

Review Paper

Fortifying Organisational Commitment Through Job-related and Personal Resources: Evidence from the Indian Hotel Industry

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Abstract: In recent times, it has become critical for Indian hotels to determine the level of organisational commitment (OC) of their employees and to examine the role of the job and personal resources, in order to capitalise on their human assets' full potential. This paper aims to determine what and how job-related and personal resources have an impact on the OC of employees working in the Indian hotel industry. Data collected from 236 hotel employees was statistically analysed, and the analysis showed strong relationships among job resources, personal resources, and OC. Personal resources explained a greater variance in OC compared to job resources, which suggested that jobs in the Indian hotel industry should involve the employees with greater personal resources so as to help them manage the job demands effectively, perform better and, eventually, show greater levels of OC. The present study adds to the existing theoretical foundations regarding OC in the Indian hotel industry, and this can help practitioners to make robust managerial decisions in recruitment, selection, and training.

Keywords: Job resources, personal resources, organisational commitment (OC), Indian hotel industry

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Introduction

The Indian hotel industry has been closely associated with the growth and development of national and international trade and businesses which encourages national and international travel, thereby giving the hotel sector a boost (Chand & Ranga, 2018). The Indian hotel industry has both positive and negative aspects, like two sides of the same coin. On the one hand, impressive career growth, attractive

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salary packages, and luxurious lifestyles showcase the positive side of the jobs in the Indian hotel industry. On the other hand, the ungodly hours, poor work-life balance, job demands, and dispirited efficiency highlight the negative side (Chiang, Birtch, & Kwan, 2010; Peshave & Gujarathi, 2014).

The hotel sector has been influenced by the progress and disruptions associated with the industrial revolution (Osei, Ragavan, Kandappan, & Mensah, 2020). Literature on the impact of smart technologies on the hospitality and tourism industry often argue that technological advancements will continue to alter the business phases of the industry (Buhalis & Amaranggana, 2015; Gretzel, Sigala, Xiang, & Koo, 2015; Neuhofer, Buhalis, & Ladkin, 2015). Although the hotel industry has emerged as a powerful industry after the industrial revolution, the relationship between employees and employers remains delicate, thus is the key factor for better services to guests (Chand & Ranga, 2018). The hotel industry is known to be an employee-driven industry, implying that the overall quality and responsiveness of service employees is vital to the continued existence, success, and reputation of this industry (Chand & Ranga, 2018; Peshave & Gujarathi, 2014). In keeping with current competitive trends in the hotel sector, the demand for employees from diverse generations, such as millennials and Generation Z, is escalating (Francis & Alagas, 2017). Hotels must create effective strategies for employee management in response to the competitive environment and diverse workforce (Kala & Bagri, 2014), covering their recruitment, performance appraisal, engagement, and so forth to maximise their commitment towards the organisation. This study focuses on the importance of investing in employees, managing them and their careers, and retaining them in the long run to achieve organisational objectives.

Hotel organisations apply important concepts of job resources and personal resources in enhancing the engagement of their employees, which eventually translates into organisational commitment (OC). Numerous empirical studies have established relationships between job resources and work engagement, which implies the positive correlation between the two (Mauno, Kinnunen, & Ruokolainen, 2007). This positive correlation is particularly strong in industries that have high job demands (Bakker, Hakanen, Demerouti, & Xanthopoulou, 2007)—which is something typical of the Indian hotel industry. In addition to the relationship between job resources and work engagement, there are also ample studies that have established relationships between work engagement, job resources, and OC (Agyemang & Ofei, 2013; Bakker, Demerouti, de Boer, & Schaufeli, 2003; Cho, Laschinger, & Wong, 2006; Kim et al., 2017). Past literature have also suggested that personal resources such as self-efficacy (Mauno et al., 2007; Xanthopoulou, Bakker, Demerouti, & Schaufeli, 2007) and optimism are related to work engagement, which in turn predicted OC. Most of the previous work were cross sectional in nature or concentrated only on a handful of resources and studied specific groups,

such as dentists (Hakanen, Schaufeli, & Ahola, 2008), shipping industry employees (Sharma, Sengupta, & Banga, 2016), nurses (Cho et al., 2006), and service industry employees (Schaufeli & Bakker, 2004), among others. Thus, due to limited research on OC in the Indian hotel industry, this paper aims to investigate the role of job-related and personal resources in strengthening OC.

