



# 1 JOB SATISFACTION AND ORGANIZATIONAL COMMITMENT: EXPERIENCES OF FAMILY-OWNED HOTELS IN HO, GHANA

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## Abstract

The study investigates the interplay between demographic variables, job satisfaction and organisational commitment among workers in family-owned hotels in Ho, Ghana. A convenience sample of 280 employees selected from 45 facilities participated in the study by completing self-administered questionnaires. Descriptive statistics and PLS-SEM were used to analyse the data. Path results showed a positive and significant association between extrinsic job satisfaction and affective and continuance commitment. There was a significantly positive association between intrinsic satisfaction and affective and normative commitment. Furthermore, employees within the age group of 30-40 years exhibited higher levels of intrinsic satisfaction and affective commitment compared to those in the 45-50-year age group. The findings of the study provide important implications for family-owned hotels. Managers and proprietors of family-owned hotels must embark on strategies that will help to improve extrinsic and intrinsic satisfaction as well as affective and normative commitment.

**Keywords:** Commitment, Demographic characteristics, Family-owned hotel, Ghana, Job satisfaction

## INTRODUCTION

Job satisfaction (JS) remains a significant predictor of employees' attitudes in the service sector. Its influence has been studied relative to other organisational concepts such as organisational culture (OC) (Gabrani et al., 2016). However, these studies have produced diverse results based on workplace context, variation in the conceptualisation of JS and OC, and the units of analyses. Prior studies on JS and organisational commitment in hospitality organizations are limited and most importantly, recent research efforts are skewed in favour of managers of large and medium hospitality firms (Chan, 2016; Febian et al., 2016; Kim et al., 2015; Lokas & Crawford, 2014; Zakariyah, 2015).

Empirical works have mainly studied the composite effect of JS and OC, rather than the individual dimensions. Thus, it has been recommended that future studies should combine intrinsic and extrinsic JS as well as the affective, normative, and continuance aspects of

OC (Ahmad, 2018; Gabrani et al., 2016). With regard to the unit of enquiry, the socio-demographic characteristics of respondents have been acknowledged to play important roles in explaining the observed differences in work attitudes, with implications for responses and perceptions of JS and OC (Abal et al., 2018; Chirchir, 2016; Köse & Köse, 2017; Nimri et al., 2015).

Consequently, the current study was motivated by the fact that the significance of JS in family-owned hospitality businesses has received limited empirical investigation (Addison et al., 2015) compared to other forms of hospitality businesses. Family-owned hotels in this study comprised hotels owned by sole proprietors and involve family members in the management and operation of the facilities. Family members act not only in their capacities as employees but have oversight responsibility for ensuring that other employees effectively discharge their duties to ensure the sustainability and profitability of their heritage (Benson et al., 2013). These family-owned

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hotels account for a significant proportion of hotels in developing countries, yet they have been ignored in JS related studies (Dinc, 2017). Thus, although existing literature suggests that JS is a significant factor that affects organisational commitment (Fu & Deshpande, 2013), there is no integrated model that examines this relationship in the context of family-owned hotels.

Additionally, Chen (2016) argued that research on demographic variables and extrinsic/intrinsic satisfaction is insufficient and should be extended to the hospitality environment in developing countries. This study contributes to the literature on JS and OC of hotel employees by focusing on family-owned hotels in the context of a developing country like Ghana.

## **LITERATURE REVIEW**

### **Theoretical Framework**

The paper applies Vroom's (1964) expectancy theory of motivation to examine dimensions of job satisfaction (JS) as a precursor of employee commitment in selected family-owned hotels. The expectancy theory is based on the premise that an individual's behaviour, attitude, and action are the result of the extent to which his/her expectations were within a defined environment (Purvis et al., 2015). The expectancy theory of motivation proposes three factors of expectancy, valence and instrumentality as the influencers of employee behaviour. Expectancy is the subjective probability that efforts would lead to desired outcomes/performance. Instrumentality is the perception of the effect of the outcome of an individual's action on other outcomes (Van Eerde & Thierry, 1996). Valence is the importance, attractiveness, and desirability or anticipated satisfaction with outcomes, which can be intrinsic and/or extrinsic (Choi et al., 2013). Valence is the individual's perception of the attractiveness of the rewards received in exchange for an activity performed. The role of these three dimensions of

motivation on attitude and its outcomes are well-acknowledged (Baharath & Wahab, 2015; Chen & Lou, 2002; Suttikun et al., 2018). However, this study mainly relied on the role of valence in shaping employees' organisational attitudes. As a labour-intensive sector, an employee's perception of the attractiveness of either intrinsic or extrinsic JS facets has implications for the extent and the dimension of employee commitment. The value that employees in family-owned hotels attach to their rewards as predicted by preferences for and sources of reward (either intrinsic or extrinsic) would affect their organisational commitment. The reward preference and sources of JS are subjective and can be explained by socio-demographic characteristics (Chirchir, 2016; Köse & Köse, 2017; Nimri et al., 2015).

