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TITLE:

**Factors influencing hotel employees' organizational commitment**

AUTHOR

ADVISOR:

Student number:

227425

.....

Name:

Anna Vacziova

.....

Elisabeth Lind Melbye

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Signature administration:.....

## **Abstract**

*The aim of this cross-sectional research was to examine work-related factors' impact on the level of hotel employees' affective organizational commitment in hotels in Scandinavia. Another aim was to test a possible mediating role of perceived organizational support between career development/organizational rewards/organizational justice/leader-member exchange and affective organizational commitment. The topic is relevant as affective commitment is linked to employees' physical and psychological well-being and that affects both employee- and organizational-relevant outcomes. Furthermore, there is little research on organizational commitment in the hotel industry. Therefore, this study extends the research on organizational commitment by focusing on the hotel industry.*

*In addition to the theory related to organizational commitment, the literature review describes the chosen work-related factors hypothesized to influence affective organizational commitment: career development, organizational rewards, organizational justice, perceived organizational support and leader-member exchange.*

*Using a sample of 155 hotel employees, the study found that the work related factors included in the study model explain more than 50% of the variance in affective organizational commitment ( $R^2=52.7\%$ ,  $p<.001$ ). Perceived organizational support and procedural justice made a statistical significant unique contribution to the prediction of affective organizational commitment ( $\beta=.502$ ,  $p<.001$ ;  $\beta=.256$ ,  $p<.001$ ; respectively). Results from the mediation analysis may suggest that perceived organizational support mediates positive associations of career development and interpersonal justice with affective commitment.*

*The findings extend the existing research and bring exciting opportunities for future studies, as well as valuable implications for managerial practices in the hotel industry.*

Keywords: Affective organizational commitment, perceived organizational support, organizational justice, career development, organizational rewards, leader-member exchange, hotel industry

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## **Foreword**

Our workplace is where we spend a considerable amount of time in our lifetime. It is very important for our well-being to feel positively attached to our organization; therefore I have chosen to study work-related factors affecting us to remain dedicated to work at the hotel industry.

I would like to sincerely thank to my mentor, Elisabeth Lind Melbye for her guidance, valuable advices and continuous support throughout my thesis. I am thankful to her for reading and commenting on my thesis and helping me enhance the quality of this work. This work could not have been done without her dedication, skills and positive attitude.

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Lastly, my sincere gratitude goes to my class colleagues and family who were my practical and moral support during this period.

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Anna Vacziova



*"Unless commitment is made, there are only promises and hopes; but no plans"*

Peter F. Drucker

## **1 Introduction**

### **1.1 Background**

Hotels are among the most competitive businesses in the world, operating in a fast-changing environment (Enz, 2010). Since the market competition in the hotel industry is high, there will be always pressure to do things more efficiently. For successful hotel operations, employees must be well trained, satisfied and committed. Efficiency of human resource management opens a chance for successful hotel operations.

However, in fast-changing environment, it is less achievable to sustain employees. The environment has a high pace, so job stress and emotional exhaustion at work can cause burnout or physical or psychological distress (Shani, Uriely, Reichel, & Ginsburg, 2013). Therefore, it is particularly necessary to track organizational commitment development. Studies have found that affective organizational commitment has the strongest and most favourable correlations with organization-associated outcomes as job performance, absenteeism and turnover, as well as with employee-relevant outcomes as stress and well-being (Meyer & Allen, 1991; Meyer & Smith, 2000; Meyer, Stanley, Herscovitch, & Topolnytsky, 2002; Meyer & Maltin, 2010).

Service is the interaction of employees and customers, and undoubtedly a primary aspect of the hotel industry. A long-term relationship with customers depends highly on

the employees (Bowen & Lawler, 1992). To study hotel employees' attitudes, perceptions, and values may indicate their future behaviour and service quality.

Hence, studying factors influencing employees' affective organizational commitment in the hotel industry should be fruitful. Recent studies have been focusing on the concept of emotional labor, since occupations in the hospitality industry require expressing "feelings such as enthusiasm, friendliness, cheerfulness" despite negative emotions (Shani et al., 2013, p.150). Affective commitment is related to employees' physical and psychological well-being (Meyer & Maltin, 2010). Affective commitment has been viewed in a recent study as the core of commitment (Mercurio, 2015). Organizations are engaged to attract, maintain and retain employees with skills and capabilities. Therefore, the continual focus on antecedents of emotional attachment to an organization has not faded. It has been also suggested that organizational commitment of employees is important for organizational efficiency and effectiveness (Beck & Wilson, 2000).

Various research models and variations of commitment have been proposed over the years and the discussion of these issues goes beyond the objective of this study. This paper looks at a number of factors, as independent variables chosen from previous research, influencing employee affective dedication to work in the hotel sector.

## **1.2 Overall aim of the thesis**

Organizational commitment in the context of the hotel industry is under-researched. This study proposes a two-folded aim. One aim is to re-test various factors

influencing affective organizational commitment in the Scandinavian hotel industry setting and another aim is to test the possible mediation by perceived organizational support between the independent variables and affective organizational commitment.

With these aims, this study extends the research of affective organizational commitment in the hotel industry.

### **1.2.1 Specific research objectives**

Specific objectives of this study are to examine factors influencing commitment level of hotel employees. These factors are career development, organizational rewards, perceived justice, perceived organizational support and leader-member exchange. Furthermore, the possible mediation between the mentioned factors and affective commitment by perceived organizational support is tested.

Therefore, the research questions are the following:

**R1: What influence do career development, organizational rewards, procedural justice, interpersonal justice, perceived organizational support and leader-member exchange have on the level of hotel employees' affective organizational commitment?**

**R2: Does perceived organizational support mediate the relationship between career development, organizational rewards, procedural justice, interpersonal justice, leader-member exchange and affective organizational commitment?**

### **1.3 Structure of the thesis**

The research questions are examined through literature review, which explains the concepts of organizational commitment and various factors, presents proposed research models and suggests hypotheses. The methodology explains how the research is approached and designed, what measurements are used, how the data is collected and analyzed. The results and discussion consists of a critical view of the results and the research limitations. At the end of the research paper, the conclusion sums up the findings and a section of appendices is presented.

## **2 Literature review**

### **2.1 Social exchange theory**

Resources of exchange can be two types: economic and social exchange (Blau, 1964). Social exchange theory is a frame of reference that movement of resources take place through a social process (Emerson, 1976). Social exchanges occur in any organizations. Such a mutual exchange is important obligation, when the resources are continuously exchanged. In contrast to the pure economic viewpoint, the social exchange is expressed through the emotional ties to the organization (Eisenberger, Huntington, Hutchinson, & Sowa, 1986). Employees and organizations apply the reciprocity norm in order to gain benefit from the relationship (Rhoades, Eisenberger, & Armeli, S., 2001).

The organizational support theory, in the context of social exchange theory approach, examines the role of social exchange in employees' perception of the organizational contribution to their organizational well-being (Eisenberg et al., 1986, 2010; Eisenberger, Fasolo, Davis-LaMastro, & Schmitt, 1990). According to Eisenberg et al. (1986), organizational support is perceived through organizational agents. A favourable perception of organizational support should produce a felt obligation to care about the organization (Rhoades et al., 2001). As well as, work experiences can help to explain the perception of support and commitment process (Rhoades et al., 2001). Nevertheless, this process should lead to favourable outcomes as higher job performance and/or reduced turnover (Rhoades et al., 2001).

### **2.2 Commitment as a respond to leadership**

It is a difficult task for leadership to focus on building relationships, maintaining employee dedication and well-being, and at the same time, carry out successful operations in a competitive business. According to Daft & Lane (2011), the new paradigm of leadership involves developing others, building emotional connections and creating integrity.

One of the employees' responses to the use of leadership power is their commitment to the organization (Daft & Lane, 2011). Employees' compliance to carry out instructions is a less effective way to achieve desired results and employees' resistance is the least effective response to leadership power when there is any attempt to influence others (Daft & Lane, 2011). Therefore, organizational commitment is particularly very important when changes in the organization occur (Daft & Lane, 2011). It is needless to say, changes occur constantly within a dynamic organization carrying potential risk and uncertainty. Employee commitment could assist to overcome resistance to carry out tasks and the fear from occurring changes (Daft & Lane, 2011).

### **2.3 Organizational commitment**

The concept of organizational commitment has brought importance in attempting to understand the stability and the intensity of employee dedication to work (Eisenberg et al., 1990). Commitment is a difficult concept to define. To understand its theoretical roots, some of the definitions of organizational commitment are presented. Organizational commitment is:

*“the relative strength of an individual's identification with and involvement in a particular organization”* (Mowday, Steers, & Porter, 1979, p. 226).

*“the psychological attachment felt by the person for the organization; it will reflect the degree to which the individual internalizes or adopts characteristics or perspectives of the organization”* (O'Reilly & Chatman, 1986, p. 493).

*“a psychological state that binds the individual to the organization i.e., makes turnover less likely”* (Allen & Meyer, 1990, p. 14).

One of the current re-conceptualization of organizational commitment has identified commitment as a bond.

*“a volitional bond reflecting dedication and responsibility for a target”* (Klein, Molloy & Brinsfield, 2012, p. 131).

The variations in definition caused the development of various forms of commitment (Meyer, Becker, & Vandenberghe, 2004). Mowday et al. (1979) has viewed commitment as a singular construct, on the other hand, others (O'Reilly & Chatman, 1986; Eisenberger et al., 1990; Allen & Meyer, 1990) have developed commitment to a multidimensional model. Eisenberger et al., (1990) viewed organizational commitment as a concept of two major viewpoints: emotional-based and calculative instrumental aspect. The dominant framework of organizational commitment is the three-component framework of Meyer & Allen (1991), namely affective, continuance and normative (Bergman, 2006; Mercurio, 2015). The model emphasizes desires (affective OC), needs (continuance OC) and obligations (normative OC) (Meyer & Allen, 1991). Affective commitment refers to the emotional attachment and involvement of employees' in the

organization. Employees reporting high affective commitment will most probably continue working with the organization, because they want to (Meyer & Allen, 1991). Continuance commitment refers to employees' virtue costs that they would have, if they decide to leave the organization. These employees will commit to the organization, because they need to (Meyer & Allen, 1991). Normative commitment refers to the feeling of obligation employees have, so they continue with the organization. Employees with high normative commitment will remain because they feel that they have to (Meyer & Allen, 1991).

Organizational commitment research is fragmented and calls for evidence-based practice (Mercurio, 2015). A recent study has supported that affective commitment is more predictive of major organizational commitment consequences as turnover, absenteeism, and organizational citizenship behaviours than the other components of organizational commitment (Mercurio, 2015). Since the affective commitment is considered being the core of organizational commitment, the focus dimension of commitment in this study is approached by the emotional attachment to the organization, the affective organizational commitment.

