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**EFFECTS OF ORGANIZATIONAL COMMITMENT ON CAREER
SATISFACTION OF EMPLOYEES AND WORK VALUE
IN CATERING INDUSTRY**

Chieh-Jen SHIEH

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Effects of Organizational Commitment on Career Satisfaction of Employees and Work Value in Catering Industry

Chich-Jen SHIEH¹

Abstract

Tourism industry has boomed in the past years, but catering, rather than accommodation, is the major income of international hotels in Taiwan. Hospitality industry appears high contact with customers, and the quality service relies on the job performance of the employees. For this reason, international hotels are studied the effects of Organizational Commitment on Career Satisfaction of employees in catering industry, from the aspect of Work Value. The employees in Regent Taipei are distributed 250 copies of questionnaires. Having removed invalid and incomplete ones, 167 valid copies are retrieved, with the retrieval rate 67%. The research findings are concluded as below. 1. Organizational Commitment presents significant correlations with Career Satisfaction. 2. Work Value shows partially remarkable correlations with Organizational Commitment. 3. Work Value reveals notable correlations with Career Satisfaction. 4. Work Value appears moderating effects on the correlations between Organizational Commitment and Career Satisfaction. Finally, the research results are expected to provide suggestions and reference for catering businesses.

Keywords: organizational commitment, career satisfaction, work value, catering industry, consumer, personal value.

Research background

Domestic tourism industry has been prosperously developed currently that competitors have carved up the profits and attempted to enhance the competitive advantages with various marketing mix or advertisement when the consumer market has not been grown. Nevertheless, the characteristics of catering industry show the products being the service process, rather than luxurious facilities. Lewis

¹ Chang Jung Christian University, Department of International Business, Taiwan, REPUBLIC OF CHINA. Email: charles@mail.cjcu.edu.tw

(1989) indicated that most catering managers were aware of the importance of providing quality service with the customers, but were likely to ignore the high contact with customers and the quality service relying on the job performance of employees in the industry. As a result, to have the customers perceive the enhancement of service quality in the service process, an organization should promote the employees' quality of service.

Among various approaches to induce service staff in catering industry, Robbins (2001) pointed out to transform the powerlessness caused by unchangeable occupation characteristics, such as salary standard, work time, and role pressure, with Organizational Commitment to having the members intentionally make efforts with the capabilities. The major difference between international hotels in Taiwan and those in foreign countries appears on the former receiving the income mainly from catering, rather than accommodation. In the past seven years, the catering income presents the importance in international hotels as it shows the highest proportion in the total turnover. An international hotel therefore is selected as the research sample in this study.

Definition and hypothesis

Organizational Commitment

From attitudinal and exchangeable aspects, Fan (2007) explained Organizational Commitment as the attitudes and behaviors of organizational members exchanging tangible and intangible resources of the organization with personal efforts, based on the viewpoints of resource exchange and value identification, to satisfy individual demands, agreeing with organizational objectives and value and being willing to pay personal efforts to the organization or job, and expecting to stay in the organization. From psychological and social points of view, Fan (2007) also defined commitment as the rational decision and emotional investment of an individual towards an organization, job, and career, based on resource exchange and psychological support, to contribute the efforts and maintain consistent and stable behaviors, including investment, identity, and loyalty. Hu (2005) divided Organizational Commitment into 1. Attitudinal Commitment, the active commitment of employees, which was an attitude or tendency connecting an individual and the organization, was similar to investment, identity, and motivation, and could be affected by personal traits, job characteristics, and the past work experiences and 2. Behavioral Commitment, originated from the cost of an individual investing in the organization, which was largely influenced by the past behaviors of an individual and the cost invested in the organization, by which an individual was limited and forced to stay in the organization. By concluding various researchers' statements about Organizational Commitment, Carver *et al.* (2011)

considered that Organizational Commitment was based on Social Exchange Theory and norm of reciprocity, where people should help those who had helped them and should not harm those who had helped them. Zia-ud-Din & Khan (2010) further interpreted Organizational Commitment as an individual acquired a job, identified the work role and focused on the job, committed to the job, and attached to the job according to such expectation. Robbins (2001) defined Organizational Commitment as loyalty and identity to the organization as well as the activeness to participate in organizational activities.