### **Job Satisfaction**

The concept of job satisfaction has attracted considerable empirical attention within organisational studies. According to Herzberg et al. (1959), job satisfaction is the extent to which people like or dislike their jobs. Again, one of the earliest definitions of job satisfaction as put forward by Locke (1976) is a pleasurable or positive emotional state resulting from the appraisal of an individual's job rewards or job experiences. This entails positive job-related feelings and attitudes of employees in the exchange between obligation and rewards (Ngo et al., 2014).

There are two facets of job satisfaction: intrinsic and extrinsic. Intrinsic JS involve inherent factors such as job stability, sense of success, recognition, abilities, and self-esteem, while extrinsic JS is induced by external conditions including respect, fair treatment, company policy and practices, working environments, wages and human relations (Ali & William, 2014; Zopiatis et al., 2014). The considerable interest in job satisfaction is drawn from its effects on



workplace attitudes and organisational performance indicators (Kim, 2015). Higher levels of job satisfaction are related to low turnover intentions (Choi et al., 2013; Grissom et al., 2012) and absenteeism (Borgogni et al., 2013), improved employee productivity (Azadeh & Mousavi, 2014) and enhanced corporate financial performance.

### **Organizational Commitment**

Organizational commitment (OC) signifies the extent to which one identifies with an organization as manifested by his/her involvement in the organization. Porter et al. (1974) describe OC as a strong belief in and acceptance of the organization's goals and values, willingness to exert considerable effort on behalf of the organization, and a definite desire to maintain organizational membership. Employee commitment consists of three dimensions: continuance, normative, and affective. Continuance commitment stems from employees' perception of worth in and to the organization, normative commitment is derived from employees' perceived moral obligation to the organization while affective commitment is generated by employees' emotional attachment to an organization (Zhou et al., 2015). Employees with strong commitment make meaningful contributions to organisations and show high levels of job satisfaction and performance.

### **Demographics and JS**

#### ***Gender and Extrinsic and Intrinsic Satisfaction***

Current knowledge on the relationship between the dimensions of job satisfaction and gender is inconclusive. In a study of employees of service sector organisations, Kumasey et al. (2014) found that males were more satisfied with extrinsic job factors than females. Contrarily, Lucia et al. (2014) reported that female

employees were more satisfied with extrinsic and intrinsic job factors than their male counterparts. A study of 250 health professionals who worked in the emergency department of a hospital revealed that gender had no significant relationship with the dimensions of JS (Tarcan et al., 2017). Similarly, Baah-Dartey et al. (2020) reported that gender is unrelated to both intrinsic and extrinsic JS, as statistically significant relationships did not exist between the variables. Based on the above evidence, we infer the following hypothesis:

*H<sub>1</sub>: Gender is not related to extrinsic and intrinsic JS in family-owned hotels.*

#### ***Age and Extrinsic and Intrinsic Satisfaction***

Age has been reported to be related to extrinsic and intrinsic JS (Mohammed et al., 2017; Sam, 2017). Empirical evidence shows that older employees exhibit higher levels of extrinsic satisfaction than younger ones (Al-kahtani, 2012; Paul & Phua, 2011). A study of 292 employees in IT organisations in India found a positive relationship between age and intrinsic satisfaction. However, older employees were intrinsically satisfied than the young ones (Bolhari et al., 2011). Mohammed et al. (2017), in examining the relationship between demographic characteristics and job satisfaction using 350 employees in service sector organisations in Malaysia, found a positive significant relationship between age and extrinsic and intrinsic satisfaction. However, Tarcan et al. (2017) revealed weak but significant associations between age and JS categories. Based on the above evidence, we propose the following hypothesis:

*H<sub>2</sub>: Age is not related to extrinsic and intrinsic JS in family-owned hotels.*