#### **2.4 Factors influencing organizational commitment**

Factors influencing organizational commitment have been researched through different theoretical speculations and in various empirical research contexts (Meyer et al., 2002; Iqbal, Kiyani, Qureshi, Abbas, & Ambreen, 2012; Rhoades et al., 2001; Tansky & Cohen, 2001; Saqib, Abrar, Sabir, Bashir, & Baig, 2015; Eisenberger et al., 1990, 2010;



Cohen-Charash & Spector, 2001). The majority has focused on the antecedents of organizational commitment (Beck & Wilson, 2000).

Based on the meta-analyses of Meyer et al. (2002), links have been found between demographic variables (age, tenure), individual differences (locus of control, self-efficacy), work experiences (perceived organizational support, role ambiguity, role conflict, interactional justice, distributive justice, procedural justice), alternatives/investments and organizational commitment. The most strongly correlated antecedent of affective commitment is work experiences. Work experiences are consisted of comfort and competence variables (Meyer et al., 2002).

Another meta-analyses of Iqbal et al. (2012) is an extensive 46-studies review on organizational commitment research determining the fundamental antecedents as knowledge sharing, perceived justice, motivation and perceived organizational support.

Research has presented that HRM practices are well-grounded in theory of affective commitment to organizations (Meyer & Smith, 2000; Mercurio, 2015). Mercurio (2015) suggested future research to look further into HR practices and possibly identify new factors influencing affective commitment. Existing and newly developed HR practices are specifically important in the study of affective commitment (Mercurio, 2015).

After reviewing several studies to determine commonalities, the following factors have been chosen for examination in relation to affective commitment in this present study:

- Career development,

- Organizational rewards,
- Perceived justice,
- Perceived organizational support, and
- Leader-member exchange.

Even though, these factors have showed relation to commitment, the relation to commitment is not necessarily direct or unconditional (Meyer & Smith, 2000). Therefore, the investigation of these factors is particularly important focus of this research and practice.

### **2.5 Perceived organizational support as a mediator**

Research on perceived organizational support has indicated that the perception of organizations' caring influence employees' commitment (Eisenberger et al., 1986; Eisenberger et al, 1990). Meyer & Smith (2000) has tested perceived organizational support as a mediator between HRM practices (career development, benefits, training, performance appraisal) and organizational commitment in manufacturing, distribution and financial services organizations. The affective commitment both correlated with HRM practices and perceived organizational support, and POS mediated the relationship of HRM practices and commitment (Meyer & Smith, 2000). This suggests that HRM practices can influence by their support employees' attachment to the organization. The study has also examined the mediation of procedural justice, however, in this case, perceived organizational support served also as a mediator between procedural justice and commitment (Meyer & Smith, 2000).

Rhoades et al., (2001) have examined the mechanism of affective commitment through the perceived organizational support mediation and work experiences as organizational rewards, procedural justice and supervisor support in variety of sales organizations. The results showed that favourable work experiences contribute to organizational support, and organizational support increases affective commitment (Rhoades et al., 2001). Perceived organizational support contributed to affective commitment over time (2- and 3-years periods) (Rhoades et al., 2001). Although, tenure was controlled, it is not ruled out that other third variables could associate the relation (Rhoades et al., 2001). These findings supported organizational support theory and other social exchange approaches that employees consider favourable treatments with greater commitment and performance (Rhoades et al., 2001). The main importance of the study is that it showed evidence how basic work experiences influence affective commitment through the mediation by perceived organizational support and supported causality between perceived organizational support and affective organizational commitment.

## **2.6 Outline of hypotheses**

### **2.6.1 Career development**

Career development is one of the major human resource concepts. Career development was widely proposed as occupational choices, which are developing through years and being a lifelong process (Patton & McMahon, 2014). The concept of career development has been significantly evolving in various practices. Historically, it has been viewed as a vertical career path on the way up and it was assumed that every employee

wants it (Merchant, 2010). On the other hand, horizontal career development approach is advancement at the same level and significantly improves employees' understanding of the organizational workflow at the same line of level (Bowen and Lawler, 1992). It may include cross-functional trainings, giving more power or authority to individuals at lower levels (Bowen and Lawler, 1992).

The relationship between employee development and organizational commitment has been supported in the study of Tansky & Cohen (2001), where the main findings confirmed that managers who are satisfied with employee development are more committed to the organization. The fact is that many organizations provide a variety of activities for their employees; however, they do not promote them as career development (Tansky & Cohen, 2001). This study tries to support the evidence that a formal career development program is necessary to lift up employees perceived organizational support and their commitment. This leads to the first hypothesis:

**H 1: Career development has a positive impact on affective organizational commitment.**

### **2.6.2 Organizational rewards**

Pay is an important stimulus for employees to stay within the organization (Mowday, Porter & Steers, 2013). Employees typically receive both financial rewards as salary, bonuses, promotions and non-financial rewards as recognition, awards, and gift certificates. Rewards can be intrinsic, such as a sense of achievement when perform a task (Bartol & Srivastava, 2002) or extrinsic rewards, an external appreciation of either

tangible (pay raise, fringe benefits) or intangible (job security, verbal praise) rewards (Mahaney & Lederer, 2006).

The main function of remuneration and reward systems is to influence employee behaviour towards membership, to join and retain employees in the organization, and to influence their performance, to motivate and reinforce desired behaviour (Agarwal, Cantano, Hackett, & Kline, 1998). The lack of rewards can create weak work environment, job dissatisfaction or retention.

Research in industrial sector showed that tangible and intangible rewards had a significant impact on the organizational commitment (Saqib et al., 2015). Therefore, we can propose that the level of organizational rewards (extrinsic - tangible and intangible rewards) might be positively related to organizational commitment. Even though, other research suggests that better paying positions are not necessarily associated with higher commitment in organizations (Mowday et al., 2013).

**H 2: Organizational rewards have a positive impact on affective organizational commitment.**

### **2.6.3 Perceived organizational support**

Eisenberger et al. (1986) have suggested that employees construct a belief of how much the organization values their input and care about their well-being. This belief has developed through the personification of organization by agents of the organization (Levinson, 1965 in Eisenberger et al., 1986). Therefore, perceived organizational support would include a degree of agreement with the organization's reaction to illness, mistakes,

performance, organization's interest to make employees' job meaningful (Eisenberger et al., 1986). The perception of being cared about would enhance the efforts of employees on behalf to the organization (Eisenberger et al., 1990).

A study of perceived organizational support has found that perceived organizational support is in causal relation to affective commitment, and employees with high perception of organizational support express higher affective commitment (Rhoades et al., 2001).

Therefore, we propose that there will be a positive impact of perceived organizational support on affective commitment indeed in the hotel industry setting.

**H 3: Perceived organizational support has a positive impact on affective organizational commitment.**

#### **2.6.4 Perceived justice**

In organizational sciences, justice is referred to a subjective perception of fairness (Colquitt, Conlon, Wesson, Porter, & Ng, 2001). In psychology, the study of fairness started with Adam's equity theory (Cohen-Charash & Spector, 2001). Adam's equity theory concentrated on the fair distribution of outcomes defined by comparing the input-output ratio (Colquitt et al., 2001). Distributive justice is concerned with the fairness of outcome distribution (Cohen-Charash & Spector, 2001).

After the distributive perspective, research focused on procedural justice, since findings discovered that the fair distribution is not always the most important (Cohen-Charash & Spector, 2001). Procedural justice is the fairness of procedures used, when

allocation or distribution takes place (Cohen-Charash & Spector, 2001). In organizational setting, Leventhal (1980) and Leventhal et al. (1980) have extended the procedural determinants (Colquitt et al., 2001).

Organizational justice literature has been further extended, suggesting focusing on interactional aspect of justice perception. Interactional justice is referred to both interpersonal justice, which reflects to the way the outcomes are communicated and informational justice, which gives explanation of why the outcomes are distributed in a certain way (Colquitt et al., 2001).

Distributive, procedural, interpersonal and informational justices are the facets of organizational justice and each contribute uniquely to the subjective perception of fairness (Colquitt et al., 2001).

In the research of Colquitt et al. (2001), dimensions of justice have been tested in relation to organizational outcomes. In relation to organizational commitment, both distributive and procedural justice dimensions showed high correlation, interpersonal justice noted weak and informational justice detected moderate correlation. Since procedural justice represents resource allocation processes, it has been related most strongly to organizational commitment (Cohen-Charash & Spector, 2001). Distributive justice has been related mainly to particular affective, cognitive and behavioural outcomes.

It is known that context influences the importance of various justice dimensions (Cohen-Charash & Spector, 2001). For example, it has been predicted that procedural

justice is more important than distributive justice in cases, where people get into difficult situations in context, like lay-offs (Cohen-Charash & Spector, 2001).

Furthermore, a meta-analysis of 70 studies in various contexts indicated fairness treatment as one of the major category of beneficial work treatment associated with perceived organizational support (Rhoades & Eisenberger, 2002). Fair treatment of this study included subscales as procedural justice, politics and supervisor support (Rhoades & Eisenberger, 2002).

Therefore, based on the presented literature, procedural justice is chosen for examination because it has possibly the most favourable impact on affective commitment out of the justice dimensions. Furthermore, the interpersonal justice dimension is chosen for examination in relation to affective commitment, in order to find out more about the possible impact of other justice dimensions in the hotel industry context.

The following propositions are made:

**H4: A high level of perceived procedural justice has a positive impact on affective organizational commitment.**

**H5: A high level of perceived interpersonal justice has a positive impact on affective organizational commitment.**

### **2.6.5 Leader-member exchange**

Leader-member exchange (LMX) investigates “how leader-member relationships develop over time and how the quality of exchange relationships affects outcomes” (Daft & Lane, 2011, p.49). Leaders establish in-group and out-group relationships with their



subordinates. In-group relationships are the ones, in which leader and member has typically similar characteristics as background, interests, values, level of competence, interest in the job (Daft & Lane, 2011). Research in general supports that this high quality relationships will lead to higher performance, better outcomes, greater satisfaction and commitment (Daft & Lane, 2011).

LMX theory and affective organizational commitment research found a moderating influence of supervisors' organizational embodiment (SOE) between leader-member exchange and affective commitment. SOE means that employee identifies the supervisors' identity to the identity of the organization (Eisenberger et al., 2010). The identification of high or low quality of identity influences the outcomes (Eisenberger et al., 2010).

Another studies have also investigated in exchange relationships by examining employee-organization exchange and subordinate-supervisor exchange (Settoon, Bennett, Liden, & Bobko, 1996; Wayne, Shore & Liden, 1997). These studies accepted that employees engage in multiple exchange relationships, which imply to different benefits of each exchange (Settoon et al., 1996; Wayne et al., 1997). The results reported that both exchange types might differently affect employee behaviours and attitudes (Settoon et al., 1996; Wayne et al., 1997). These two studies had not supported the impact of leader-member exchange on affective commitment, implying that the subordinate-supervisor exchange is different from the employee-organization exchange.

On the other hand, a study from the hotel industry reported that the leader-member exchange positively influences affective organizational commitment (Garg & Dhar, 2014).