Literature Review

Job Resources and Personal Resources

As a theory of motivation, the fundamental principle of the conservation of resources (COR) theory is that humans get motivated in order to protect their existing resources and also tend to obtain new resources (Hobfoll, 1989). People acquire, preserve, and protect resources in a way that when such resources are endangered or when individuals fail to take advantage of them after significant efforts, they tend to get stressed. This present study aimed to study job resources and personal resources with regard to organisational commitment (OC).

According to the job demands-resources (JD-R) model, job resources are resources that deal with physical, social, psychological, and organisational factors related to the job which aid to accomplish overall work goals, lower the job demands, and stimulate development and growth of individuals (Schaufeli & Taris, 2014). These resources consist of factors such as performance feedback, autonomy, opportunities for development, social support, and coaching. They can be intrinsic or extrinsic prospects of motivation that can either accelerate personal development or help employees in accomplishing goals and objectives (Schaufeli & Bakker, 2004). When employees reach their goals, they feel more accomplished and thus tend to become more engaged and committed to their work (Hackman & Oldham, 1980). Job resources are associated with numerous positive outcomes, one of which is OC (Hakanen et al., 2008; Jong & Ford, 2016).

Personal resources refer to positive self-evaluations of an individual that help in controlling one's environment (Hobfoll, Johnson, Ennis, & Jackson, 2003) and is positively correlated to well-being (Judge, Van Vianen, & De Pater, 2004). Organisational-based self-esteem (OBSE) and self-efficacy are examples of personal resources that are important correlates to work engagement (Mauno et al., 2007; Xanthopoulou et al., 2007), and past literature have established relationships of work engagement with OC. Higher levels of personal resources lead to the enhanced positive self-regard of individuals; this makes an individual invest his or her soul in the work, resulting in them getting attached and committed to the organisation as well. In turn, the individual experiences high levels of accordance between their set goals and their competencies (Judge, Bono, Erez, & Locke, 2005). Individuals with such goal self-concordance are motivated from within to follow their goals and as a

result, they trigger satisfaction with the work and organisation (Youssef & Luthans, 2007).

Organisational Commitment

Individuals tend to show commitment towards their organisation because of some valued investments that they have built by continuing to stay in the organisation and building a relationship with it (Garg & Dhar, 2014). Organisational commitment (OC) is defined as “the relative strength of an individual’s identification with and involvement in a particular organisation” (Mowday, Steers, & Porter, 1979) and it consists of affective, continuance, and normative commitment which have been widely acknowledged in literature (Allen & Meyer, 1996; Gellatly, Meyer, & Luchak, 2006). Out of these three OC factors, affective OC represents unambiguous effects on turnover intentions and performance (Kurtessis et al., 2017; Meyer, Stanley, Herscovitch, & Topolnytsky, 2002). For organisations, higher levels of OC is a vital aspect that brings, maintains, and motivates key performing individuals (Michaels, Handfield-Jones, & Axelrod, 2001). Organisational commitment is the main cause of attitudes such as turnover behaviour and intentions, and job satisfaction (Allen & Meyer, 1996) because it has favourable effects on attitudes such as performance, helping behaviour, and organisational citizenship behaviour (Bryson, Forth, & Stokes, 2017; Organ & Ryan, 1995).

