job Performance.

INTRODUCTION

In hotel industry, frontline employees play a crucial role because of people oriented businesses. They can only establish and maintain a long-term relationship with profitable customers is a paramount importance to business success [11]. However, comparing with other industries, hotel industry has no routine holiday and needs to work 24 hours a day, 7 days a week. It is believed that it's the nature of the work, inadequate pay with service money oriented, long working hours, over workloads, low job security, limited training and development opportunities contribute to an un-satisfied job then turn to a high turnover. Consequently, many studies have found that high turnover is related to job satisfaction [9] and these issues impact on low job performance and low commitments [34]. This problem seems to be on-going and a critical issue for managers in hotel operations worldwide [25]. Therefore, the management of frontline hotel managers has been struggling with these questions, which are, how their employees feel at work and what employees need. Afterwards, it is to understand the hotel employees' satisfaction with their job and commitment to their organization.

A careful review of the literature indicates that the organizations obtain favorable outcomes from favored treatment of employees. Employees who are treated well are more likely to be committed and involved to their organization [6; 12]. Perceived organizational support is associated with this exchange in that employees will reciprocate favorable treatment when they trust that the organization will reward them. In other words, perceived organizational support is an employees' formation of global beliefs pertaining to how much the organization cares about their well-being and values their contributions [12]. This concept is based on the social exchange theory [7] and the norm of reciprocity [18]. Social exchange theory explains why employees feel obligated to reciprocate actions directed toward them by the organization. A number of the literature regarding employee-organization relationships has focused on perceived organizational support and positive relationship with job satisfaction and performance [14].

Despite the previous research has found out that the organizational support positively influence job attitudes and job performance [13]. The antecedents and consequences of the job attitude have been a great interest to the behavioral scientists over the last decades [26]. Different studies have shown either positive, negative, or no relationships between job attitudes and job performance [29; 44]. Specifically, several researchers have already discussed the outcomes of organizational support such as the organizational commitments [44], job satisfactions [43], and the performances [36]. To bridge the gap in the employee's job performance literature, the main purpose of this study attempts to examine the relation of perceived organizational support on frontline employee's job satisfaction, organizational commitment and job performance in hotel industry. The remainder of the paper is organized as follows. We examine the literature review, and the hypothesized relationships are presented. We next present a comprehensive framework. We then use structural equation modeling (SEM) statistical technique to test the model. After that, the empirical analyses

and research findings are reported. In the final section, we discuss managerial implications and recommend the directions for future research.

LITERATURE REVIEWS AND HYPOTHESES DEVELOPMENT

Perceived Organizational Support (POS)

The theoretical foundation of perceived organizational support is an organizational support theory [6; 13], which itself builds on social exchange and attribution processes [7]. Perceived organizational support is the employees' perception or judgment of how much the organization values their contribution and cares about them [13]. Employees see their employment as a reciprocal exchange relationship that reflects relative dependence and extends beyond a formal contract [12]. Employees need to determine whether, and to what extent, an organization will recognize and reward their effort, support their socio-emotional needs, and help them on request. This perspective is important in organizational research because employees and organizations are involved in a reciprocal relationship [14]. It is not sufficient only examine one side of this relationship but also consider the support which the organization gives to its employees [8].

Organizational support theory also addresses the psychological processes underlying the consequences of perceived organizational support. Firstly, on the basis of the reciprocity norm, perceived organizational support should produce a felt obligation to care about the organization's welfare and make employees work harder to help their organization reach its goals. Secondly, the caring, approval, and respect denoted by perceived organizational support should fulfill socio-emotional needs, leading employees to incorporate organizational membership and role status into their social identity. Finally, the perceived organizational support should strengthen employees' beliefs that the organization recognizes and exchanges social where effort and loyalty are traded for tangible and social rewards which also increases the performance (i.e., performance-reward expectancies). These processes should have favorable outcomes both for employees (e.g., increased job satisfaction and heightened positive mood) and for the organization (e.g., increased affective commitment and performance, reduced turnover) [38].