### ***Years of Service and Extrinsic and Intrinsic Satisfaction***

Employees' years of service have been found to be a predictor of JS (Benson et al., 2013; Chua et al., 2015; Yadav et al., 2019). Ashas et al. (2014) found that long-serving employees had higher levels of JS in a study involving 350 employees in chain hotels in India. However, Paul and Phua (2011), in a study of private hotels in Malaysia, revealed that there was no significant relationship between years of service and JS. Specifically, Yadav et al. (2019), in a research of 618 employees from 21 large-IT companies in India, revealed that employees with less than five years working experience-rated extrinsic JS higher than those with five and more years of work experience. Similarly, Saker et al. (2003) found a significant relationship between years of work and extrinsic JS of 323 employees in luxury hotels in Thailand. On the contrary, Oshogbo's (2013) study of employees in small to medium enterprises in Nigeria reported no significant relationship between years of service and the dimensions of JS. Based on the foregoing, we infer the following hypothesis:

*H<sub>3</sub>: Years of service is not related to extrinsic and intrinsic JS in family-owned hotels.*

### ***Department and Extrinsic and Intrinsic satisfaction***

Although with mixed results, JS levels of hotel employees have been reported to vary by employee's department of work. For instance, Wei et al. (2013), in a study involving 350 employees of chain hotels in Beijing, found employees working in the restaurant to be extrinsically satisfied compared to those at the front office and kitchen departments. Jackson et al. (2012) reported that front office employees were more extrinsically satisfied

than their counterparts in the housekeeping department. On the basis of the foregoing literature, it is hypothesised that:

*H<sub>4</sub>: Employee's department is not related to extrinsic and intrinsic JS in family-owned hotels.*

### **Demographics and OC**

#### ***Gender and Affective, Normative and Continuance***

With the overall concept of OC, the results of previous studies mainly show a significant relationship between gender and OC (Salami, 2017). Bolhari et al. (2011) found that female employees reported higher levels of affective and continuance commitment than males. Likewise, Ngo et al. (2014) and Allen et al. (1993) found that female employees were more affectively and normatively committed than male employees in hotels in Korea. Studies revealed that gender predicted only affective commitment (Ebeh et al., 2015; Tekingündüz et al., 2015; Viêt, 2015). A study of employees of insurance firms in Nigeria also found that gender had a relationship with affective commitment (Adebiyi et al., 2020). On the basis of the foregoing discussion, it is hypothesised that:

*H<sub>5</sub>: Gender is not related to employees' affective, normative, and continuance commitments.*

#### ***Age and Affective, Normative and Continuance Commitment***

Studies have recognised age to influence the commitment levels of employees (Sam, 2017). A study by Meyer et al. (2002) concluded that age correlated positively, albeit weakly, with all three dimensions of commitment (affective, normative, and continuance). Similarly, Pourghaz et al. (2011) researched 316 employees in hotels in Malaysia and found that employees aged 31 to 40 years showed higher levels of affective commitment than those aged 45 years or older.



The age of university lecturers had a low negative correlation with normative commitment (Viêt, 2015). On the other hand, the age of employees of insurance firms in Nigeria had no relationship with affective commitment (Adebisi et al., 2020). Thus, it is hypothesised that:

*H<sub>6</sub>: Age is not related to employees' affective, normative and continuance commitments.*

#### ***Years of Service and Affective, Normative and Continuance Commitment***

Results of empirical studies showed a positive relationship between years of work and OC (Lokas & Crawford, 2014). Based on dimensions, studies have revealed that employees with longer years of service were more affectively and continually committed than employees with shorter tenures (Ashas et al., 2014; Gubru, 2012). A study of the demographic factors affecting lecturers' OC revealed a low correlation between years of work and continuance commitment (Viêt, 2015). Marcoux et al. (2018) also found more experienced employees to exhibit affective and normative commitments than those with less experience. On the other hand, Chua et al. (2015) found that years spent at work had a negative and insignificant effect on the dimensions of commitment of employees in large organisations in Asian countries. Thus, we hypothesised that:

*H<sub>7</sub>: Years of service is not related to employees' affective, normative and continuance commitments.*

#### ***Department and Affective, Normative and Continuance Commitment***

In a study of the demographic characteristics of employees and OC in hotels in Taiwan, employees in the

front office and the restaurant were found to be more affectively and normatively committed than kitchen staff (Jackson et al., 2012). Also, James et al. (2013) found employees in the front office department of large hotels in China to be affectively committed due to their constant interaction with guests. A study of 516 staff of public hospitals in Turkey revealed that employees' departments predicted affective commitment (Tekingündüz et al., 2015). Navarro et al. (2018) reported that housekeepers were generally uncommitted and this was attributed to the fact that they are prone to numerous forms of work hazards. Therefore, it is hypothesised that:

*H<sub>8</sub>: Employees' department is unrelated to affective, normative and continuance commitments.*