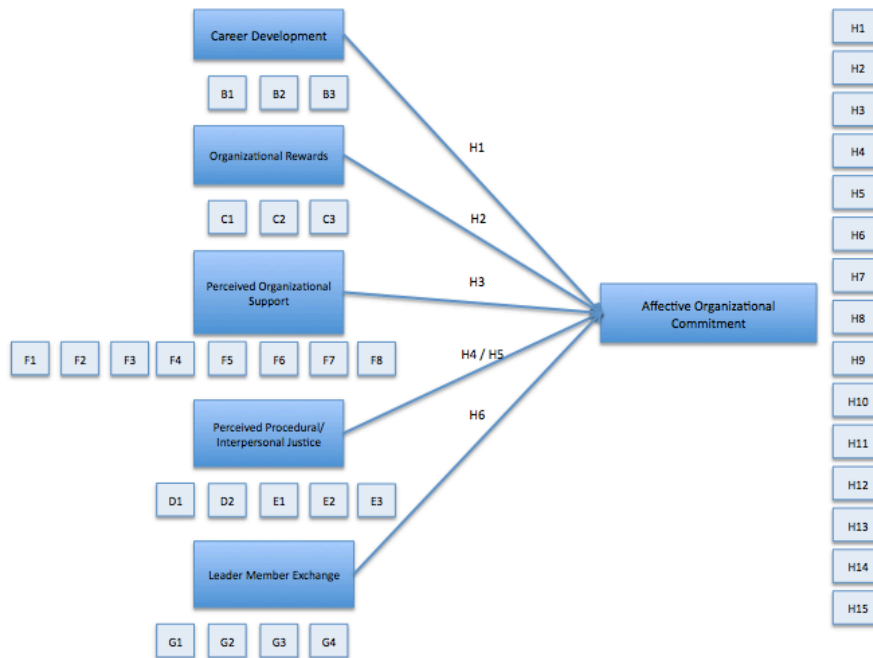
Therefore, it leads to the following hypothesis:

**H6: A high level of LMX has a positive impact on affective organizational commitment.**

### **2.7 Proposed models**

Two models are developed based on the literature review of factors affecting organizational commitment in the hotel sector context. The independent variables consist of work experience variables.

The following variables are proposed to have a positive impact on organizational commitment in the hotel industry: career development, organizational rewards, procedural justice, interpersonal justice, perceived organizational support and leader-member exchange (Figure 1).



**Figure 1 Proposed Model 1**

A second model is developed based on the assumption that perceived organizational support has been researched in previous studies as a mediator of the relations between work experiences and organizational commitment. Thus, a second model is proposed (Figure 2).

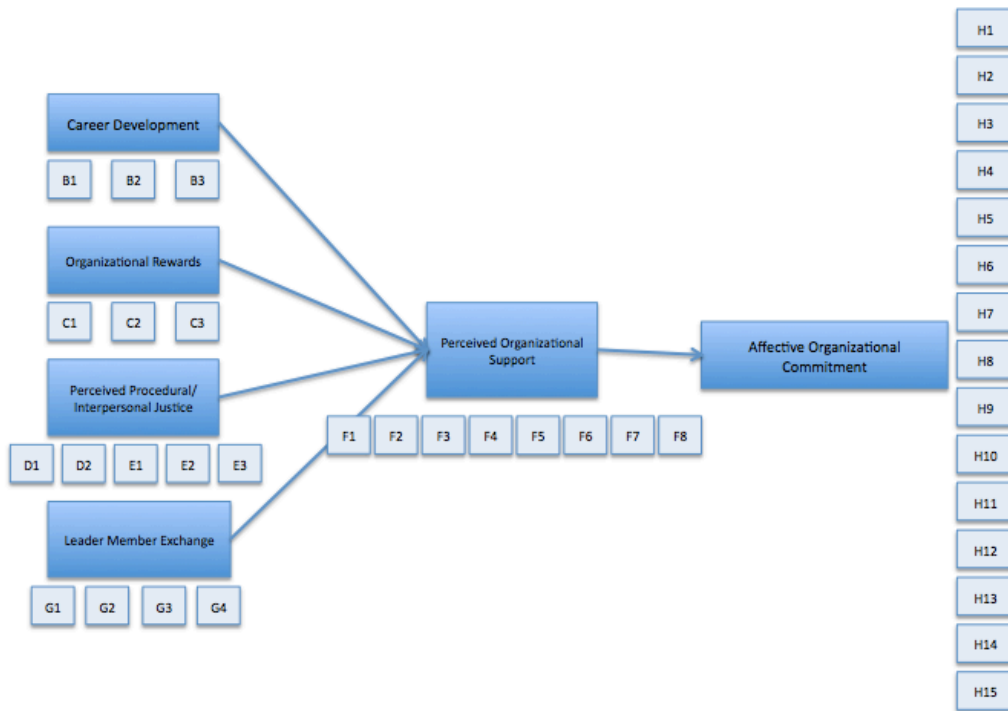


Figure 2 Proposed Model 2

### **3 Methodology**

The methodology explains how the research has been designed and carried out. It provides information about the design, sampling, measurements, data collection process and data analyses used in the research.

#### **3.1 Research Approach and Design**

The research approach is based on existing theory. In order to respond to the aims, a cross-sectional design was used. The study aims to test causal relationships, although the results can only give support to the previously identified causal relationships, because of the cross-sectional design. The research uses quantitative data as a result of the data collection method.

#### **3.2 Sample**

A form of non-probability sampling design, convenience sampling was chosen to access data within the limited resources for an individual MSc project. The needed sample size was calculated based on the requirements for data suitability for regression analysis and factor analysis.

In regression analysis, the sample size determines generalisability. The formula used for calculating suitable sample size for multiple regression analysis was:  $N > 50 + 8m$  (where  $m$  is the number of independent variables) (Tabachnick & Fidell, 2007 in Pallant, 2010). In this case, an adequate sample size would be 98 cases. If the dependent variable is skewed, more cases will be needed (Pallant, 2010). Then, the recommendation

is a ratio of 40 cases for every independent variable (Pallant, 2010). In this case, the adequate sample size would be 240 cases.

To determine further suitable sample size, the assumptions for factor analysis were examined. In ideal circumstances, the overall sample size for factor analysis is 150 cases, if solutions have several high loading variables (above .80) (Pallant, 2010). Another option to reveal adequate sample size is to follow the ratio of participants (cases) to items rule. Nunnally (1978) recommended 10 to 1 ratio, others suggested 5 to 1 ratio, meaning that five cases are needed for each item to be analyzed (Pallant, 2010). In our case, according to the 5 to 1 ratio, an adequate sample size would be 190 cases.

To sum up, sample size is an important assumption both for factor analyses and regression analyses. In this case, the calculated adequate sample size to meet criteria for both techniques was 150 cases.

The achieved sample distribution is presented in Table 1.

	Number of respondents	Percentage
<b>Gender</b>		
Male	65	41.9%
Female	90	58.1%
<b>Age group</b>		
19-31	99	63.9%
32-44	42	27.1%
45+	11	7.1%
<b>Tenure</b>		
0-1 year	35	22.6%
2-4 years	84	54.2%
5-7 years	18	11.6%
8-10 years	4	2.6%
11 and more years	14	9%
<b>Employment type</b>		
Full-time employment	66	42.6%
Part-time employment	67	43.2%
Temporary work/ Extra help/ On-call employment	22	14.2%

**Table 1 Descriptive Statistics**

A total of 155 respondents working in the hotel industry completed the questionnaire. This sample included 58% female and 42% male participants, with age ranging from 19 to 50, with a mean age of 29,75 (SD= 7,67). 43% of the respondents were working full-time, 43% part-time and 14% working as temporary employed. Approximately half of the respondents (54%) reported a current work experience between 2-4 years, then followed 23% between 0-1 year, 12% between 5-7 years, 9% between 11 years and more and 3% between 8-10 years.

### **3.3 Data Collection**

In order to obtain sufficient data set for the research, the data collection started February 2016 and continued till the middle of April 2016. Both paper and online form of data collection was practiced. Paper questionnaires were distributed by in-site visits of 10 both independent and chain hotels in Stavanger, Norway. The online questionnaire was distributed via e-mails to around 120 hotels in Scandinavia and a follow-up e-mail was sent requesting participation of hotels, in order to increase response rate. The questionnaire is given in Appendix 1.

### **3.4 Measurements**

To establish reliability and validity, the measurements of variables have been founded in previous research. Respondents evaluated the total of 38 questionnaire items on 5-point Likert-type scales from 1 – “strongly disagree” to 5 – “strongly agree”.

### **3.4.1 Career development**

Career development measures have been adapted based on Meyer & Smith (2000). The items have addressed organizations interest in pursuing development programs, perceived opportunity for development and fairness of promotional practices. Meyer & Smith (2000) has applied a 7-item scale. The coefficient alfa for the composite measure was 0.94. In this study, a 3-item scale measured the perceived career development opportunities in the organization in order to not overwhelm respondents:

1. This organization provides regular opportunities for personal and career development for its employees. 2. This organisation has career development activities to help an employee identify and/or improve abilities, goals, strengths & weaknesses. 3. This organization offers good opportunities for promotion.

### **3.4.2 Organizational rewards**

Organizational rewards items have been employed from Rhodes et al. (2001) originally based on Eisenberger et al. (1997). The items assessed information about recognition, pay and benefits within the organization: 1. Employees are given positive recognition when they produce high quality work. 2. This organization pays well. 3. This organization offers good benefits compared to other organizations.

### **3.4.3 Perceived organizational support**

Prior studies have applied the Survey of Perceived Organizational Support developed by Eisenberger et al. (1986) consisting 36 items. This study uses an 8-item



version of POS developed by Rhodes et al., (2001). The scale measures employees' global perception of the organization's contribution and care to their well-being: 1. My organization really cares about my well-being. 2. My organization strongly considers my goals and values. 3. My organization shows little concern for me. (R) 4. My organization cares about my opinion. 5. My organization is willing to help me if I need a special favour. 6. Help is available from my organization when I have a problem. 7. My organization would forgive an honest mistake on my part. 8. If given the opportunity, my organization would take advantage of me. (R)

#### **3.4.4 Perceived justice**

Research on each measure of organizational justice showed that the inclusion of those facets is adequate to predict organizational outcomes. Therefore the inclusion of more complex relationships may improve outcomes (Colquitt et al., 2001). For the purpose of this study, procedural and interpersonal justice items will be included based on Colquitt (2001) and Paterson, Green, & Cary (2002).

Procedural justice scale measures have been assessed from Paterson et al. (2002), originated from Folger and Konovsky (1989). Procedural justice items are important since they signify if the authorities value individuals in a collective manner (Colquitt, 2001): 1. He/she treats all groups of employees consistently. 2. He/she is accessible to everyone.

Interpersonal justice scale developed by Colquitt (2001) based on the original work of Bies & Moag (1986) has been used to measure how fair the organization treats its

employees: 1. He/she treats me with respect. 2. He/she treats me in a polite manner. 3. He/she holds back from improper remarks or comments.