Work Value

Robbins (2003) and Kuang (2004) indicated that Work Value led people to a real meaning about the job or specific work, such as reward, diligence, loyalty, interpersonal relationship, social status, and self-actualization, to form the preferable awareness or intention. Especially, self-value was currently emphasized that the expression of personal value would first affect the career goal; and, the quality of work depended on the identity of an employee to the job. For modern employees, working is not simply for living, but for actualizing personal value, i.e. intrinsic value of an employee. Ros, Schwartz & Surkiss (1999) regarded career goal or work value as the basic value expressed at work; such basic value contained intrinsic, extrinsic, and social work value and prestige.

Sidani & Gardner (2000) explained the setting of career goal and the factors of Work Value being work attitude and work performance, where Work Value was formed by the factors of history, philosophy, and religion experiences. Schwartz (1999) pointed out Work Value as personal goal or pride achieved by the performed value through work context. Fields (2002) considered Work Value as the importance of factors, among the systematic factors at work, in personal job satisfaction beyond the perspective of work itself. Luzzo (2000) indicated that Work Value had been the key in the career consultation of college students. Quaquebeke *et al.* (2008) regarded Work Value as the viewpoints of employees strongly concerning about the job background and trend. Consequently, Work Value was generally evaluated as people preferring certain objects, such as employment guarantee and salary standard, and was similar to titration in motive expected value model.

Career Satisfaction

McDaniels proposed the broader meaning of career than personal job or occupation that it referred to the work style of a person engaging in work and leisure activities, (Liang, 2006). Lin (2008) defined career as the life and experiences related to work, family, and leisure in a person's life process. Specially, it indicated the process of individual working life and career development, including the

relevant skills training and educational activities. Generally, it referred to the interaction between an individual and the environment, which could connect and integrate the growth processes or changes with time, covering the experiences or activities in working life and development, family life, civil role, leisure, and interpersonal relationship. Igarria and Chidambaram (1997) viewed the results of career success from the aspects of external career success and internal career success, where the former referred to individual promotion and salary, while the latter indicated personal satisfaction with present job status. Lin (2008) defined career satisfaction as the awareness of personal satisfaction with activities and experiences related to job, position, and occupation (including work status, promotion, salary, prestige, balance between work and family life, career goal, and work accomplishment). Arthur, Khapova & Wilderom (2005) mentioned that external and objective career satisfaction mostly referred to personal satisfaction with salary or promotion, while internal and subjective career success was the positive psychological perception and the achievement related to work accumulated and acquired in the working process.

Correlations among Organizational Commitment, Work Value, and Career Satisfaction

O'Revlin *et al.* (1991) pointed out the closer Work Value between employees and the supervisors, the higher Career Satisfaction and Organizational Commitment of the employees. Putti, Aryee and Liang (1989) divided Work Value into Internal Work Value and External Work Value, where the former appeared larger correlations with Organizational Commitment than External Work Value or Overall Work Value did. Su (2012) found out the significantly positive correlations between Overall Organizational Commitment and Work Value and between Work Value and Career Satisfaction. Locke and Henne (1986) mentioned that work value could be the indicator for explaining Career Satisfaction. Personal Work Value of an employee would affect the work intention or goal and further influence the career satisfaction. Su (2012) concluded the remarkably positive correlations between Extrinsic Value and Career Satisfaction. O'Reilly *et al.* (1991) proposed the higher match between individual and organizational value, the higher Organizational Commitment of the organizational members that Career Satisfaction would be enhanced. According to Organizational Support Theory, an employee would be enhanced the development of perceived organizational support by the humanization characteristics performed by the organization. The effects of perceived organizational support on employees could result in the psychological processes; based on Social Exchange Theory, the employees would appear the psychological effects of obligation to concern about the organizational benefits and assist the organization in achieving the objectives. Such perception would satisfy an employee's socio-emotional needs so as to enhance the employee

integrating into the organization and deepen the work role in the organization. When the employees found the performance being promoted and the rewards from the organization being increased, they would enhance the belief in the organizational members being fair and justice so that they would be willing to work hard for such rewards. Such processes revealed notable effects on Career Satisfaction of employees.