Job Satisfaction

Job satisfaction is one of the most widely studying and measuring constructs in the organizational

behavior and management literature. Job satisfaction has been defined simply as a worker's positive or negative attitudes toward ones job [19]. Robbins and Judge [40] also defined job satisfaction as ones positive feeling about his or her job, but also further stated that the assessment was based on an evaluation of the job characteristics. Each individual of values, attitudes, and expectations differ; thus, motivational factors can be quite different. The most used research definition of job satisfaction is by Locke [23], who defined it as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences" (p. 1304). Implicit in Locke's definition includes evaluative or expectancy components and the importance of both affect, or feeling, and cognition, or thinking. Similarly, job satisfaction is an employee effective response resulting from an evaluation of the work situation. George and Jones [15] further explained that some workers have high intrinsic values and thus desire work to be satisfying regardless of factors such as pay and benefits. Others with high extrinsic values desire high compensation. Benefits represent satisfying many stages of needs for the employees.

Most approaches to the job satisfactions are based on the theories of motivation, among the premise of the Herzberg et al. (1959) theory, known as the Two-Factor Theory of Motivation. Intrinsic factors such as employees' opportunity for personal achievement, recognition from supervisors, the work itself, and the growth are related to job satisfaction. Conversely, extrinsic factors such as company policy, administration, supervision, and working conditions are associated with job dissatisfaction. According to Herzberg (1966), the factors associated with work that are considered to be the motivators include: achievement; recognition; tasks (the work itself); responsibility; advancement; and personal growth. The factors associated with work that are considered to be hygienic include: policies and administration; supervision/ managerial relationships; salaries; working conditions; status; security; and coworker relationships.

Research suggests that employees that benefit from the organization's support will increasingly feel a sense of praise, support, or approval from their organization [6]. In other words, employees must gain this sense of support prior to their reciprocation of supportive human resource practices. Specifically, research has indicated that individuals who perceive that their organization supports them are more likely to be satisfied with their job [2]. Riggie, Edmondson and Hansen [39] conducted a meta-analysis of 167 studies, examining the effects between perceived

organizational support and job satisfaction. They concluded that employees, who perceive the organization to be high in the level of support provided, will be significantly less likely to leave the organization. Specifically, perceived organizational support accounted for nearly 38% of the variance of job satisfaction. Findings from the study indicate that perceived organizational support has a strong and positive effect on job satisfaction, and a strong but negative effect on intention to leave [24]. Research thus made the following hypothesis:

H1: Perceived organizational support has positively significant effect on job satisfaction in hotel industry.

Organizational Commitment

The definitions of organizational commitment include an identification with the organization, shared goals and values between the organization and the individual, continuing membership in the organization, and attachment to social relationships in the organization [29]. Maynard et al. [26] pointed out that basically organizational commitment is a structural phenomenon of a transaction between an individual and an organization, and its non-transferable investment result shall increase as time goes on; employees are reluctant to leave the organization because of the salary, status, position, and friendship among colleagues. Organizational commitment is typically conceptualized as being comprised of three parts: a mental state that reflects the necessity (affective commitment), perceived cost associated with leaving the organization; the desire (continuance commitment), and/or the obligation (normative commitment) to remain in the organization [3; 28]. Somers [42] findings suggest that the relative levels of commitment for each employee affect how the more general psychological state of commitment is experienced. For example, when affective commitment and normative commitment are high, the potentially negative effects of continuance commitment are attenuated possibly because employees do not feel stuck in their organizations, but rather invested in them.

There are two main explanations about the link between perceived organizational support and organizational commitment in the literature. The first is in terms of reciprocity and social exchange to help the organization reach its objectives, created through perceived organizational support. According to this view, employees who believe that their organization values them and cares for their well-being are more likely to feel a sense of obligation toward the organization and, therefore, they reciprocate a favorable treatment with

increased loyalty and commitment. The second explanation is in terms of socio-emotional needs. This is the idea that perceived organizational support can help to fulfill important socio-emotional needs of individuals, such as needs for approval, esteem and affiliation, and that such need fulfillment, in turn, enhances employees' affective attachment to and identification with the organization [12; 30]. Thus, higher perceived organizational support should be associated with greater commitment to the organization. Based on the above discussion, research proposes the following hypotheses:

H2: Perceived organizational support has positively significant effect on job commitment in hotel industry.