### **3.4.5 Leader-member exchange**

The leader-member exchange scale measures the employees' perceived quality of the exchange relationship between themselves and their supervisors (Eisenberger et al. 2010). The original scale of Liden and Maslyn (1998) used 12 items, measuring four dimensions: affection ( $\alpha=.96$ ), professional respect ( $\alpha=.78$ ), contribution ( $\alpha=.70$ ) and loyalty ( $\alpha=.92$ ) (Eisenberger et al. 2010).

For the purpose of this study, a 4-item scale was chosen, so it included all four dimensions of the original scale. The first item targeted employees' affection to their supervisor, the second item their professional respect towards the supervisor, the third item supervisors' loyalty and fourthly employees' contribution: 1. I like my supervisor very much as a person. 2. I respect my supervisor's knowledge of and competence on the job. 3. My supervisor would defend me to others in the organization, if I made an honest mistake. 4. I do not mind working my hardest for my supervisor.

### **3.4.6 Affective organizational commitment**

Several researchers have challenged the three-component model of organizational commitment (Cohen, 2007; Solinger, Van Olffen, & Roe, 2008; Mercurio, 2015). Solinger et al. (2008) argued that the three-components are different concepts. Mercurio (2015) has identified affective commitment as the core of organizational commitment.

Even though, Meyer & Allen (1990) have developed good psychological measurements of scales and acceptable discriminant validity of the three dimensions (Cohen, 2007), the Organizational Commitment Questionnaire (OCQ), relating to affective commitment, has been used most frequently in the empirical literature (Beck & Wilson, 2000).

According to Mowday et al. (1979), the Cronbach's Alpha values of OCQ lie between .82 and .93. The majority of the studies revealed a one-factor structure for the measurement instrument (e.g. Ferris & Aranya, 1983; Maier & Woschée, 2002; Mathieu et al., 2000; Morrow & McEllroy, 1986; Mowday, Steers & Porter, 1979; Tayyab, 2007, in Kanning & Hill, 2013), yet several others suggested a two-factor solution, where positively and negatively worded items load differently (e.g. Lee, 2005; Tetrick & Frakas, 1988; Caught, Shadur & Rodwell, 2000; Yousef, 2003, in Kanning & Hill, 2013). According to Caught et al. (2000), both factors measure a similar aspect of commitment, so the second factor does not comprise any new knowledge. Therefore, Caught et al. (2000) suggested the one factor-solution, if it is necessary to exclude the negatively worded items.

The OCQ has been suggested for continued use to increase consistency and coherence within literature (Beck & Wilson, 2000). Therefore, this particular instrument was selected as an appropriate measure of affective organizational commitment, including both positively and negatively worded items: 1. I am willing to put in a great deal of effort beyond that normally expected in order to help this organization be successful. 2. I talk up this organization to my friends as a great organization to work for. 3. I feel very little loyalty to this organization. (R) 4. I would accept almost any type of job assignment in

order to keep working for this organization. 5. I find that my values and the organization's values are very similar. 6. I am proud to tell others that I am part of this organization. 7. I could just as well be working for a different organization as long as the type of work was similar. (R) 8. This organization really inspires the very best in me in the way of job performance. 9. It would take very little change in my present circumstances to cause me to leave this organization. (R) 10. I am extremely glad that I chose this organization to work for over others I was considering at the time I joined. 11. There's not too much to be gained by sticking with this organization indefinitely. (R) 12. Often I find it difficult to agree with this organization's policies on important matters relating to its employees. (R) 13. I really care about the fate of this organization. 14. For me this is the best of all possible organizations for which to work. 15. Deciding to work for this organization was a definite mistake on my part. (R)

### **3.5 Pre-test of questionnaire**

Prior the data collection, pre-tests of the questionnaire were conducted at hotel sites. Pre-tests at two different times were conducted on a hotel site by interviewing hotel employees after they filled in the questionnaire. At time 1, six participants were asked to comment on the content, understanding and consistency of questions and on their emotional response to the survey questionnaire after completion. The pre-tests continued until the comments of participants reached its peak as no new comments were obtained. Therefore, we can consider the amount of pre-tests conducted sufficient.

After the first pre-test, the items of procedural and interpersonal justice were reformulated. The change involved making the procedural and interpersonal justice more

present in the organizational level and not through the leader of the organization. Procedural justice items: *D1. This organization listens to the interests (concerns) of employees. D2. This organization makes sure that all employees' interests (concerns) are considered.* Interpersonal justice items: *E1. In this organization, I am treated with respect. E2. In this organization, I am treated in a polite manner. E3. In this organization, I don't get improper (not appropriate) remarks or comments.* Finally, an extra explanation was added for F8 item, to ensure its' intended meaning. So, an explanatory synonym was added to the item, according to the Oxford Dictionary: *F8. If given the opportunity, my organization would take advantage of me (= treat me unfairly).*

Pre-test at time 2 examined the same aspects of the questionnaire as the first pre-test, but no further item reviewing were proposed by the four pre-test interviewees.

### **3.6 Data analysis**

All data were processed using the SPSS statistical software package version 21. First, preliminary analyses were used to obtain descriptive statistics for both categorical and continuous variables. This included checking data distribution and further examining normality and possible outliers. Assessing normality was obtained by skewness and kurtosis values and outliers were examined for extremes through box-plots.

#### **3.6.1 Testing reliability**

Reliability is a necessary aspect to include for a selected scale in a study. A measure is reliable when it agrees with the independent but comparable measures of the

same trait or construct of a given object (Churchill, 1979). “*Reliability depends on how much of the variation in scores is attributable to random or chance errors*” (Churchill, 1979, p.65). Cronbach’s alfa coefficient was used, which is one of the most employed indicators of internal consistency (Pallant, 2010). Cronbach’s alfa above 0.7 is considered to be reliable, showing excellent internal consistency (Pallant, 2010). A low coefficient alfa indicate that the items perform poorly in capturing the construct (Churchill, 1979). Then items with corrected item-total correlation close to zero should be deleted (Churchill, 1979). However, as Churchill (1979) pointed out, reliability is not sufficient condition for validity.

### **3.6.2 Factor analysis**

Factor analysis was used to determine the dimensionality of the measured constructs. The measures were tested for both convergent and discriminant validity. Convergent validity of a measure means that multiple indicators of one construct will act alike or converge (Neuman, 2011). If there is a weak convergent validity measures should not have been combined into one measure. On the other hand, discriminant validity tests the association in relation to the other constructs (Neuman, 2011). Principal component analyses (PCA) were used to test the convergent and discriminant validity of the measures.

### **3.6.3 Regression analysis**

Single and multiple regression analysis were used to identify the overall predictive power of the set of independent variables on the dependent variable and the direction and the size of the effect of each of those variables on the dependent variable (Neuman, 2011). The statistical significance also told us whether the results are likely to be generalized to the population (Neuman, 2011).

## 4 Results

First of all, the normal distribution of the scores was examined. Then, the reliability and validity of the measurements were assessed. Finally, the Model 1 and Model 2 results were tested.

### 4.1 Distribution of scores

The Appendix 2 shows the distributional aspects of each scale by calculating minimum, maximum, mean, standard deviation, variance, skewness and kurtosis values. Table 2 shows each subscale scores' distribution.

	Mean	SD	Skewness	Kurtosis
Career Development (3)	3.62	.937	-.510	-.675
Organizational Rewards (3)	3.54	.850	-.529	.041
Procedural Justice (2)	3.68	.888	-.818	.630
Interpersonal Justice (3)	4.12	.849	-1.101	.989
Perceived Organizational Support (5)	3.94	.753	-1.105	1.753
Leader-Member Exchange (4)	4.26	.786	-1.150	.655
Affective Commitment (8)	4.03	.751	-1.511	2.973

**Table 2 Distribution of scores for subscales**

The means of the organizational rewards subscale and career development subscale were the lowest, while the leader-member exchange subscale and the interpersonal justice subscale were the highest. Examining standard deviation, the affective organizational commitment variables had the lowest standard deviation, as well as the perceived organizational support variables (SD=.751 and SD=.753, respectively). As suggested by Kline (2011), skewness values between -3 and +3 and kurtosis values between -8 and +8 were chosen as an acceptable range of normality. In this research, the skewness values of variables were all clustered towards the high end. The kurtosis values of variables showed both peakness (at items G2, G3, H1) and relative flatness (at items



B2, C2, H3). All scales and subscales' skewness and kurtosis values indicated that the scales were relatively normally distributed, therefore satisfying the normality assumption for further multivariate analysis.

#### 4.2 Data quality - Reliability & validity

Further data analysis continued with the examination of construct validity. First, we inspected the reliability of the instruments to assess their quality, and then we examined convergent validity of the constructs to assess if the multiple measures operate well together. Table 3 reports on the questionnaire's subscales, number of items in the subscale, factor loadings' minimum and maximum, communalities' minimum and maximum, Cronbach's alpha and the variance explained by the first factor.

Subscale name (number of items)	Factor loadings mix - max	Communalities mix - max	Cronbach's alpha	Variance explained by the first factor
Career Development (3)	.90-.92	.81-.85	.90	83%
Organizational Rewards (3)	.76-.89	.57-.80	.75	67%
Procedural/Interpersonal Justice (2/3)	.90-.93/.34-.89 <sup>a</sup>	.64-.90	.88/.83	59%
Leader-Member Exchange (4)	.76-.89	.58-.80	.82	66%
Perceived Organizational Support (8)	.38-.85 <sup>b</sup>	.32-.75	.82	48%
Affective Commitment (15)	.64-.83 <sup>c</sup>	.53-.80	.89	42%

**Table 3 Subscale name, factor loadings, communalities, internal consistency coefficients, variance explained by the first factor**

<sup>a</sup> These are the results of the Varimax rotation. The items of procedural and interpersonal justice were put together in one PCA.

<sup>b</sup> Item F7 had a higher cross-load and items F3 and F8 had high loadings to a second factor. Loadings are presented in Table 4.

<sup>c</sup> Items H4, H5, H6, H8, H10, H13, H14 had higher loadings to a second factor and items H7, H9, H11, H12 to a third factor. Loadings are presented in Table 5.

Correlation matrixes revealed the presence of all positive correlations above .3. The KMO values for the subscales were ranged from .62 to .90, and Bartlett's Test of Sphericity reached statistical significance for all subscales. The principal component analyses were undimensional in 5 out of 7 cases. The subscale of perceived organizational support and affective commitment were further retained for investigation.

Table 4 presents the factor loadings of perceived organizational support at PCA with Varimax rotation.

<b>Rotated Component Matrix</b>		
	<b>Component</b>	
	<b>1</b>	<b>2</b>
Perceived Organizational Support (F5)	.868	
Perceived Organizational Support (F6)	.852	
Perceived Organizational Support (F1)	.810	
Perceived Organizational Support (F2)	.795	
Perceived Organizational Support (F4)	.741	
Perceived Organizational Support (F8)		.820
Perceived Organizational Support (F3)		.781
Perceived Organizational Support (F7)	.368	.428
Extraction Method: Principal Component Analysis.		
Rotation Method: Varimax with Kaiser Normalization.a		
a. Rotation converged in 3 iterations.		