#### **Job Satisfaction and Organizational Commitment**

##### ***Extrinsic Satisfaction and Affective, Normative and Continuance Commitment***

A study involving hotel employees in Cyprus revealed that extrinsic JS was positively related to affective and normative commitments (Zopiatis et al., 2014). Similarly, Machado and Luz (2016), in examining the extent of influence of JS on the OC of 250 employees in medium hotels in Dubai, revealed a strong positive relationship between satisfaction with extrinsic job facets and affective and normative commitments. Likewise, Asuha and Akas (2015) revealed that extrinsic JS increased the affective commitment of managers in five-star hotels. In a survey of 501 healthcare workers in public university hospitals in Turkey, Köse and Köse (2017) found that extrinsic JS negatively influenced continuance commitment but positively influenced employees' normative commitment. However, no significant relationship existed between extrinsic JS and the affective commitment of the employees (Suttikun et al., 2018).



Extrinsic job satisfaction had no significant association with either affective, continuance, or normative commitment (Salem et al., 2016). In a related study involving accounting professionals, Abdelmoula (2020) found extrinsic JS to have a significant relationship with OC. Therefore, it is hypothesised that:

*H<sub>9</sub>: Extrinsic JS is not significantly related to affective, normative and continuance commitments.*

### ***Intrinsic JS and Affective, Normative and Continuance Commitment***

Namsasiyam and Zhao (2007) and Porter et al. (1974), in a study of 93 hotel employees, revealed that the effect of intrinsic JS on the dimensions of OC varies. Empirical studies show that the intrinsic JS of managers of large hotels in Turkey significantly predicted both their normative and affective commitments (Gunlu et al., 2009). Similarly, evidence from employees of hotels in Cyprus revealed significant positive relationships between intrinsic JS and affective and normative commitments (Zopiatis et al., 2014). Elizabeth and Zakkariya (2015), in a study of 337 employees of banks from both the private and public sector, found some aspects of intrinsic JS (recognition and self-esteem) to have a strong significant relationship with normative commitment. However, studies found no statistically significant relationship between intrinsic JS and affective, continuance and normative commitments (Köse & Köse, 2017; Salem et al., 2016). It is, therefore, hypothesised that:

*H<sub>10</sub>: Intrinsic JS is unrelated to affective, normative and continuance commitments.*

## **METHODS**

### **Procedure**

The population for the study comprised full-time employees of the selected family-owned hotels in Ho, the capital of the Volta Region of Ghana. Out of 25 facilities, 20 consented to participate in the study. Given that the total number of workers in the various facilities were not provided, the sample size estimation for the study was informed by 10 or more respondents per concept criteria. Fifteen respondents were randomly selected from each category of hotel. Therefore, a sample size of 300 was considered adequate. The questionnaires were self-administered and the respondents were contacted with the support of HR managers and line supervisors after two weeks. In total, 280 employees responded, generating an overall response rate of 80%.

Out of the 280 respondents, 56.4% were males, with 43.6% being females. The majority of the respondents were aged 20-30 years or above. About 85% of the operational employees had NVTI and SHS certificates and approximately 15% were first degree and Higher National Diploma certificate holders. All of the respondents were working full-time in various departments (housekeeping, restaurant and front desk, kitchen, bar, etc.)

### **Instruments**

The job satisfaction questionnaire measured factors relating to extrinsic and intrinsic job satisfaction with 18 items based on a scale by Weiss et al. (1967). Sample statements included (a) I remain fully satisfied with the pay I receive; (b) I remain satisfied with promotion opportunities and working conditions, and (c) I am satisfied with hotel policies on health and safety issues. Commitment was measured with 24 items modified from Allen and Meyer (1990). Sample questions are as follows: (a) I have enjoyed working in the hotel





throughout my working life; (b) I will continue to be loyal to the hotel, and (c) I will find it difficult to leave my hotel. All the items were measured using a five-point Likert scale ranging from 1= strongly disagree to 5=strongly agree. Age, gender, years, and department were the socio-demographic variables.

#### Data Analysis

Data were fed into the Statistical Package for Social Sciences (SPSS, version 21) and descriptive statistics were used to summarise the demographic

characteristics of respondents. Mann-Whitney U and Kruskal Wallis tests were used to establish the relationship between demographic factors, JS, and OC. Additionally, the hypotheses were tested using PLS-SEM. In line with the recommendation by Hair et al. (2017), the measurement model was assessed separately, followed by the structural model. PLS algorithm and bootstrapping (5000) were carried out to define factor loadings, coefficient, and significance levels.