The following hypotheses are therefore established in this study.

H1: *Organizational Commitment presents significant correlations with Career Satisfaction.*

H2: *Work Value shows remarkable correlations with Organizational Commitment.*

H3: *Work Value reveals notable correlations with Career Satisfaction.*

H4: *Work Value appears moderating effects on the correlations between Organizational Commitment and Career Satisfaction.*

Conceptual framework of this study

Summing up the above literature review, the conceptual framework (Figure 1) is drawn to discuss the correlations among Organizational Commitment, Work Value, and Career Satisfaction.

Organizational Commitment

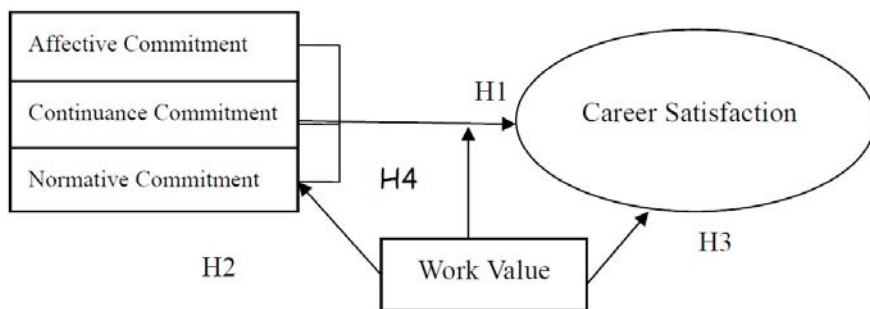


Figure 1: Conceptual framework

Definition of research dimension and design of research method

Definition of research dimension

(1) *Organizational Commitment*. Referring to Lyon's (2010) statement about Organizational Commitment, which was divided into shallow and deep commitment psychologically, both instrumental commitment and psychological attachment are regarded as the dimensions for Organizational Commitment. The dimensions are defined as below: (a) Affective Commitment Scale, to evaluate personal affection to stay in the organization; (b) Continuance Commitment Scale, to evaluate the cost of an individual leaving the organization and the possibility of acquiring attractive job externally; (c) Normative Commitment Scale, to evaluate an individual perception of staying in the organization being an obligation and correct decision.

(2) *Work Value*. Referring to Leuty & Hansen (2011), Work Value is classified into Extrinsic Value, Intrinsic Value, and Concomitant Value, which are defined as following: (a) Extrinsic Value refers to an employee being able to acquire reasonable economic reward in a secure working environment and the organization being able to take good care of the person and the family with complete systems that the person is not merely satisfied materially, but guaranteed the right for work. The employee could be satisfied the spiritual life at work and perceive the affirmation from the society or the others to enhance the social status and receive respect; (b) Intrinsic Value refers to allowing an employee working independently, developing personal capability, showing personal ambition and goal, constantly learning and growing for being promoted at work, and developing the psychological intelligence; (c) Concomitant Value refers to an employee acquiring favorable social interaction and happiness, harmoniously getting along with supervisors, colleagues and others, and establishing favorable interpersonal relationship at work.

(3) *Career Satisfaction*. By concluding the literatures on Career Satisfaction, Greenhaus's (1990) scale is applied to Career Satisfaction Scale in this study.

Research participant

Located in the center of financial business, shopping, and cultural art, Regent Taipei shares No. 14 & 15 green parks and is close to MRT station and the car park of Linsan Forest Park, showing the convenient traffic and the environments and functions for both business and leisure. The interior decoration is simple and graceful and shows the integration of Chinese and the west with classical and modern ideas. What is more, Pillow Options, including eight different pillows

with distinct softness and materials, like feather pillows, air pillows, and wool pillows, are offered in guest rooms. With high-tech materials for shaping, pressure releasing, and sleep comforting, Wellspring beds create the most comfortable resting environment for guests. Several restaurants in the hotel provide Chinese, western, and Japanese dishes for the consumers; and, the recreational facilities create the excellent business and holiday enjoyment. Regent Taipei is selected as the research sample, and the employees are distributed 250 copies of questionnaires. Having removed invalid and incomplete ones, 167 copies are valid, with the retrieval rate 67%.