**Table 4 Perceived Organizational Support - Rotated Component Matrix**

The Component 2 consisted of the two reversed items of the subscale (F3 and F8) and one cross-load the item (F7). Even though the items had been previously correctly reversed, these items appeared as a part of a second component.

Analyzing the Perceived Organizational Support measurement, prior studies assessed many different types of organizations and occupations (Eisenberger et al., 1990; Rhodes et al., 2001). This study surveyed the sample of hotel employees and revealed that the negative items (F3 and F8) do not support well the other positively worded items of

Perceived Organizational Support in the hotel organization setting. After analyzing previous studies, a journal article on hotel employees' perceived organizational support and organizational commitment had similarly removed the negatively worded items and two positively worded items because of the inadequacy of the structure of factors in this setting (Colakoglu, Culha, & Atay, 2010). Therefore, only items within the component 1 were retained due to several strong factor loadings within component 1. The cut off point had been set to .4, so the cross-loading item (F7) was consequently removed. A separate factor analysis was performed in order to ensure unidimensionality of the factor, resulting in one factor explaining a total of 69.30 % of the variance, factor loadings between .77 and .86 and communalities between .59 and .74. The reliability of the 5-item scale was .889.

Table 5 presents the factor loadings of affective commitment at PCA with Varimax rotation.

<b>Rotated Component Matrix<sup>a</sup></b>	
	<b>Component</b>
	<b>1    2    3</b>
Affective Organizational Commitment (H2)	.786 .347
Affective Organizational Commitment (H1)	.773
Affective Organizational Commitment (H3) (R)	.758
Affective Organizational Commitment (H15) (R)	.712
Affective Organizational Commitment (H6)	.640 .449
Affective Organizational Commitment (H14)	.790
Affective Organizational Commitment (H10)	.781
Affective Organizational Commitment (H5)	.432 .620
Affective Organizational Commitment (H13)	.424 .553
Affective Organizational Commitment (H8)	.494 .541
Affective Organizational Commitment (H4)	.534
Affective Organizational Commitment (H12) (R)	.777
Affective Organizational Commitment (H9) (R)	.725
Affective Organizational Commitment (H7) (R)	.392 .680
Affective Organizational Commitment (H11) (R)	.384 .649
Extraction Method: Principal Component Analysis.	
Rotation Method: Varimax with Kaiser Normalization. <sup>a</sup>	

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a. Rotation converged in 5 iterations.

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Note. The item with (R) is negatively worded.

**Table 5 Affective Commitment - Rotated Component Matrix**

Previous research revealed that there could be a possible explanation for two- or three-factor structures of the OCQ instrument. Even though, Mowday et al. (1979) discovered a one-factor solution, it was pointed out that this 15-item scale should be used in caution, since it is sensitive to the circumstances of administration. Respondents might easily disassemble the questionnaire if they feel like, for example, unsure how the questionnaire will be used or threatened by completing. This serves a possible reason of the three-factor structure. According to previous studies, the suggested solution is to use the short version of the scale, excluding the negatively worded items (Mowday et al., 1979; Caught et al, 2000). The positively worded items are generally equal to the full instrument, even though the full instrument has been recommended to use (Mowday et al., 1979, Caught et al, 2000).

Analyzing Component 3, it included the fewest items and only negatively worded items, loading strongly to a different component than the other items. A Varimax rotation of all scales revealed that the factor loadings of this component 3 were all smaller than the cut-off .4. According to the literature and the rotation results, these negatively worded items could be eliminated. Therefore, it was decided that these items will be eliminated of further examination; and Component 1 and Component 2 were further retained for investigation.

Two separate inspections revealed that Component 1 is explaining 57,13% of the variance, while Component 2 is explaining 54,39% of the variance. To interpret these two components, a Varimax rotation was performed. In our case, only Component 1 produced factor loadings to one component, as Component 2 items did not operate well together. Therefore, the subscale of affective commitment was calculated from the Component 1. A separate PCA was performed in order to ensure unidimensionality, resulting in one factor explaining a total of 57% of the variance, factor loadings between .64 and .83 and communalities between .41 and .69. The reliability of the 8-item scale was Cronbach's alfa .89.

For further analysis of construct validity, discriminant validity was assessed. The rotated component matrix is presented as Table 6. The seven constructs loaded to seven factors each separately and only one cross-loaded item (H8) appeared with factor loading higher than .4.

<b>Rotated Component Matrix<sup>a</sup></b>							
	<b>Component</b>						
	1	2	3	4	5	6	7
Affective Organizational Commitment (H1)	.699						
Affective Organizational Commitment (H2)	.722						
Affective Organizational Commitment (H3)	.683						
Affective Organizational Commitment (H5)	.650						
Affective Organizational Commitment (H6)	.673						
Affective Organizational Commitment (H8)	.543	.465					
Affective Organizational Commitment (H13)	.617						
Affective Organizational Commitment (H14)	.596						
Affective Organizational Commitment (H15)	.591						
Career Development (B1)				.826			
Career Development (B2)				.786			
Career Development (B3)				.803			
Organizational Rewards (C1)					.637		
Organizational Rewards (C2)					.680		
Organizational Rewards (C3)					.759		
Procedural Justice (D1)							.750
Procedural Justice (D2)							.705
Interpersonal Justice (E1)							.652

Interpersonal Justice (E2)		.739
Interpersonal Justice (E3)		.616
Perceived Organizational Support (F1)	.694	
Perceived Organizational Support (F2)	.710	
Perceived Organizational Support (F4)	.706	
Perceived Organizational Support (F5)	.662	
Perceived Organizational Support (F6)	.739	
Leader-Member Exchange (G1)	.762	
Leader-Member Exchange (G2)	.840	
Leader-Member Exchange (G3)	.741	
Leader-Member Exchange (G4)	.752	
Extraction Method: Principal Component Analysis.		
Rotation Method: Varimax with Kaiser Normalization. <sup>a</sup>		
a. Rotation converged in 10 iterations.		

**Table 6 Rotated Component Matrix of each scale**

### 4.3 Correlations between variables

Prior to model analyses, the relationships between variables were investigated using Pearson product-moment correlation coefficients to both get a first impression of the relations and also to assess multicollinearity. Checking the correlations between each independent variable assessed the singularity of each independent variable (correlations between .2 and .6). No multicollinearities were found examining the relations between the independent variables. Table 7 presents the results of bivariate correlations between independent and dependent variables.

	CD	OR	PJ	IJ	LMX	POS	AC
<b>Career Development (CD)</b>	1						
<b>Organizational Rewards (OR)</b>	.53**	1					
<b>Procedural Justice (PJ)</b>	.48**	.52**	1				
<b>Interpersonal Justice (IJ)</b>	.36**	.43**	.44**	1			
<b>Leader-Member Exchange (LMX)</b>	.27**	.22**	.25**	.54**	1		
<b>Perceived Organizational Support (POS)</b>	.49**	.45**	.50**	.60**	.41**	1	
<b>Affective Commitment (AC)</b>	.47**	.42**	.56**	.47**	.32**	.69**	1

Note. \*\* Correlation is significant at the 0.01 level (2-tailed).

**Table 7 Pearson's correlation between independent and dependent variables**

All six subscales (career development, organizational rewards, procedural justice, interpersonal justice, perceived organizational support and leader-member exchange) correlate positively and significantly with affective organizational commitment (.47, .42, .56, .47, .69, .32 respectively). There was a strong, positive correlation between interpersonal justice variables and perceived organizational support ( $r=.604$ ,  $n=155$ ,  $p<.0005$ ) and a strong, positive correlation between perceived organizational support and affective organizational commitment ( $r=.691$ ,  $n=155$ ,  $p<.0005$ ).

#### **4.4 Regression analysis for Model 1**

Our Model 1 proposed that the 6 independent variables have a positive influence on affective organizational commitment. Standard multiple regression was used to test Model 1.

The assumptions of the standard multiple regression were previously checked. The collinearity diagnostics (Tolerance and VIF values) did not reveal any warning sign of possible multicollinearity of the independent variables. The Normal Probability Plot confirmed the results of suggesting no major deviations from normality as the points were distributed on a reasonable straight diagonal line from the bottom left to the right. The Scatterplot residuals resulted roughly rectangularly, concentrated mainly along the 0 point.

Table 8 shows the results of the standard multiple regression analysis on factors affecting affective organizational commitment. The factors (career development, organizational rewards, procedural justice, interpersonal justice, perceived organizational

support and leader-member exchange) explained 52.7 % of the variance in affective commitment (R square = 54.5 %, adjusted R square = 52.7 %). The model reached statistical significance.

	$\beta$
<b>Career Development</b>	.09
<b>Organizational Rewards</b>	-.00
<b>Procedural Justice</b>	.26*
<b>Interpersonal Justice</b>	.01
<b>Leader-Member Exchange</b>	.02
<b>Perceived organizational support</b>	.50*
<b>R<sup>2</sup></b>	54.5 %
<b>R<sup>2</sup> adjusted</b>	52.7 %

Note. \* Correlation is significant at the 0.001 level.

**Table 8 Standard multiple regression analysis on factors affecting affective organizational commitment**

We could conclude that the construct perceived organizational support was much more related to the construct of affective organizational commitment than the other constructs (standardized coefficient  $\beta = .502$ ). Perceived organizational support and procedural justice variables made a statistically significant unique contribution to the prediction of the affective organizational commitment. The other variables (career development, interpersonal justice, organizational rewards and leader-member exchange) did not make a significant unique contribution to the prediction of the dependent variable. Results are provided as Appendix 3.

In addition, partial correlation coefficients provided useful information about the model. By squaring the results of part, we got the contribution of the variable to the total R square, retrieving the information of how much of the total variance in the dependent



variable is explained by that variable and how much R square would drop if it would not be included in the model. In this case, perceived organizational support explains 13 % of the total variance in total affective organizational commitment. The total unique contribution of each variable to R square was 17.5 % (career development 0.5%, procedural justice 4%, perceived organizational support 13%). The part correlation values indicated the unique contribution of each variable without any overlap or shared variance to R squared.

Independent Variables	Part	Squared Part	Contribution to R <sup>2</sup>
Career Development	.069	.005	0.5 %
Organizational Rewards	-.002	.000	0 %
Procedural Justice	.201	.040	4 %
Interpersonal Justice	.010	.000	0 %
Perceived Organizational Support	.360	.130	13 %
Leader-Member Exchange	.020	.000	0 %
<b>Total Contribution to R<sup>2</sup></b>			<b>17.5 %</b>

Table 9 Independent variables contribution to R<sup>2</sup>

To conclude, this model explains 52.7 % of the variance in affective organizational commitment. Of these six variables, the largest unique contribution was made by the perceived organizational support ( $\beta = .502$ ), although procedural justice also made a statistically significant contribution ( $\beta = .256$ ).

Table 10 summarizes the results of the hypotheses testing. Only two out of six our hypotheses were supported.