## RESULTS

Demographic factors, Job Satisfaction (JS) and Organisational Commitment (OC)

**Table 1: Age and Job Satisfaction and Organisational Commitment**

Age		Intrinsic JS	Extrinsic JS	Normative OC	Affective OC	Continuance OC
20-30	Mean	3.2907	3.4432	3.5087	3.5394	2.9835
	SD	1.14265	.92789	1.03955	.96009	1.15141
31-40	Mean	3.3129	3.4123	3.4145	3.3640	2.5285
	SD	1.15352	.83559	1.10504	.87632	.90078
41 +	Mean	2.5833	3.2535	2.8594	3.1736	2.8490
	SD	1.10608	.86320	1.21822	.92315	1.12829
<b>Total</b>	Mean	3.2159	3.4131	3.4089	3.4500	2.8446
	SD	1.16007	.89535	1.09374	.93903	1.10056

From Table 1 above, employees 41 years or more have the lowest level of intrinsic job satisfaction (2.58), whereas employees within the age group of 31-40 years have the highest level of intrinsic job satisfaction (mean = 3.31), followed by those aged 20 to 30 years (mean = 3.29). The results of the Kruskal-Wallis test, however, indicate a significant relationship between age and intrinsic JS ( $p = 0.005$ ) but no significant relationship existed between age and extrinsic JS ( $p = 0.401$ ). Also, no significant difference exists in the affective commitment ( $p = 0.079$ ) of respondents belonging to

different age groups. Significant differences, however, exist with the normative ( $p = 0.015$ ) and continuance ( $p = 0.009$ ) commitments of different age groups. Respondents within 20 to 30 years exhibited a high mean of 2.98 of continuance commitment, while those between the ages of 31 and 40 years exhibited the lowest levels of continuance commitment (2.53).

The results of the Kruskal-Wallis test, however, indicate a significant relationship between age and intrinsic JS ( $p = 0.005$ ) but not age and extrinsic JS ( $p = 0.401$ ).

**Table 2: Gender and Job Satisfaction and Organisational Commitment**

Gender		Intrinsic JS	Extrinsic JS	Normative OC	Affective OC	Continuance OC
Male	Mean	3.1059	3.3325	3.4357	3.3736	2.8031
	SD	1.18286	.91897	1.03191	.92536	1.10702
Female	Mean	3.3072	3.4800	3.3867	3.5134	2.8791
	SD	1.13661	.87263	1.14543	.94856	1.09762
Total	Mean	3.2159	3.4131	3.4089	3.4500	2.8446
	SD	1.16007	.89535	1.09374	.93903	1.10056

From Table 2, the results of the Mann-Whitney U test indicate no significant relationship between gender and intrinsic JS ( $p = 0.152$ ) and extrinsic JS ( $p = 0.247$ ).

With OC, there is no significant difference between gender and the normative ( $p = 0.850$ ), affective ( $p = 0.214$ ), and continuance ( $p = 0.635$ ) dimensions.

**Table 3: Years of service and Job Satisfaction and Organisational Commitment**

Years of service		Intrinsic JS	Extrinsic JS	Normative OC	Affective OC	Continuance OC
1-5	Mean	3.3906	3.4838	3.5654	3.5538	2.8795
	SD	1.06935	.86467	1.02457	.89693	1.11408
6-10	Mean	2.8188	3.0913	3.1687	3.1680	2.5496
	SD	1.10302	.85253	1.06310	.93274	.87421
11+	Mean	2.8130	3.3509	2.9878	3.2385	2.8902
	SD	1.25227	.92032	1.24353	.95341	1.07923
<b>Total</b>	Mean	3.1094	3.3331	3.3418	3.3760	2.7725
	SD	1.14362	.88408	1.09622	.93250	1.04309

From Table 3, a significant relationship existed between years of service and both intrinsic ( $p=0.000$ ) and extrinsic ( $p=0.003$ ) JS. Respondents with 1 to 5 years of experience in the hotels reported higher levels of

extrinsic satisfaction (Mean=3.48) and intrinsic satisfaction (M=3.39).

In relation to years of service, significant differences exist between normative ( $p = 0.020$ ) and affective ( $p = 0.045$ ) commitments.