Job Performance

Job performance refers to the overall evaluation of how well an individual fits the organization's expectations [2]. Organizations have been seeking to optimize the job performance of their employees to achieve high levels of productivity, efficiency and effectiveness [1]. Therefore, job performance must be clearly defined and fully understood by the employees who are expected to perform well at work. From a more conceptual perspective, job performance can be generally separated into two parts: (1) task performance and (2) contextual performance [33]. Task performance refers to the role prescribed functions specific to each job title. It encompasses the activities that help support an organization's technical core or the organization's system of transforming inputs into outputs. In other words, task performance involves all behaviors that are directly relevant to main job functions and, in short, is the proficiency of activities that formally are recognized as part of employee's job [32]. In contrast to task performance, which utilizes knowledge about facts and principles is related to an organization's technical core, contextual performance utilizes knowledge of facts, principles, and procedures, all of which relate to situations that call for helping and cooperating with others. It consists of organizational behaviors that, implicitly or explicitly, are important for organizational effectiveness [32]. This type of performance is not often written in a job description but is nonetheless considered to be an important component of job performance.

According to social exchange accounts that emphasize the norm of reciprocity, the obligation to repay organizational support with performance is considered to be a motive that drives work performance [13]. Armeli et al. [5] found out that there is a positive relationship between perceived organizational support and work performance in

study of police patrol officers of an eastern U.S. state police department. Moreover, supervisors' perceptions that the organization valued their contribution and cared about their wellbeing were found positively related to subordinates' perceptions of support by the supervisor, which in turn in-role performance, and extra-role performance [41]. The finding from 167 studies in the meta-analysis indicate that perceived organizational support has a moderate, positive effect on both task and contextual performance [39]. Research thus made the following hypothesis:

H3: Perceived organizational support has positively significant effect on job performance in hotel industry.

The study of the relationship between job satisfaction and job performance is one of the most venerable research traditions in industrial-organizational psychology. The positive relationship between job satisfaction and job performance has been found in numerous studies [17; 39; 44]. In addition, a more comprehensive review of 301 studies, Judge et al. [22] found that when the correlations are appropriately corrected (for sampling and measurement errors), the average correlation between job satisfaction and job performance is a higher 0.3. Moreover, the relationship between job satisfaction and performance was found to be even higher for complex (e.g., professional) jobs than for less complex jobs. Thus, contrary to earlier reviews, it does appear that job satisfaction is, in fact, predictive of performance, and the

relationship is even stronger for professional jobs. Thus, research proposes the following hypothesis:

H4: Job satisfaction has positively significant effect on job performance in hotel industry.

The dominant framework in the literature, Meyer and Allen's [27] three component model, provides a strong basis for delineating the proposed effects of commitment on job performance. Research has shown that such commitment is facilitated by the positive work experiences provided by the organization [31]. In the study of Spanish blue collar workers, employed by a bus company and a water supply company, affective commitment to the organization exerted a positive influence on job performance [4]. Jaramillo, Mulki and Marshall [21] analyzed a meta-analysis that includes studies that are conducted over the past 25 years across 14 countries. The relationship between organizational commitment and job performance was 0.21 for the overall sample, with a 95% confidence interval of 0.20 to 0.23. Hence, a positive relationship exists between organizational commitment and job performance at $\alpha = 0.05$. Findings confirm that organizational commitment positively related to job performance. Research thus made the following hypothesis:

H5: Job commitment has positively significant effect on job performance in hotel industry.

Figure 1 show the proposed model based on the above literature review.