Analysis

Regression Analysis is utilized for understanding the correlations among Organizational Commitment, Work Value, and Career Satisfaction.

Analysis and discussion

Factor Analysis

(1) *Organizational Commitment*. With Factor Analysis, Organizational Commitment Scale is extracted three factors of Affective Commitment (eigenvalue=3.166, $\alpha=0.83$), Continuance Commitment (eigenvalue=2.475, $\alpha=0.81$), and Normative Commitment (eigenvalue=2.037, $\alpha=0.86$). The covariance explained achieves 75.446%.

(2) *Work Value*. With Factor Analysis, Organizational Commitment Scale is extracted three factors of Extrinsic Value (eigenvalue=2.738, $\alpha=0.85$), Intrinsic Value (eigenvalue=1.941, $\alpha=0.82$), and Concomitant Value (eigenvalue=1.529, $\alpha=0.80$). The covariance explained reaches 78.362%.

(3) *Career Satisfaction*. With Factor Analysis, Organizational Commitment Scale presents the eigenvalue=3.775, $\alpha=0.88$, and the covariance explained achieves 84.832%.

Correlation Analysis of Organizational Commitment and Work Value towards Career Satisfaction

Multiple Regression Analysis is applied to testing the hypotheses and the theoretical framework. The first regression analysis, Table 1, shows the regression equation achieving the significance ($F=26.782$, $p<0.001$). Organizational Commitment presents significant effects on Career Satisfaction, where Affective Commitment, Continuance Commitment, and Normative Commitment reveal remarkably

positive effects on Career Satisfaction with the significance (Beta=0.209, $p<0.01$; Beta=0.224, $p<0.01$; Beta=0.153, $p<0.05$). H1 is therefore supported.

The second regression, Table 1, presents the regression equation reaching the significance (F=35.824, $p<0.001$). Work Value appears notable effects on Career Satisfaction, where Extrinsic Value, Intrinsic Value, and Concomitant Value reveal significantly positive effects on Career Satisfaction with the significance (Beta =0.191, $p<0.05$; Beta=0.217, $p<0.01$; Beta=0.174, $p<0.05$). H3 is therefore supported.

Table 1. *Multiple Regression Analysis of Organizational Commitment and Work Value*

Dependent variable →	Career Satisfaction					
Independent variable ↓						
Organizational Commitment	β	Beta	ρ	β	Beta	ρ
Affective Commitment	2.166**	0.209	0.000			
Continuance Commitment	2.377**	0.224	0.000			
Normative Commitment	1.621*	0.153	0.042			
Work Value						
Extrinsic Value				2.015*	0.191	0.008
Intrinsic Value				2.261**	0.217	0.000
Concomitant Value				1.972*	0.174	0.013
F	26.782			35.824		
P	0.000***			0.000***		
R ²	0.227			0.273		
Adjusted R ²	0.043			0.057		

Note: * stands for $p<0.05$, ** for $p<0.01$.

Correlation Analysis of Work Value and Organizational Commitment

Multiple Regression Analysis is utilized for testing the hypotheses and the theoretical framework. The first regression, Table 2, shows the regression equation reaching the significance (F=32.846, $p<0.001$). Work Value shows remarkable effects on Affective Commitment, where Intrinsic Value and Concomitant Value reveal remarkably positive effects on Affective Commitment with the significance (Beta=0.227, $p<0.05$; Beta=0.173, $p<0.01$).

The second regression, Table 2, reveals the regression equation achieving the significance ($F=38.751$, $p<0.001$). Work Value appears notable effects on Continuance Commitment, where Extrinsic Value, Intrinsic Value, and Concomitant Value present significantly positive effects on Continuance Commitment with the significance ($Beta=0.162$, $p<0.05$; $Beta=0.194$, $p<0.01$; $Beta=0.168$, $p<0.05$).