**Table 4: Department and Job Satisfaction and Organisational Commitment**

Department		Intrinsic JS	Extrinsic JS	Normative OC	Affective OC	Continuance OC
Kitchen	Mean	3.1649	3.3598	3.2876	3.3566	2.7298
	SD	1.06192	.80231	1.12465	.84111	.99674
Food and beverages	Mean	2.9055	3.2438	3.3358	3.3499	2.7463
	SD	1.25369	.93163	1.00231	.89815	1.09497
Front office	Mean	3.9467	3.9556	3.9867	3.7422	2.7933
	SD	.93521	.75257	.99294	1.02023	1.25948
Housekeeping	Mean	3.3439	3.4638	3.4815	3.6085	3.1693
	SD	1.20660	1.00309	1.11084	1.09484	1.18325
Total	Mean	3.2131	3.4088	3.4056	3.4464	2.8387
	SD	1.16120	.89407	1.09430	.93882	1.09805

No significant differences exist between years of service and continuance commitment ( $p = 0.122$ ). Specifically, employees who had served for up to 5 years exhibited high normative commitment (mean = 3.57), while employees with more than 10 years' service exhibited the least form of normative commitment (mean = 2.99). Likewise, employees with up to 5 years' experience exhibited the high affective commitment (mean = 3.55) while employees with 6 to 10 years of work experience with their hotels exhibited the least form of affective commitment (mean = 3.17).

From Table 4 above, the results show that a significant relationship exists between department and both intrinsic ( $p = 0.001$ ) and extrinsic ( $p = 0.006$ ) JS. Employees with the front office department experienced high levels of both intrinsic (mean = 3.94) and extrinsic JS (mean = 3.95), while their counterparts in the housekeeping department experienced low levels of intrinsic JS (mean = 3.34) and extrinsic JS (mean = 3.46). Those in the kitchen also experienced low levels of intrinsic (mean = 3.16) and extrinsic JS (mean = 3.36), as did those in the food and beverage department (intrinsic JS [mean = 2.90] and extrinsic JS [3.24]).

Further tests were conducted to evaluate pairwise differences in reported satisfaction and commitment in the four departments, controlling for type 1 error across tests using the Bonferroni approach. Respondents in the front office showed higher satisfaction and commitment than those working in the food and beverage and kitchen departments. With regard to other departments, however, the pairwise results for job satisfaction and commitment between other departments were not statistically significant ( $p > .05$ ). Significant differences existed in the normative ( $p = 0.020$ ) and affective (0.045) commitments of employees from different departments. However, no significant differences existed between department and continuance commitment ( $p = 0.122$ ). Employees with the front office department experienced high levels of both normative (mean = 3.98) and affective (mean = 3.74) commitments. Those in the housekeeping (mean = 3.48), kitchen (mean = 3.56), and food and beverage (mean = 3.35) departments also exhibited high affective commitment compared to normative commitment.



### Assessment of Measurement Model

To determine convergent validity and reliability, average variance extracted (AVE), composite reliability (CR), and factor loadings were tested for the measurement model (Fassott et al., 2016; Hair et al., 2012; Hair et al., 2013). As shown in Table 5 below, the values for Cronbach's Alpha constructs were greater than the suggested threshold of 0.7 (Hair et al., 2010;

Nunnally, 1978), signifying the reliability of the measures. The CR ranges between 0.95 and 0.96, exceeding the 0.70 threshold, in line with Hair et al.'s (2010) recommendation. Convergent validity was tested using average variance extracted (AVE). The AVE for the dimensions of JS and OC were above the minimum threshold of 0.50.

**Table 5: Inter-construct Reliability and AVE of the Reflective Constructs**

Construct	Cronbach's Alpha	rho_A	Composite Reliability	AVE
Affective OC	0.953	0.955	0.961	0.779
Continuance OC	0.945	0.983	0.956	0.782
Normative OC	0.951	0.951	0.961	0.803
Extrinsic JS	0.954	0.954	0.959	0.646
Intrinsic JS	0.957	0.958	0.963	0.745

NB: The square root of AVE,  $\alpha$  Cronbach Alpha; CR=Composite reliability

The guideline proposed by Fornell and Larcker (1981) was used to measure discriminant validity of the model (Table 6). As shown in Table 6 below, the square root of

the AVE of each construct in diagonal is higher than the correlation in rows and columns, suggesting the quality of the reflective model.

**Table 6: Fornell-Larcker Criterion**

	A OC	C OC	E JS	I JS	N OC
A OC	0.883				
C OC	0.450	0.885			
E JS	0.592	0.314	0.803		
I JS	0.577	0.221	0.768	0.863	
N OC	0.547	0.246	0.566	0.658	0.896

All the cross-loading values of the reflective construct indicators were evaluated to test for the discriminant validity of the reflective measurement model. From Table 7 below, the measurement scale items of reflective models have a high loading on their corresponding latent

construct, equated to the loading of other constructs in the model (Hair et al., 2017). Thus, the results conform to cross-loading criteria and provide satisfactory proof of the discriminant validity of the reflective models.