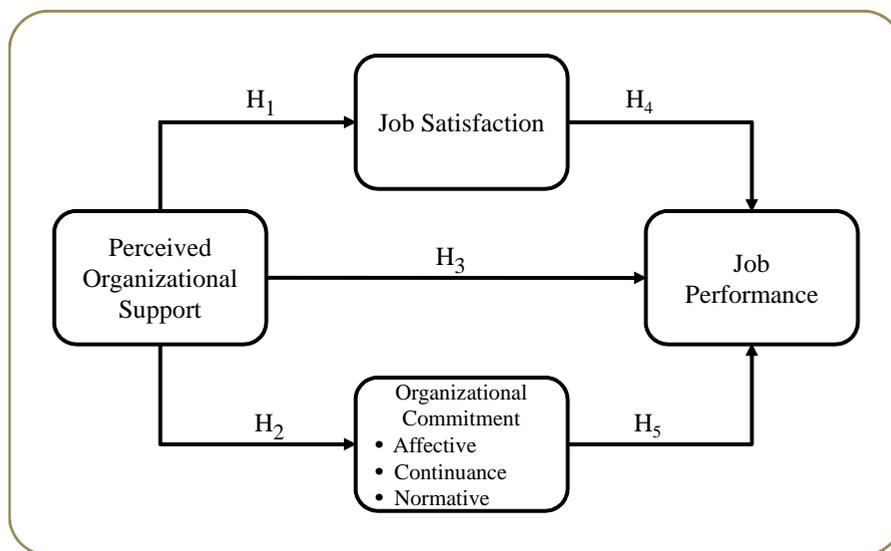


Figure 1. Conceptual research model

Variables	Mean	S.D.	Cronbach's	1	2	3	4	5
1. Perceived Organizational Support	4.80	1.79	0.972					
2. Job Satisfaction	5.29	1.27	0.955	0.795				
3. Affective Commitment	5.22	1.46	0.901	0.738	0.664			
4. Continuance Commitment	5.56	1.33	0.899	0.303	0.325	0.428		
5. Normative Commitment	5.51	1.21	0.861	0.411	0.381	0.502	0.730	
6. Job Performance	6.06	0.88	0.907	0.424	0.561	0.608	0.653	0.638

Table 1. Summary of correlations and descriptive statistics

METHODOLOGY

Sample

The sample population was chosen from a list maintained by the Taiwan Culture and Tourism Association. A total of 132 hotel's email addresses and phone numbers were collected. The structured questionnaires were prepared in bilingual, English and Chinese was employed through sending email to general managers, marketing managers and human resource managers with the explanation of frontline employee to fill up starting from the middle of June 2009 to the end of August 2009. A pilot study was conducted to ensure all the questions were understandable and to establish content validity of the questionnaire. A total of 321 questionnaires were collected in the study, 285 questionnaires were usable for the data analysis and whereas 36 were ineffective. The effective rate was eighty-nine percent.

Measurements

All the construct measurements involved in this study were adapted from the previous literature. All questions of constructs were measured using a 7-point Likert scale ranging from 1 (strongly disagree) to 7 (strongly agree). There are seven items to measure perceived organizational support base on the work of Eisenberger et al. [13], and Aselage and Eisenberger [6]. The twenty items "Minnesota Satisfaction Questionnaire" (MSQ) [16] was used to measure job satisfaction construct. The MSQ measures intrinsic satisfaction, extrinsic satisfaction and general satisfaction. For the organizational commitment construct, the study used fifteen items adapted from revised version of Allen and Meyer's [3] "Three Component Organizational Commitment Questionnaires" (OCQ), including affective, continuance and normative commitments. Job performance was measured in terms of the degree to which respondents felt that they performed their work well including quality, quantity, and creativity aspects. There were eleven items to measure job performance. The questionnaire

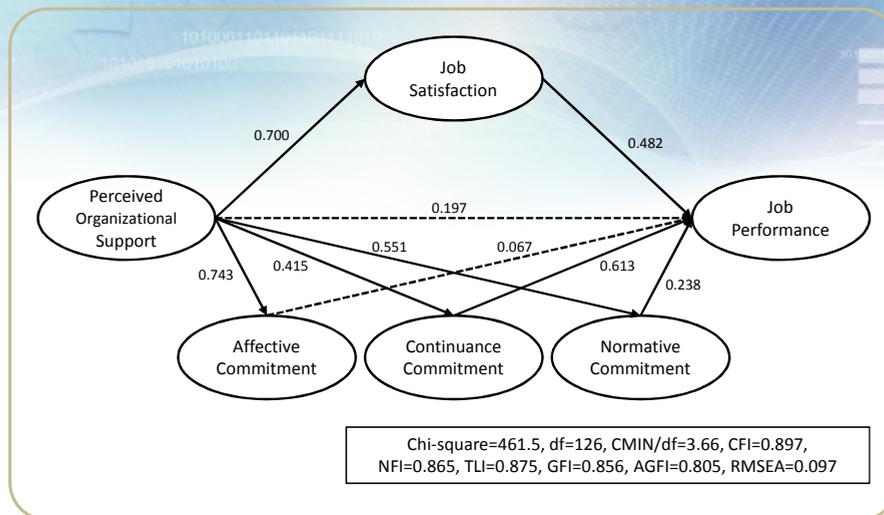
items were based on Deadrick and Gardner [10] study, with some modification according to the objectives of this study.