Indian Hotel Industry

The hotel industry is one of the key drivers of growth in the service sector in India (Rosario & Chavali, 2019). It has occupied a vital place within the Indian service industry and has observed amazing growth throughout the past few decades (Chand & Ranga, 2018). While domestic tourists have seen an increase to 1.65 billion (15.5%) in 2016, international tourists’ arrivals have also seen a remarkable growth since the turn of this millennium (Chand & Ranga, 2018). Tourism accounts for 9% of the gross domestic product (GDP) in India (Rosario & Chavali, 2019), which makes it a profitable hotel industry in the world. Societal factors such as increasing economic conditions, rising comfortable circumstances of people, higher disposable incomes, and a middle class that is constantly rising high, and increasing medical tourism as a national trend, have together augmented the demand of the Indian hotel industry (Rosario & Chavali, 2019). Increasing global tourists have realised India’s potential in the hotel industry and tourism, which is only going to grow in the coming years, in spite of the Covid-19 pandemic. As a whole, this has encouraged companies to invest in these sectors.

In the past few decades, the Indian hotel industry has attracted many research scholars and presented an avenue for different types of research. It is a critical industry which involves an increasing number of visitors, not only from within the country, but also worldwide. This implies that highly trained, satisfied, and committed hotel employees, who can deliver high quality service levels to tourists and provide

them with stellar service experience, are required in the hotel industry (Chand & Ambardar, 2010). In today’s scenario, retention of good hotel employees is a big challenge faced by medium- and small-sized hotel companies. A solution to this problem could be to become employer of choice by providing hotel employees with an intellectual capital environment and appealing job resources. This study proposes that the engagement of hotel employees can be enhanced through instilling likeable job-related and personal resources, which will subsequently enhance OC. Keeping the job characteristics of the Indian hotel industry in mind, a separate dedicated study with the opportunity for development is required to understand the role of job resources and personal resources in terms of hotel employees’ OC.

Objectives and Hypotheses

The research problem identified in this study was assessing what job resources and personal resources were related to the organisational commitment (OC) of employees in the Indian hotel industry, and ascertaining how these resources contributed in determining the level of OC among them. This study used OC as the dependent variable. Five job resources, namely coaching, opportunities for development, performance feedback, social support, and autonomy, as well as two personal resources, that is, efficacy and optimism, were used as independent variables (Figure 1). Based on the problem stated, the following objectives were chalked out:

1. To study the correlation between organisational commitment (dependent variable) and job resources and personal resources (independent variables), as applicable in the Indian hotel industry.
2. To find out the determinants of organisational commitment with regard to its job resources and personal resources, as applicable in the Indian hotel industry.

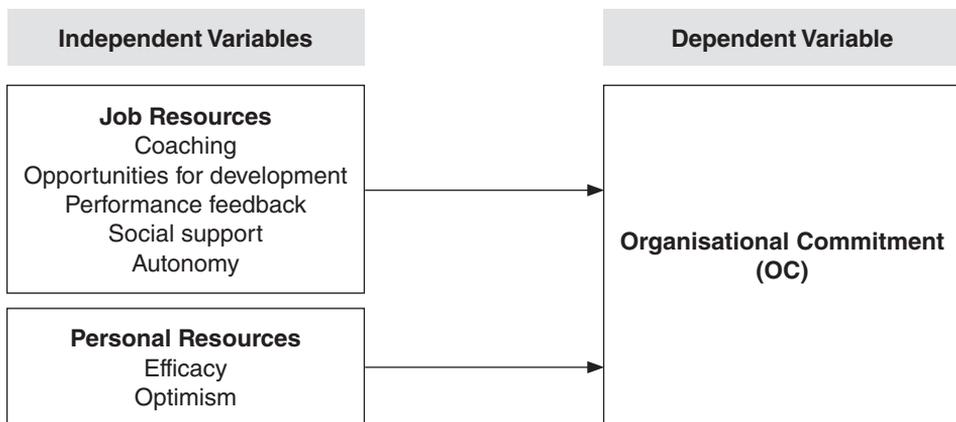


Figure 1. Conceptual framework of the study

Figure 1 shows the conceptual framework of the research based on the literature review and objectives. Meanwhile, the following hypotheses were developed based on past researches on job-related and personal resources and their relationship with OC:

H1: Job resources and organisational commitment are positively correlated.

H2: Personal resources and organisational commitment are positively correlated.

H3: Job resources and personal resources positively predict organisational commitment.