**Table 7: Cross Loadings**

Affective OC A OC	Continuance OC C OC	Extrinsic JS E JS	Intrinsic JS I JS	Normative OC N OC
0.826	0.322	0.428	0.458	0.436
0.881	0.393	0.486	0.497	0.478
0.904	0.396	0.504	0.513	0.472
0.919	0.352	0.553	0.552	0.514
0.917	0.428	0.567	0.519	0.509
0.891	0.444	0.556	0.522	0.477
0.837	0.440	0.546	0.497	0.488
0.462	0.804	0.220	0.136	0.162
0.436	0.870	0.217	0.162	0.157
0.362	0.890	0.191	0.142	0.190
0.372	0.930	0.255	0.173	0.227
0.374	0.910	0.301	0.204	0.213
0.401	0.897	0.387	0.285	0.299
0.511	0.204	0.824	0.708	0.496
0.491	0.239	0.795	0.566	0.477
0.440	0.249	0.797	0.589	0.480
0.436	0.282	0.727	0.522	0.407
0.490	0.342	0.708	0.556	0.385
0.493	0.220	0.837	0.675	0.477
0.485	0.254	0.825	0.644	0.461
0.468	0.252	0.813	0.641	0.456
0.466	0.205	0.830	0.682	0.454
0.451	0.183	0.821	0.657	0.425
0.476	0.300	0.831	0.612	0.462
0.483	0.273	0.809	0.567	0.424
0.480	0.266	0.817	0.589	0.492
0.508	0.173	0.660	0.855	0.631
0.482	0.184	0.623	0.887	0.561
0.474	0.134	0.604	0.872	0.542
0.464	0.114	0.615	0.863	0.575
0.482	0.145	0.586	0.846	0.541
0.507	0.232	0.721	0.836	0.583
0.498	0.275	0.678	0.850	0.536
0.541	0.246	0.735	0.881	0.577
0.517	0.198	0.723	0.878	0.558
0.459	0.164	0.504	0.605	0.875
0.523	0.212	0.495	0.619	0.915
0.501	0.215	0.474	0.579	0.925
0.487	0.251	0.500	0.575	0.909



### The Analysis of the Structural Model

The standard root mean square residual (SRMSR) composite factor model by Henseler et al. (2015) was used to assess the general model fit. According to Hu and Bentler (1998), the SRMR value which is less than 0.08 denotes a good fit, implying that the SRMR value of 0.079 is a good fit. The endogenous variables

determination coefficient ( $R^2$ ) and the path coefficient of all the latent variables are the major procedures employed for the assessment of the structural model (Rahman, 2014; Sarstedt et al., 2014). The  $R^2$  criteria assessed the predictive power of the structural model, as shown in Table 8, the examination of the endogenous constructs of the predictive power of JS and OC.

**Table 8: Predictive Relevance**

	SSO	SSE	( $Q^2$ test) $Q^2 (=1-SSE/SSO)$
A OC	1,967.000	1,419.269	0.278
C OC	1,686.000	1,576.404	0.065
E JS	3,653.000	3,653.000	
I JS	2,529.000	2,529.000	
N OC	1,686.000	1,136.544	0.326

As shown in Table 8, four path relations were significant. EJS significantly relates to affective commitment ( $\beta = 0.363$ ,  $t = 4.057$ ,  $p < 0.000$ ). For hypothesis 2, the path relationship between EJS and continuance commitment was significant ( $\beta = 0.351$ ,  $t = 3.910$ ,  $p < 0.00$ ). There was a significant association

between intrinsic satisfaction and AC ( $=\beta 0.298$ ,  $t = 3.454$ ,  $p < 0.001$ ); thus, we failed to reject hypothesis 4. Also, there was a significant relationship between IJS and normative commitment in family-owned hotels ( $B = 0.545$ ,  $t = 7.626$ ,  $p < 0.001$ ); hence, we failed to reject hypothesis 6. We, however, rejected hypotheses 3 and 5.