RESULTS AND DISCUSSIONS

The demographics analysis of the sample shows that it consisted of 84 (29.5%) males and 201 (70.5%) females. Respondents ranged in age from 20 to 29 years (57.2%), 30 to 39 years (35.8%), 40 to 49 years (6.7%) and over 50 years (0.3%) respectively. Almost half of the employees were college or university education level. Moreover, less than 5 years working experiences in hotel were 74.4% of all the respondents. Construct reliability was assessed by using the Cronbach's alpha coefficient for each construct and all of them are above the suggested threshold of 0.7, ranged from 0.861 (normative commitment) to 0.972 (perceived organizational support), suggesting that the construct could be used with confidence. Table 1 presents the summary of correlations and descriptive statistics for each of the variables. Structural Equation Model (SEM) was employed to test the overall model fit and the hypothesized relationships of all the variables in the entire model with the use of AMOS 7.0.

Structural Equation Model (SEM)

Figure 2 illustrates the structural equation model with parameter estimates. The fit indices adopted in this study were the comparative fit index (CFI), the normed fit index (NFI), the Tucker Lewis index (TLI), the goodness of fit index (GFI), the adjusted goodness of fit index (AGFI), and the root mean square error of approximation (RMSEA). All the goodness-of-fit indices in this study are based on the criteria recommended by Hair et al., [20]. Chi-square value of 461.5 with 126 degrees of freedom is statistically significant at the 0.000 significance level. However the $CMIN/df = 3.663$ is acceptable. $GFI=0.856$, $AGFI=0.805$, and $RMSEA= 0.09$ almost the recommended level, so the model is moderately fit for the hypothesized model.



Note: The solid line means reach the significant at p-value of 0.05, and the dotted line means insignificant level at p-value of 0.05

Figure 2. The hypothesized model with parameter estimates

Test of Hypotheses

The results in Table 2 show that all relationships included in the hypothesized direction. The relationship between perceived organizational support and job satisfaction was positively significant ($\beta = 0.700, p < 0.001$). The results indicate that if employee who perceived organizational support, they are more satisfied with their job. The result was consistent with previous literatures [14; 39]. In an organizational context, organizations treat employees well via opportunities for reward, kind of treatment; employees will increasingly feel a sense of praise, support, or approval from their organization then have higher job satisfaction and may reciprocate through effort exerted towards performing well on the job or serving the organization [4; 6]. Thus, hypothesis H1 was supported. Moreover, the relationship between perceived organizational support and job commitment (affective, continuance and normative) was also positively

significant ($\beta = 0.743, p < 0.001, \beta = 0.415, p < 0.001, \beta = 0.551, p < 0.001$). The study confirms that if employees who believe that their organization supports them and cares for their well-being are more likely to feel a sense of obligation toward the organization and therefore, to reciprocate the favorable treatment with increased loyalty and commitment [12; 30]. Therefore, hypothesis H2 was supported. However, the results show that the relationship between perceived organizational support and job performance did not reach the significant level ($\beta = -0.197, p > 0.05$); thus, hypothesis H3 was not supported. The result was not consistent with the prior research. The following reasons could explain such phenomena. In Taiwan hotel industry, it is very rare to write Standard Operation Procedure (SOP) for employees. Most job descriptions are going with the oral. The job title is not clearly defined and written job description is not in details. Therefore, task

Path analysis	Coefficient	t-value
Perceived Organizational Support → Job Satisfaction	0.700	10.94***
Perceived Organizational Support → Affective Commitment	0.743	14.28***
Perceived Organizational Support → Continuance Commitment	0.415	6.19***
Perceived Organizational Support → Normative Commitment	0.551	8.10***
Perceived Organizational Support → Job Performance	-0.197	-1.72
Affective Commitment → Job Performance	0.067	0.83
Continuance Commitment → Job Performance	0.613	7.89***
Normative Commitment → Job Performance	0.238	3.56***
Job Satisfaction → Job Performance	0.482	5.38***

Note: P-value < 0.05, *: P-value < 0.01, **: P-value < 0.001, ***

Table 2. SEM results of hypotheses testing

performance is really weak than contextual performance. It means that how organizational support to the employee, they are confused what to do which in turn to low job performance.