Method

Sampling and Data Collection

This empirical and descriptive study aimed to understand the fundamentals of organisational commitment (OC) and the role of job resources and personal resources in fortifying OC in the context of the Indian hotel industry. The study applied the concept of OC and comprehensively investigated its relationships with the job resources and personal resources of the employees working in the Indian hotel industry. The population of this study comprised employees working in various three-star and four-star hotels in India. A sample size of 236 employees were chosen for this study. The simple random sampling technique was used to gather data from the respondents. The respondents included individuals from every age group, gender, education level, and marital status. In a simple random sample of a given size, all subsets of the frame are given equal probability. This helped to minimise bias and simplified the analysis for this study. The variance between individual results within the sample also tends to be a good indicator of variance for the overall population. This in turn eased the estimation of the accuracy of results.

The study's main data collection began in April 2020 and went on until June 2020. Data was collected via an online survey, in which the questionnaire was uploaded on Qualtrics XM (www.qualtrics.com) and the link generated for the survey was sent to 500 hotel employees. A total of 236 people responded, which gave this study a 52.2% response rate. The fully completed instruments were considered for the study. The Statistical Package for the Social Sciences (SPSS) was used for the statistical analyses.

Measures Used

Job Resources

The JD-R questionnaire developed by Bakker (2014) was used to measure the five job resources (coaching, opportunities for development, performance feedback,

social support, and autonomy) in the study. The following were the means used to analyse these resources:

- Coaching: Measured using five items; a sample item was: “My supervisor informs me whether he or she is satisfied with my work.”
- Opportunities for development: Assessed using three items; a sample item was: “In my work, I can develop myself sufficiently.”
- Performance feedback: Assessed using three items; a sample item was: “My job offers me opportunities to find out how well I do my work.”
- Social support: Assessed using three items; a sample item was: “In your work, do you feel valued by your colleagues?”
- Autonomy: Included three items referring to decision authority in particular (i.e., freedom of action in accomplishing formal work tasks); a sample item was: “Do you have control over how your work is carried out?”

All responses were rated on a 5-point Likert scale, with scores ranging from 5 (Very Often) to 1 (Never), or 5 (Strongly Agree) to 1 (Strongly Disagree). The items were coded such that higher scores referred to more job resources. The reliability of the scale was 0.77.

Personal Resources

Self-efficacy and optimism were measured using four items each in the JD-R questionnaire. A sample item for optimism was: “I am always optimistic about my future.” For self-efficacy, a sample item was: “I am confident that I can deal effectively with unexpected events.” All responses were rated on a 5-point Likert scale, with scores ranging from 5 (Strongly Agree) to 1 (Strongly Disagree). The items were coded such that higher scores referred to higher personal resources. The reliability of the scale was 0.85.

Organisational Commitment

Organisational commitment (OC) was measured using Meyer, Allen, and Smith’s (1993) scale. All items were enumerated in a 5-point scale, with scores ranging from “Strongly Agree” to “Strongly Disagree”. The items were coded such that higher scores referred to higher OC. The reliability of the overall scale was 0.81.

Findings and Discussion

Personal Profile of Respondents

The first section of the survey instrument was used to gather information about the personal profiling of the respondents (Table 1). The information catered for gender,

marital status, education level, age, income level, experience, and tenure. Gender, marital status, and education level had two categories each. There were 39% female respondents and 61% male respondents. Out of the 236 respondents, 42.8% of them were unmarried and 57.2% were married. In terms of education level, 64% of the respondents were graduates and the rest were postgraduates (36%).

Age, income level, experience, and tenure had three categories each. In terms of age, 35.6% of the respondents fell in the age category of below 30, 35.6% were in the middle category of between 30 and 40, and 28.8% were older than 40 years old. A majority of the respondents (37.7%) fell in the income category of less than INR600,000 per annum (p.a.), while 28% were in the category of INR600,001 to INR1,200,000 p.a. and 34.3% were in the category of INR1,200,001 and above p.a. Experience-wise, 26.7% had less than five years of experience, 39.8% had five to 10 years of total experience, and 33.5% had more than 10 years of experience. As for tenure, 33.1% of these hotel employees have worked at their workplace for less than three years, 34.7% of them have served at their hotel for three to six years, and 32.2% have served at their hotel for more than six years.