**Table 9. Hypotheses Testing (Structural Model)**

Hypothesized Path	Path			Result
	Coefficient	T Statistics	P -Values	
E JS A OC	0.363	4.057	0.000	Supported
E JS C OC	0.351	3.910	0.000	Supported
E JS N OC	0.147	1.857	0.063	Not Supported
I JS A OC	0.298	3.454	0.001	Supported
I JS C OC	0.048	0.479	0.632	Not Supported
I JS N OC	0.545	7.626	0.000	Supported

Model Fit

SRMR 0.079

NB: Significance level is determined via bootstrapping analysis (Hair, 2017)



## DISCUSSION

This study sought to examine the link between selected demographic variables of employees (gender, age, year, and department) and JS and OC dimensions in selected family-owned hotels. The Mann-Whitney test indicates no significant differences amid gender across all dimensions of JS and OC. This contradicts studies that had established diverse differences between gender and intrinsic and extrinsic JS (Kumasey et al. 2014; Lucia et al., 2014) and dimensions of OC (Bolhari et al., 2011; Ebeh et al., 2015). The results, however, are in line with studies that establish that gender has no relationship with JS (Baah-Dartey et al., 2020; Garcia-Bernal et al., 2005).

With age, contrary to the findings of Bolhari et al. (2011) that older employees were intrinsically satisfied than the young ones, the current study establishes the opposite. Young employees (20-30 years) were more intrinsically satisfied than older employees (40+ years). This may imply that older employees are concerned with extrinsic JS. However, within extrinsic JS, no difference existed across the age categories, contrary to the results from previous studies (Al-kahtani, 2012; Paul & Phua, 2011). Similar to the study of Yadav et al. (2019), employees in the current study with 1 to 5 years of working experience, rated extrinsic JS higher than those in other age categories. Contrary to the study of Oshogbo (2013) involving employees of small to medium enterprises in Nigeria, significant differences exist between years of service and the dimensions of JS among hotel employees in Ghana. In line with the study of Jackson et al. (2012) and contrary to the study Wei et al. (2013), hotel front office employees were more extrinsically satisfied than their counterparts in other departments.

The study of Pourghaz et al. (2011) established differences in age and affective commitment. However, no difference existed in this current study. In terms of years of service, contrary to previous studies (Ashas et al., 2014; Gubru, 2012), employees with long years of service were less affectively committed than employees with few years in service. Chua et al.'s (2015) finding that years spent on work had no significant relationship with the dimensions of OC was partially rejected, as relationships existed between years and normative and affective commitments. In line with previous studies, the results revealed that front office staff of hotels in Ghana were affectively more committed like their counterparts in Taiwan and China (Jackson et al., 2012; James et al., 2013). The finding was also in line with Asuha and Akas (2015) that EJS significantly relates to AC and CC.

The finding further suggests that IJS is significantly linked to affective and normative commitment, which corroborates the results of a related study by Gunlu et al. (2009), who found that intrinsic job factors had a substantial effect on normative and affective commitment in large hotels. The finding shows further that EJS does not relate to normative commitment. This might probably be due to the fact that employees in family-owned hotels in Ghana are not motivated by the level of extrinsic job factors displayed by managers in the selected hotels and, therefore, are not obliged to remain with the hotels. The findings provide direct support to Vroom's (1964) expectancy theory and the arguments that individuals have different sets of goals and can be motivated if they have certain expectations. This affirms the assertion that employees' motivation intrinsically or extrinsically depends on the strength of their expectations followed by the attractiveness of a given outcome to the individual.



Further findings also revealed that workers with high levels of satisfaction show positive attitudes in their respective organisations and display high commitment. Thus, employees who are satisfied in the family-owned hotels will display high levels of OC. The finding that JS supports OC is also in agreement with the tenets of expectancy and motivation theory (Febian et al., 2016). Thus, employees with higher satisfaction are usually dedicated and retain consistent levels of commitment for superior performance. The study contributes to the available literature on job satisfaction and employee commitment in family-owned hotel organisations.

## CONCLUSION AND IMPLICATIONS

The study examined the association between some demographic variables and JS and OC. It is concluded that of all the demographic factors, the effect of gender on dimensions of JS and OC is insignificant. However, extrinsic and intrinsic JS positively predict the dimensions of OC. Additionally, employees' EJS positively predicts AC and CC. We also found evidence to support the hypothesis that IJS positively predicts AC and NC.

The information provided in the research will be useful for HR managers and hotel proprietors to enhance satisfaction and commitment considering some demographic characteristics. The ability of employers to provide the relevant extrinsic and intrinsic JS, based on influential demographic variables, will encourage OC in family-owned hotels. These positive outcomes may help increase the global competitiveness of family-owned hotels.

Despite the several strengths of the study, there are limitations. First, employee-level data on variables used for testing the hypotheses were obtained from the same category of hotels. Future research can further explore how gender could influence intrinsic and extrinsic satisfaction and

commitment in other categories of hotels such as multinational hotels.

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