As for the relationship between job satisfaction and job performance, the results reveal that job satisfaction had a positive effects on job performance ($\beta = 0.482$, $p < 0.001$), which suggests that who have high job satisfaction tend to perform well on their job. The result was also consistent with previous studies [17; 39; 44]. When employees perceive the supportive and accommodating, role clarity and freedom of expression, they will be more satisfied in their jobs and will exert more effort, which leads to higher job performance. In contrast, when employees perceive the organizational environment negatively, they will be less satisfied and exert less effort, resulting in decreased job performance [33]. Thus, hypothesis H4 was supported. The results show that continuance and normative commitments were positively significant effect on job performance ($\beta = 0.613$, $p < 0.001$; $\beta = 0.238$, $p < 0.001$) whereas affective commitment did not reach the significance level ($\beta = 0.067$, $p > 0.05$). Therefore, hypothesis H5 was partially supported.

Research Implications

In real life, due to the vagueness of human feeling and recognition, it is difficult to exactly evaluate the employee's performance and their needs. This paper proposes a simple and practical model that helps decision makers and hotel managers to highlight the most influential factors in developing their hotel's employee performance. The paper may contribute for the management teams to avoid the pay-for-performance program, it may push employees to the point of doing whatever it takes to get the promised monetary reward and in the process, stifle their talents and creativity. Financial motivation and immediacy of reward are particularly important in short-term employment periods, in which people serve, collect their dues, and move on, whereas employers pay only for these short-term services [37]. Furthermore, an organization that puts too much emphasis on pay in attempting to influence behaviors may reduce employees' intrinsic drives. The hotel management teams should show recognition for frontline employees' accomplishments and adapt work schedules to meet individual needs whenever possible. For example, care about their opinions, give some necessary help when they have problems, consider their goals and values and so forth. Along with social exchange theory, organization actions favoring to employees should contribute more to perceived organizational support if

employees view them as voluntary rather than as the result of external constraints such as government regulations, union pressures, or competitive wages paid by alternative employers [13]. This paper suggests the hotel managers to provide opportunities for professional development, enriches jobs and fulfills the needs related to respect, caring, and approval. In addition, they should create more favorable job conditions such as training opportunities to aid employees in their desires for personal growth and achievement. The paper also suggests writing down the clear Standard Operation Procedure (SOP) to make clear understanding for the employee. Moreover, managers should spend reasonable time with their frontline employees through socialization and training. These efforts could help to minimize the emotional exhaustion on job satisfaction, organizational commitment, and improve the performance.

Research Limitations and Future Directions

The research findings contributes the theoretical and practical implication, however, this study has suffered from few limitations. The results are not generalizable since we examined only frontline employees in the hotel industry. It might have different result from other positions. Moreover, the results could be affected by self-selection bias, and the data are cross-sectional. Therefore, it might to examine the long-term trend of these hypothesized relationships in future studies. Under the restrictions of the study time, funding, and personal knowledge, it was still unable to cover everything. Therefore, some suggestions for future researchers are provided. Firstly, beside the factors discussed in this study, there are other factors which may influence the employee's attitude, organization commitments to job performance. The researcher can incorporate different factors such as psychological well-being to discuss in the future research as an example of Panaccio and Vandenberghe [35] and culture [44]. Secondly, perceived organizational support is a good predictor of job performance, but employees' responsiveness to the reciprocity norm provides a basis for understanding how the favorableness and perceived intentionality of treatment received from the organization influence job performance and why employees differ in their reciprocation of favorable treatment. Future researchers can add the factor of organizational spontaneity, and in-role performance to enhance the validity of the study. Thirdly, the data should be collected in a longitudinal trend because social exchange interpretations that stress reciprocation's role in employee-employer relationships need to built up long term. Finally, future researcher can examine whether different demographics and

characteristics can lead to different outcomes. The further study should use qualitative method to get a much deeper inside understanding and to explore the causal relationship among variables.

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