Hypotheses	Result
H1: Career development has a positive impact on affective organizational commitment.	Not supported
H2: Organizational rewards have a positive impact on affective organizational commitment.	Not supported
H3: Perceived organizational support has a positive impact on affective organizational commitment.	Supported
H4: A high level of perceived procedural justice has a positive impact on affective organizational commitment.	Supported
H5: A high level of perceived interpersonal justice has a positive impact on affective	Not

organizational commitment.	supported
H6: A high level of LMX has a positive impact on affective organizational commitment.	Not supported

**Table 10 Hypotheses results**

#### 4.5 Regression analyses for Model 2

The second model proposed the mediation by perceived organizational support between the independent variables (career development, organizational rewards, procedural justice, interpersonal justice, leader-member exchange) and the dependent variable (affective commitment).

Even though, the previous multiple linear regression analysis showed that only perceived organizational support and procedural justice made a statistically significant contribution to affective organizational commitment, all the independent variables were tested in relation to the possible mediation impact on affective commitment.

To test the possible mediation, a four-step approach according to Baron & Kenny (1986) with several regression analyses was conducted.

##### 4.5.1 Mediating role of POS

The results of the four-step approach assessing potential mediating effects by perceived organizational support are presented in Table 11.

	Step 1 $\beta$	Step 2 $\beta$	Step 3 $\beta$	Step 4 $\beta$
<b>Career Development</b>	.20***	.22**		.09
<b>Organizational Rewards</b>	.03	.07		-.00
<b>Procedural Justice</b>	.34*	.18***		.26*
<b>Interpersonal Justice</b>	.20***	.38*		.01
<b>Leader-Member Exchange</b>	.07	.09		.02
<b>Perceived organizational support</b>			.69*	.50*
<b>R<sup>2</sup></b>	.42*	.49*	.48*	.55*

Note. \*= $p < .001$ , \*\*= $p < .01$ , \*\*\*= $p < .05$ .

**Table 11 Associations between various factors and affective commitment, testing for potential mediation by perceived organizational support (stepwise regression)**

Even though only 2 out of 6 measured factors were significantly associated with affective commitment, all factors were included in the stepwise regression models, in order to test all possible associations.

The association between career development/interpersonal justice and affective commitment were no longer significant, when perceived organizational support was added to the model in step 4, indicating indirect mediation by perceived organizational support. The statistical significance of these indirect variables on the outcome variable through the mediating variable dropped. Conversely, the association of procedural justice and affective commitment did not change when adding perceived organizational support, indicating a direct relation between variables. The testing did not support the possible mediation of the association between organizational rewards/leader-member exchange and affective commitment by perceived organizational support.

To sum up, the testing revealed an indication of two mediations between career development/interpersonal justice and affective commitment by perceived organizational support.

Based on the results, a final model is presented in Figure 3:

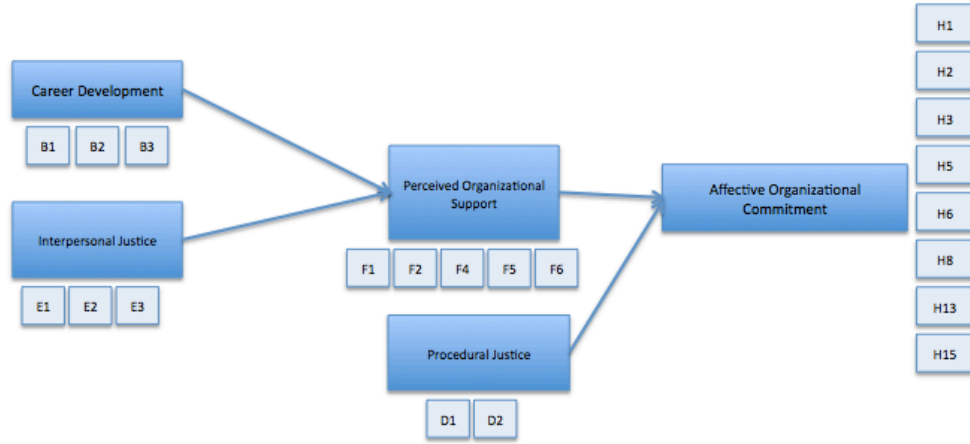


Figure 3 Final model

## **5 Discussion**

The aim of this thesis was to test various factors influencing affective organizational commitment in the hotel industry setting and to test possible mediation by perceived organizational support between the work-related independent variables and affective organizational commitment.

### **5.1 Data quality**

The internal consistency examined by reliability analysis (measured by Cronbach's alfa) was satisfactory. The validity of the measures was assessed using principal component analyses. All indicators loading to their respective factor determined that the measures have convergent validity. Finally, these measures not just reported convergent validity but discriminant validity.

### **5.2 General discussion**

As initially expected, all the work related concepts (career development, organizational rewards, perceived justice, perceived organizational support, and leader-member exchange) showed significant positive relation to affective organizational commitment. However, the results of the first research question helped to uncover that only some of the predictors (perceived organizational support, perceived procedural justice) had direct effects on affective commitment, while the results of the second research question recognized that perceived organizational support mediated the

relationship between career development/interpersonal justice and affective commitment. Further, the results of this study supported the social exchange theory approach.

### **5.2.1 Perceived organizational support**

One of the supported social exchanges was that employees construct a belief of how much the organization is committed to them and care about their well-being (Eisenberg et al., 1986) and this perception improves the efforts of employees on behalf to the organization (Eisenberg et al., 1990). The results of this study supported this exchange and proposed that hotel employees would have higher affective commitment (emotional attachment) to the organization, if they perceive organizational contribution to their well-being. This is in line with the research of Eisenberg et al. (1986, 1990, 2010). Even though, our results could not determine causality, the research of Rhoades et al. (2001) took repeated measurements of perceived organizational support and affective commitment over time in two samples of employees. Their results revealed that perceived organizational support was positively related to temporal changes in affective commitment in both samples, which suggests the perceived organizational support leads to affective commitment (Rhoades et al., 2001; Rhoades & Eisenberger, 2002). Other cross-sectional studies reports widespread of possible evidence of an uncertain causal order of perceived organizational support and affective commitment.

In our study, perceived organizational support was found to have the strongest effect on employees' affective commitment among all the tested work related variables. It is in line with the finding of Rhoades et al. (2001). However, in the role of a mediator,

perceived organizational support showcased an association to different work-related variables as reviewed by Rhoades & Eisenberger (2002).

### **5.2.2 Organizational justice**

Like organizational commitment, organizational justice has also multiple dimensions (Colquitt et al., 2001). Previous research suggested that procedural justice is a better predictor of commitment than the distributive or interpersonal justice (Folger & Konovsky, 1989). In our study, procedural justice was found to have a direct effect on the employees' affective commitment. It means that if the hotel employees' perceive a higher level of procedural justice, they would have a higher level of affective commitment to the organization. This finding is consistent with the social exchange theory. In accordance with previous studies, procedural justice has been similarly found to have the strongest relation to affective organizational commitment (Gim & Desa, 2014; López-Cabarcos, Machado-Lopes-Sampaio-de Pinho, & Vázquez-Rodríguez, 2015). On the other hand, other findings have proposed an indirect effect of procedural justice on affective commitment mediated by perceived organizational support (Meyer & Smith, 2000; Rhoades et al., 2001). The conflicting results in previous research indicate that the subject might be depending on a specific context.

Furthermore, the interpersonal justice dimension of organizational justice was investigated in the hotel context. The findings indicated a unique mediation role of perceived organizational support between interpersonal justice and affective commitment for the hotel industry context.

Previous research suggested that the dimension of interpersonal justice might be a different type of social exchange, not necessarily capturing the exchange between the employee and the organization. According to Cropanzano, Prehar, & Chen (2002), the direct effect of procedural justice on affective commitment and the indirect effect of interpersonal justice on affective commitment could be explained by the social exchange theory, assuming that procedural justice applies more to the exchange between the employee and the organization, while the interactional justice, which includes interpersonal justice, may refer to the exchange between the employee and his/her supervisor (Cropanzano et al. 2002). In our study, the interpersonal justice items were assessed through questions about justice in the organization; however, we cannot rule out that the employees associated the organization with their supervisor.

Based on the discussed findings and literature, undoubtedly, organizational justice dimensions might play a critical role indeed in the hotel industry setting.

### **5.2.3 Career development**

Our findings suggested that career development has a possible indirect effect on affective commitment mediated by perceived organizational support. Employees, who perceive that the organization offers career development programs, that there is an opportunity for career development and a fairness of promotion within the organization, reported a higher level of perceived organizational support. Although causality could not be determined, these results indicate that perception of career development may influence perceived organizational support and therefore impact on employees' affective



commitment. With other words, when organizations invest in employee development, they also increase a stronger social exchange relationship between the employee and the organization. This is in line with the findings of Wayne et al. (1997), in which developmental experiences had a strong relation to perceived organizational support.

The explanation that the higher investment in employees' career development, impacts higher perceived organizational support and therefore higher employee affective commitment, may be more relevant for employees, who have the higher needs in their work experience. Having career goals and achieving better professional ability belong to higher needs of self-actualization.

Our findings also provide support to the findings of Wang, Weng, Mcelroy, Ashkanasy, & Lievens (2014) that the intrinsic rewards, as the recognition of career growth, might be more related to affective organizational commitment, than an extrinsic reward.

#### **5.2.4 Organizational rewards**

This study supposed that organizational rewards have impact on affective commitment of employees, since employees might be attracted to recognition, pay and benefits, so it influences their dedication to the organization. However, the impact of organizational rewards, in the form of extrinsic rewards, on affective commitment was not supported.

One possible explanation is drawn from the research of Wang et al. (2014), in which intrinsic and extrinsic rewards were investigated in relation to affective

organizational commitment. Their findings supported our results, that the intrinsic reward might be more related to affective commitment, than the extrinsic reward. The extrinsic rewards are more in relation with the economic consideration for staying in an organization (Wang et al., 2014). Therefore, we can assume that extrinsic rewards impact other outcomes than affective organizational commitment.

### **5.2.5 Leader-member exchange**

As expected, the leader-member exchange showed a positive relationship to affective commitment. It is in line with the general findings about leader-member exchange and affective organizational commitment in various studies (Eisenberg et al., 2010). However, our results did not find any indication of an impact of leader-member exchange on affective commitment. As the study of Eisenberg et al. (2010) pointed out, one potential explanation is that supervisors do not get enough power to be perceived as organizational agents. The employees' affective commitment is possibly highly effected by the moderating influence of supervisors' organizational embodiment between leader-member exchange and affective commitment (Eisenberg et al., 2010). This is, however, not necessarily the case in various contexts (Eisenberg et al., 2010). Another potential explanation is drawn from another previous study, which examined the distinctiveness of perceived organizational support and leader-member exchange (Wayne et al., 1997). These findings support our results that these two constructs had been developed independently and that they are two different types of social exchange types. It may imply that employees distinguish between social exchanges with leaders and with organizations

(Wayne et al., 1997). Although, the leader may be viewed as the distributor of exchanges in the organization (Eisenberg et al., 1986), as a distributor of rewards, provider of career advice and training opportunities etc. So, the nature of leader-member exchange could possibly impact directly or indirectly the employees' perception of organizational support (Wayne et al., 1997). Our results supported the findings of a distinctive social exchange type of leader-member exchange, not contributing to the social exchanges with the organization.