Table 1. Demographic profile of survey respondents (*N* = 236)

Gender	Female – 39.0%	Male – 61.0%	
Marital Status	Unmarried – 42.8%	Married – 57.2%	
Education Level	Graduates – 64.0%	Postgraduates – 36.0%	
Age	Below 30 – 35.6%	30–40 years old – 35.6%	Above 40 – 28.8%
Income Level	Less than INR600,000 p.a. – 37.7%	INR600,001– INR1,200,000 p.a. – 28.0%	INR1,200,001 and above p.a. – 34.3%
Experience	<5 years – 26.7%	5–10 years – 39.8%	>10 years – 33.5%
Tenure	<3 years – 33.1%	3–6 years – 34.7%	>6 years – 32.2%

Correlation of Organisational Commitment with Job Resources and Personal Resources

A Pearson correlation was conducted to find out the relationships between the independent variables of job resources and personal resources and the dependent variable of organisational commitment (OC), in view of the study’s first objective (Table 2).

Table 2. Correlation coefficients between independent variables (job resources and personal resources) and dependent variable (organisational commitment) (*N* = 236)

Job Resources (Independent Variables)	Organisational Commitment (Dependent Variable)
Coaching	0.12NS
Opportunities for development	-.083NS
Performance feedback	-.23*
Social support	0.52**
Autonomy	0.57**
Personal Resources (Independent Variables)	Work Engagement (Dependent Variable)
Efficacy	0.33**
Optimism	0.34**

Note: **Significant at .01 level; *Significant at .05 level; NS = Not Significant

From Table 2, it can be seen that performance feedback, social support, and autonomy (job resources) and efficacy and optimism (personal resources) had significant correlations with OC. Of these, only performance feedback had a negative correlation. The highest correlation was with autonomy (.57**), followed closely by social support (.52**) and performance feedback (-.23*).

Based on the findings, it was interesting to note that in the Indian hotel industry, performance feedback had a negative correlation with OC. This implies that, as hotel industry employees received performance feedback from their seniors or managers, they began to lose interest in their work and eventually showed less commitment towards the hotel. There could be two reasons for this: first, as a common proverb goes, there is no work as good work, implying that one receives feedback only when there is something missing or wrong. In the context of hotels, it is probable that the performance feedback received by the employees was mostly negative, as the job comprised sensitive situations that involved handling customers. This often required prompt responses, sense, and sensibility on the part of the employees, thus any little carelessness or ignorance may lead to negative performance feedback. The criticality of the performance feedback construct to organisational behaviour (OB) has a prominent place in academic research writing (Geddes & Linnehan, 1996). Receiving feedback characterises an affective event for individuals (Weiss & Cropanzano, 1996), mainly when the feedback is negative (Ilies, De Pater, & Judge, 2007; Lechermeier & Fassnacht, 2018). The literature suggests that employees who received negative feedback considered it to be inappropriate and hurtful, and often retaliated with hostile acts (Alam & Singh, 2019; Geddes & Baron, 1997), such as with anger, disappointment, lowered performance, or quitting the job. Second, it is possible that when hotel employees received positive performance feedback, they

then tended to become complacent with their job and likely lost interest in it or got distracted from their work.

Social support was positively correlated with OC. According to the theory of social identity, people tend to show loyalty when they feel that their organisations value them and provide support (Tyler, 1999). The social support received from managers, peers, and colleagues makes employees feel valued and secure and they reciprocate by showing commitment to their organisation. This is based on the social exchange theory and the norm of reciprocity (Gouldner, 1960).

Job autonomy, or the degree or level of freedom and discretion allowed to an employee over his or her job (Hackman & Oldham, 1980), was positively correlated with OC. Past literature supported this finding. Case in point: it was found in a meta-analysis that autonomy was an antecedent that was essential for OC, whereby the more autonomy a person had, the higher his or her OC was. Social support and job autonomy in an organisation were especially shown to be predictive characteristics of an individual who was more committed to the organisation (Miedaner, Kuntz, Enke, Roth, & Nitzsche, 2018).

Both efficacy (0.33**) and optimism (0.34**) in the personal resources had strong positive correlations with OC. Past literature also supported this finding because self-efficacy has been positively connected with many organisational variables, such as OC, job satisfaction, and preparedness for organisational change (Schyns, 2004; Schyns & von Collani, 2002). There were prior studies (Meyer et al., 2002; Salami, 2007) which established a positive correlation between task specific self-efficacy and OC. Thus, H1 and H2 were partially accepted.

Determinants of Organisational Commitment

The regression model was applied to find out the determinants of organisational commitment (OC) with regard to its job resources and personal resources in the Indian hotel industry (Table 3). Regression analysis highlights the actual decisive factors that have an impact on the dependent variable. Thus, assuming a linear relationship between the variables, a multiple regression analysis was conducted with OC as the dependent variable and job resources and personal resources as the independent variables.

Table 3. Determinants of organisational commitment

Model Summary				
Model	R	R-Square	Adjusted R-Square	Std. Error of the Estimate
	.36	.13	.12	.647

Table 3 (con't)

ANOVA					
	Sum of Squares	df	Mean Square	F	Sig.
Regression	13.14	2	6.42	16.58	.000
Residual	99.799	237	.406		
Total	113.882	239			

Coefficients					
	Unstandardised Coefficients		Standardised Coefficients		
	B	Std. Error	Beta	t	Sig.
(Constant)	1.47	.32		4.33	.000
Personal Resources	.191	.07	.21	2.61	.012
Job Resources	.294	.13	.18	2.310	.022

In the model, the value of multiple *R* is 0.36 and the value of *R*-square is 0.13. This conveyed that 36% of the OC in the Indian hotel industry can be explained by job resources and personal resources. This percentage was a significant value that explained the OC was dependent on personal resources of efficacy and optimism, which contributed 21% of the OC. Job resources contributed 18% of this. This finding showed that personal resources contributed more to OC than job resources. Efficacy and optimism together explained a greater variance among the hotel employees. Individuals who possess strong personal capital and personal resources are able to survive the tough job demands of the hotel environment, and tend to show higher levels of commitment in the organisation that they are with. Job resources can be considered somewhat equal to all employees in a given job. It is efficacy and optimism that makes an individual view life events more positively, and this is what may vary. Thus, H3 was accepted.

Conclusion

The findings develop the knowledge and understanding of the relationships among job resources, personal resources, and organisational commitment (OC) in the Indian hotel industry, hence creating certain theoretical and managerial implications. First, the findings supported the JD-R model as a human resource management tool, which can be used effectively for the growth and progress of employees, their well-being, and their performance in the Indian hotel industry (Bakker & Demerouti, 2007; Hakanen et al., 2008). Second, the results also supported the perspective of positive

organisational psychology, and this stresses the importance of the resources one has at the workplace and in person which can provide opportunities for growth (Luthans, 2002). In hotels, job resources such as autonomy and social support may lead to enhanced work engagement, which can further fortify OC. Similarly, optimism and efficacy as personal resources may have similar influence on the workforce, who then seem able to mobilise additional resources. Third, hotels should focus on creating resourceful work environments and plan to give more autonomy to their employees, and facilitate in creating a social work environment. Proper training to enhance employees' positive self-beliefs can also be imparted. The findings of this study may be extended to other occupational sectors that have high job demands. Based on the professional sector and the work situation, job resources can be identified and improved on in order to strengthen them, which may subsequently trigger gain spirals that are beneficial to both employees and hotels. Though the study has a few limitations, such as the use of self-report measures which leads to common method bias, the use of a cross-sectional design in which relationships between variables cannot be interpreted causally, and the use of hotel employees particularly from north of India which limits the generalisability of the results, future studies should try to replicate the results in other occupations.

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