### **5.3 Contributions**

In light of the above discussion, this study seeks to suggest practical implications for hotel managers, leaders and supervisors, who want to keep and encourage their employees to work in the hotel industry and proposes interesting opportunities for future research in the hotel industry setting.

#### **5.3.1 Managerial implications**

The findings of the study provide valuable insight for hotel managers, leaders and supervisors about the work-related factors, which may increase their employees' affective commitment, in other words, which factors makes employees more emotionally attached to their organization. When a hotel organization suffers from weak employee commitment, it may suffer from poor performance or performance only when managers giving orders. Committed employees are creating the productive work environment. To find possible areas of improvement, investigation should be assessed by examining

perceived organizational support and perceived justice among employees in the company. Normally, it is the human resources taking care of the employees' well-being in a company. However, in a hotel organization human resources might only represent one person. Therefore, it could be naturally difficult to keep contact with all the employees, to maintain equity in those relationships and to ensure their organizational well-being. Even though, employees receive support from the organization, different perception of support may exist among employees. Supervisors are frequently referred to in the literature as perceived organizational agents, therefore it is suggested that supervisors take time to establish closer relationships to subordinates by talking to them frequently about organizational procedures and asking them for their opinion about work related issues. It may reinforce the perception of transparency and equity in the organization and help to develop supportive policies, procedures and practices. The aspects of organizational support and justice are therefore thought to be critical to improve organizational commitment within employees, especially in high pace work environment, such as the hotel industry.

Finally, even though salary as an organizational reward did not contributed to organizational commitment, it is in relation to affective commitment and surely is an important aspect. However, our findings suggested that career development aspects might be one of the key factors to secure employees' commitment to the organization. It could be suggested that hotel managers should consider career goals when recruiting and selecting employees and placing them in positions. By doing so, it would enable to place the candidate into the right position, which fits his/her career goals. The perception of

career development progress can be tracked by regular meetings, which may energize and sustain employees in the hotel organization. Positively challenging tasks, a vision of promotion and formal/informal trainings can boost employees' well-being, which is not just a benefit for the employees, but it is a benefit for the organization and service quality at the same time. Since the service quality is depending on the relationship between the employees and guests, the managers, leaders and supervisors of the organization should focus on HR practices to mentor their employees. Through these supportive practices, leadership can identify quality improvements, make alignments and enhance organizational effectiveness.

By taking into account the results of supportive practices, leadership of the hotel might impact positively the environment in which they operate and consequently, allowing them to improve the bottom line of the company.

### **5.3.2 Implications for future research**

The application of longitudinal and experimental designs is desired to explore and test the directions of causal relationships. Examination over time may also contribute to the change in affective commitment over employment tenure.

Further research recommendation includes studying the effects of all four organizational justice dimensions (procedural, distributive, interpersonal, informational) in relation to affective organizational commitment in the hotel industry setting. This could bring new insight to the hotel industry context. The current study proposed a direct effect of procedural justice and indirect effect of interpersonal justice on affective commitment.

The inclusion of distributive justice should also be assessed, as according to Lowe & Vodanovich (1995), distributive justice had a stronger relationship to organizational commitment than procedural justice (Lowe & Vodanovich, 1995, in Colquitt et al., 2001). However, this finding might be context specific, so more research is needed in order to speculate about the effects of organizational justice on employees' affective organizational commitment in the hotel industry context.

Nevertheless, the perception of career development may be a fruitful path to follow, since our study showed an indirect effect on employees' affective commitment mediated by the perceived organizational support. Career growth perception is supposed to be context specific, therefore a deeper investigation into different contexts is needed to increase our current knowledge.

To conclude, further examination of the above-mentioned factors is suggested as they may contribute to increase the current theoretical knowledge, as well as bring practical implications to the hotel industry context. On the other hand, it would be valuable to include other factors to broaden variation of possible impacts on affective commitment in the hotel industry setting.

#### **5.4 Strengths and limitations**

The strength of this work is that it took previously validated measurement instruments from the literature and also included own reliability and validity testing in this specific study context. Prior to data collection, pre-tests of the questionnaire were conducted at hotel sites, in order to capture face validity of our measurements in the

judgement of potential respondents. The data quality in this specific context was assessed by reliability analyses and principal component analyses.

In spite of these strengths, there are some limitations that must be evaluated when considering the overall contribution of this work. One of the limitations of this study is our cross-sectional data. So it must be recognized that causal relationships among the variables cannot be determined. We can only suggest causal relationships based on previous findings in the literature.

Another limitation is our sample. Even though the sample size was adequate, the sample might not represent the actual workforce of the Scandinavian hotel industry. Therefore, it is important to test these factors within a larger and more diverse sample.

It should be also noted that this study's findings do not necessarily comprise the entire work-related factors in relation to affective organizational commitment. Undoubtedly, other factors may emerge in future investigation within the hotel industry setting.

## **6 Conclusion**

The high-paced and fast-changing environment of the hotel industry is challenging for its employees and leaders. The challenge for employees is to keep delivering satisfying results during all service encounters and naturally it may come with difficulties. It is the organization's workforce who plays an important role to keep the organization top-rated. If leadership wants to keep high performing and dedicated employees in their hotel organization, maintaining committed employees is essential.

This study examined factors that influence hotel employee's affective commitment level towards their organization. From the presented findings it is clear that perceived organizational support and procedural justice are significantly associated with the employees' affective commitment level. The perception of organizational rewards and leader-member exchange were not recognized to be determinants of the affective organizational commitment. One possible explanation may be that organizational rewards are a type of economic exchange, rather than social, and leader-member exchange is a type of social exchange with a leader, rather than the organization. The importance of career development and interpersonal justice in the organization was showcased to have impact on affective commitment by the mediating role of perceived organizational support.

Hotel managers, leaders and supervisors should get familiar with factors influencing emotionally committed labour and make their employees ready to deliver good service to hotel guests. They shall consider this study as supporting material to



understand their employees and as a help to create highly committed workforce to their hotel. Furthermore, this may contribute to the organization's bottom line.

Lastly, this study expects to stimulate future research on the topic of organizational commitment in the hotel industry.

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## Appendices

### Appendix 1 Questionnaire

*Dear respondent,*

*I would like to invite you to take part in this research on work-related concepts. I am a student at University of Stavanger completing my Master's degree in International Hotel and Tourism Leadership.*

***Instructions:** When filling in the questionnaire, please think about your hotel you currently work in. Indicate your answer by filling in or mainly by circling the number, which is next to your answer.*

***Condition:** This questionnaire is for hotel employees only. Please disregard if otherwise.*

*The questionnaire takes 5 min to complete. Be assured that all answers you provide will be kept in confidentiality. Thank you for your time and contribution!*

A1. When were you born? 19\_\_

A2. Gender    1 = Male  
                  2 = Female

A3. How long have you been working for your current organization?

- 1 = 0-1 year
- 2 = 2-4 years
- 3 = 5-7 years
- 4 = 8-10 years
- 5 = 11 and more years

A4. Employment type            1 = Full-time employment (100 %)  
    2 = Part-time employment ( any % less than 100% )



3 = temporary work / extra help / on-call employment

4 = Apprenticeship / Internship

*Please indicate your level of agreement with the following statements:*

B1. This organization provides regular opportunities for personal and career development.

[1] Strongly disagree; [2] Disagree; [3] Neutral; [4] Agree; [5] Strongly agree

B2. This organization has career development activities to help an employee identify / improve abilities, goals, strengths & weaknesses.

[1] Strongly disagree; [2] Disagree; [3] Neutral; [4] Agree; [5] Strongly agree

B3. This organization offers good opportunities for promotion.

[1] Strongly disagree; [2] Disagree; [3] Neutral; [4] Agree; [5] Strongly agree

C1. Employees are given positive recognition when they produce high quality work.

[1] Strongly disagree; [2] Disagree; [3] Neutral; [4] Agree; [5] Strongly agree

C2. This organization pays well.

[1] Strongly disagree; [2] Disagree; [3] Neutral; [4] Agree; [5] Strongly agree

C3. This organization offers good benefits compared to other organizations.

[1] Strongly disagree; [2] Disagree; [3] Neutral; [4] Agree; [5] Strongly agree

D1. This organization listens to the interests (concerns) of employees.

[1] Strongly disagree; [2] Disagree; [3] Neutral; [4] Agree; [5] Strongly agree

D2. This organization makes sure that all employees' interests (concerns) are considered.

[1] Strongly disagree; [2] Disagree; [3] Neutral; [4] Agree; [5] Strongly agree

E1. In this organization, I am treated with respect.

[1] Strongly disagree; [2] Disagree; [3] Neutral; [4] Agree; [5] Strongly agree

E2. In this organization, I am treated in a polite manner.

[1] Strongly disagree; [2] Disagree; [3] Neutral; [4] Agree; [5] Strongly agree

E3. In this organization, I don't get improper remarks or comments.

[1] Strongly disagree; [2] Disagree; [3] Neutral; [4] Agree; [5] Strongly agree

F1. My organization really cares about my well-being.

[1] Strongly disagree; [2] Disagree; [3] Neutral; [4] Agree; [5] Strongly agree

F2. My organization strongly considers my goals and values.

[1] Strongly disagree; [2] Disagree; [3] Neutral; [4] Agree; [5] Strongly agree

F3. My organization shows little concern for me.

[1] Strongly disagree; [2] Disagree; [3] Neutral; [4] Agree; [5] Strongly agree

F4. My organization cares about my opinion.

[1] Strongly disagree; [2] Disagree; [3] Neutral; [4] Agree; [5] Strongly agree

F5. My organization is willing to help me if I need a special favour.

[1] Strongly disagree; [2] Disagree; [3] Neutral; [4] Agree; [5] Strongly agree

F6. Help is available from my organization when I have a problem.

[1] Strongly disagree; [2] Disagree; [3] Neutral; [4] Agree; [5] Strongly agree

F7. My organization would forgive an honest mistake on my part.

[1] Strongly disagree; [2] Disagree; [3] Neutral; [4] Agree; [5] Strongly agree

F8. If given the opportunity, my organization would take advantage of me (= treat me unfairly).

[1] Strongly disagree; [2] Disagree; [3] Neutral; [4] Agree; [5] Strongly agree

G1. I like my supervisor very much as a person.

[1] Strongly disagree; [2] Disagree; [3] Neutral; [4] Agree; [5] Strongly agree

G2. I respect my supervisor's knowledge of and competence on the job.

[1] Strongly disagree; [2] Disagree; [3] Neutral; [4] Agree; [5] Strongly agree

G3. My supervisor would defend me to others in the organization, if I made an honest mistake.

[1] Strongly disagree; [2] Disagree; [3] Neutral; [4] Agree; [5] Strongly agree

G4. I do not mind working my hardest for my supervisor.

[1] Strongly disagree; [2] Disagree; [3] Neutral; [4] Agree; [5] Strongly agree

H1. I am willing to put in a great deal of effort beyond that normally expected in order to help this organization be successful.

[1] Strongly disagree; [2] Disagree; [3] Neutral; [4] Agree; [5] Strongly agree

H2. I talk up this organization to my friends as a great organization to work for.

[1] Strongly disagree; [2] Disagree; [3] Neutral; [4] Agree; [5] Strongly agree

H3. I feel very little loyalty to this organization.

[1] Strongly disagree; [2] Disagree; [3] Neutral; [4] Agree; [5] Strongly agree

H4. I would accept almost any type of job assignment in order to keep working for this organization.

[1] Strongly disagree; [2] Disagree; [3] Neutral; [4] Agree; [5] Strongly agree

H5. I find that my values and the organization's values are very similar.

[1] Strongly disagree; [2] Disagree; [3] Neutral; [4] Agree; [5] Strongly agree

H6. I am proud to tell others that I am part of this organization.

[1] Strongly disagree; [2] Disagree; [3] Neutral; [4] Agree; [5] Strongly agree

H7. I could just as well be working for a different organization as long as the type of work was similar.

[1] Strongly disagree; [2] Disagree; [3] Neutral; [4] Agree; [5] Strongly agree

H8. This organization really inspires the very best in me in the way of job performance.

[1] Strongly disagree; [2] Disagree; [3] Neutral; [4] Agree; [5] Strongly agree

H9. It would take very little change in my present circumstances to cause me to leave this organization.

[1] Strongly disagree; [2] Disagree; [3] Neutral; [4] Agree; [5] Strongly agree

H10. I am extremely glad that I chose this organization to work for over others I was considering at the time I joined.

[1] Strongly disagree; [2] Disagree; [3] Neutral; [4] Agree; [5] Strongly agree

H11. There's not too much to be gained by sticking with this organization indefinitely.

[1] Strongly disagree; [2] Disagree; [3] Neutral; [4] Agree; [5] Strongly agree

H12. Often I find it difficult to agree with this organization's policies on important matters relating to its employees.

[1] Strongly disagree; [2] Disagree; [3] Neutral; [4] Agree; [5] Strongly agree

H13. I really care about the fate of this organization.

[1] Strongly disagree; [2] Disagree; [3] Neutral; [4] Agree; [5] Strongly agree

H14. For me this is the best of all possible organizations for which to work.

[1] Strongly disagree; [2] Disagree; [3] Neutral; [4] Agree; [5] Strongly agree

H15. Deciding to work for this organization was a definite mistake on my part.

[1] Strongly disagree; [2] Disagree; [3] Neutral; [4] Agree; [5] Strongly agree

## Appendix 2 Descriptive Statistics – Descriptives

Descriptive Statistics										
	N	Min	Max	Mean	SD	Var	Skewness	Kurtosis		
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	SE	Statistic	SE
	c	c	c	c	c	c	c		c	
Age	152	19	50	29.75	7.670	58.825	.974	.197	.160	.391
Valid N (listwise )	152									

Descriptive Statistics										
	N	Min	Max	Mean	SD	Var	Skewness	Kurtosis		
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	SE	Statistic	SE
	ic	ic	ic	ic	ic	ic	ic		ic	
Career Development (B1)	155	1	5	3.72	.965	.932	-.455	.195	-.518	.387
Career Development (B2)	155	1	5	3.72	1.086	1.179	-.524	.195	-.661	.387
Career Development (B3)	155	1	5	3.43	1.032	1.064	-.463	.195	-.292	.387
Organization al Rewards (C1)	155	1	5	4.15	.820	.673	-1.283	.195	2.866	.387
Organization al Rewards (C2)	155	1	5	3.06	1.183	1.398	-.102	.195	-.776	.387

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Organizational Rewards (C3)	155	1	5	3.41	1.091	1.191	-.137	.195	-.570	.387
Procedural Justice (D1)	155	1	5	3.74	.979	.959	-.932	.195	.971	.387
Procedural Justice (D2)	155	1	5	3.63	.898	.807	-.602	.195	.291	.387
Interpersonal Justice (E1)	155	1	5	4.21	.972	.944	-1.158	.195	.545	.387
Interpersonal Justice (E2)	155	1	5	4.22	.962	.926	-1.074	.195	.314	.387
Interpersonal Justice (E3)	155	1	5	3.94	1.017	1.035	-.844	.195	.126	.387
Perceived Organizational Support (F1)	155	1	5	3.97	.956	.915	-.793	.195	.190	.387
Perceived Organizational Support (F2)	155	1	5	3.72	.979	.958	-.876	.195	.693	.387
Perceived Organizational Support (F4)	155	2	5	3.95	.792	.628	-.316	.195	-.464	.387
Perceived Organizational Support (F5)	155	1	5	4.01	.872	.760	-1.205	.195	2.276	.387

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Perceived Organizational Support (F6)	155	1	5	4.03	.915	.837	-1.044	.19	1.454	.38
								5		7
Leader- Member Exchange (G1)	155	1	5	4.25	1.004	1.008	-1.344	.19	1.178	.38
								5		7
Leader- Member Exchange (G2)	155	1	5	4.39	.957	.916	-1.809	.19	3.042	.38
								5		7
Leader- Member Exchange (G3)	155	1	5	4.17	.874	.764	-1.517	.19	3.204	.38
								5		7
Leader- Member Exchange (G4)	155	1	5	4.24	1.026	1.053	-1.408	.19	1.397	.38
								5		7
Affective Organizational Commitment (H1)	155	1	5	4.14	.893	.798	-1.613	.19	3.498	.38
								5		7
Affective Organizational Commitment (H2)	155	1	5	4.13	.945	.892	-1.245	.19	1.660	.38
								5		7
Affective Organizational Commitment (H3)	155	1	5	4.01	1.165	1.357	-.812	.19	-.603	.38
								5		7

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**Appendix 3 – Regression Analysis – Model 1**

Model Summary <sup>b</sup>						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.738 <sup>a</sup>	.545	.527	.516		

a. Predictors: (Constant), Total Leader-Member Exchange, Total Organizational Rewards, Total Procedural Justice, Total Career Development, Total POS, Total Interpersonal Justice  
 b. Dependent Variable: Total AC

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	47.307	6	7.885	29.560	.000 <sup>b</sup>
	Residual	39.477	148	.267		
	Total	86.784	154			

a. Dependent Variable: Total AC  
 b. Predictors: (Constant), Total Leader-Member Exchange, Total Organizational Rewards, Total Procedural Justice, Total Career Development, Total POS, Total Interpersonal Justice

Model	B	SE	Beta	Coefficients <sup>a</sup>		LB	UB	Zero-order	Partia	Part	Tolerance	VIF
1 (Constant)	Unstandardized		Standardized	t	Sig.	95.0% Confidence		order	Correlations		Collinearity	
	Coefficients		Coefficients			Interval for B					Statistics	
	866.282			3.073	.003	.309	1.422					

Total Career Development	.070	.057	.088	1.237	.218	-.042	.182	.468	.101	.069	.612	1.634
Total Organizational Rewards	-.002	.063	-.002	-.025	.980	-.127	.124	.416	-.002	-.001	.597	1.675
Total Procedural Justice	.217	.060	.256	3.617	.000	.098	.335	.560	.285	.201	.612	1.634
Total Interpersonal Justice	.012	.069	.014	.176	.861	-.125	.149	.473	.014	.010	.499	2.005
Total POS	.501	.077	.502	6.499	.000	.349	.653	.691	.471	.360	.515	1.944
Total Leader-Member Exchange	.023	.063	.024	.368	.714	-.102	.149	.323	.030	.020	.695	1.439

a. Dependent Variable: Total AC

Collinearity Diagnostics <sup>a</sup>											
Mode	Dimension	Eigenvalue	Condition Index	(Constant)	Variance Proportions						
					Total Career Development	Total Organizational Rewards	Total Procedural Justice	Total Interpersonal Justice	Total POS	Total Leader-Member Exchange	
1	1	6.845	1.000	.00	.00	.00	.00	.00	.00	.00	.00
	2	.048	11.886	.04	.23	.11	.06	.04	.04	.00	.12
	3	.031	14.925	.00	.59	.05	.46	.01	.00	.00	.03
	4	.026	16.248	.00	.10	.78	.37	.00	.01	.00	.00
	5	.021	18.004	.44	.00	.00	.04	.38	.11	.03	.03

6	.017	20.302	.23	.02	.02	.07	.02	.47	.45
7	.012	23.779	.29	.06	.05	.00	.55	.41	.37

a. Dependent Variable: Total AC

#### Casewise Diagnostics<sup>a</sup>

Case Number	Std. Residual	Total AC	Predicted Value	Residual
143	-4.002	2	3.57	-2.067

a. Dependent Variable: Total AC

#### Residuals Statistics<sup>a</sup>

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	2.11	4.97	4.03	.554	155
Std. Predicted Value	-3.474	1.699	.000	1.000	155
Standard Error of Predicted Value	.057	.210	.105	.033	155
Adjusted Predicted Value	1.98	4.98	4.03	.550	155
Residual	-2.067	1.017	.000	.506	155
Std. Residual	-4.002	1.970	.000	.980	155
Stud. Residual	-4.142	2.091	-.001	1.008	155
Deleted Residual	-2.214	1.146	-.001	.536	155
Stud. Deleted Residual	-4.390	2.116	-.003	1.020	155
Mahal. Distance	.858	24.489	5.961	4.525	155
Cook's Distance	.000	.174	.009	.022	155

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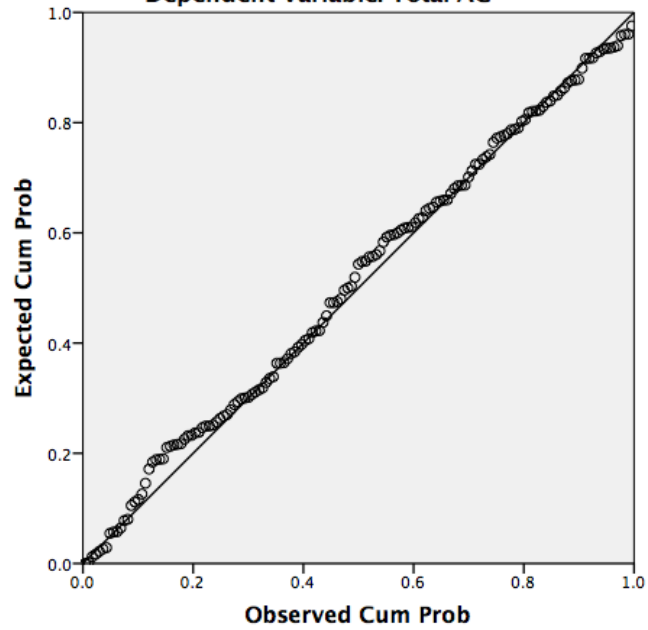
Centered Leverage Value	.006	.159	.039	.029	155
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a. Dependent Variable: Total AC

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**Normal P-P Plot of Regression Standardized Residual**  
 Dependent Variable: Total AC



**Scatterplot**  
 Dependent Variable: Total AC