The third regression, Table 2, reveals the regression equation reaching the significance ($F=43.626$, $p<0.001$). Work Value shows remarkable effects on Normative Commitment, where Extrinsic Value, Intrinsic Value, and Concomitant Value appear notably positive effects on Normative Commitment with the significance ($Beta=0.203$, $p<0.01$; $Beta=0.187$, $p<0.05$; $Beta=0.159$, $p<0.05$). H2 is therefore partially supported.

Table 2. Regression Analysis of Work Value and Organizational Commitment

Dependent variable →	Organizational Commitment								
Independent variable ↓	Affective Commitment			Continuance Commitment			Normative Commitment		
Work Value	β	Beta	ρ	β	Beta	ρ	β	Beta	ρ
Extrinsic Value	1.344	0.126	0.102	1.751*	0.162	0.019	2.155*	0.203	0.000
Intrinsic Value	2.342**	0.227	0.000	2.042**	0.194	0.004	1.983*	0.187	0.011
Concomitant Value	1.836*	0.173	0.015	1.796*	0.168	0.016	1.697*	0.159	0.038
F	32.846			38.751			43.626		
P	0.000***			0.000***			0.000***		
R2	0.275			0.291			0.344		
Adjusted R2	0.032			0.039			0.051		

Note: * stands for $p<0.05$, ** for $p<0.01$.

Moderating effects of Organizational Commitment and Work Value on Career Satisfaction

With Hierarchical Regression Analysis, the moderating effects of Work Value, Table 3, show the significant explanation of Organizational Commitment towards Career Satisfaction ($F=26.782$, $p<0.001$). According to Model 2 and the effects of Organizational Commitment and Work Value on Career Satisfaction to discuss the moderating effects of Work Value, β of Affective Commitment remarkably increases from .209 ($p<.01$) up to .215 ($p<.01$), presenting that Work Value would

reinforce the direct effects of Affective Commitment on Career Satisfaction. Furthermore, β of Continuance Commitment obviously increase from .224 ($p<.01$) up to .248 ($p<.01$), revealing that Work Value would enhance the direct effects of Continuance Commitment on Career Satisfaction. Finally, β of Normative Commitment obviously increase from .153 ($p<.05$) up to .176 ($p<.05$), showing that Work Value would reinforce the direct effects of Normative Commitment on Career Satisfaction. From the research results, Work Value appears partial moderating effects on the correlations between Organizational Commitment and Career Satisfaction that H4 is supported.

Table 3. Hierarchical Regression of Organizational Commitment and Work Value on Career Satisfaction

Dependent variable →	Career Satisfaction					
Independent variable ↓						
Organizational Commitment	β	Beta	ρ	β	Beta	ρ
Affective Commitment	2.166**	0.209	0.000	2.277**	0.215	0.000
Continuance Commitment	2.377**	0.224	0.000	2.531**	0.248	0.000
Normative Commitment	1.621*	0.153	0.042	1.822*	0.176	0.034
Work Value						
Extrinsic Value				2.125**	0.201	0.009
Intrinsic Value				2.313**	0.225	0.000
Concomitant Value				1.996*	0.187	0.010
F	26.782			43.974		
P	0.000***			0.000***		
R ²	0.227			0.391		
Adjusted R ²	0.043			0.061		

Note: * stands for $p<0.05$, ** for $p<0.01$.

Conclusion

The research findings show the significant correlations between 1.Organizational Commitment and Career Satisfaction, between 2.Work Value and Organizational Commitment, and between 3.Work Value and Career Satisfaction. The research on Work Value presents the higher Intrinsic Value, the higher Organizational Commitment of an employee, but the lower Organizational

Commitment when external compensation value is emphasized. From Vroom's Expected Theory, an individual being willing to work hard relies on the received results corresponding with persona expectation. When the value of reward is different from the actually acquired results after hard work, such a result does not appear any value. As mentioned in organizational behaviors, Value Theory could also be used for studying Career Satisfaction. Such theory focuses on the difference between what people have and what they desire to have. In this case, when Work Value corresponds to the perception actually acquired from the organization, the employees in catering industry would enhance Career Satisfaction, and an individual could satisfy with the career role through Work Value.

Suggestion

Based on the research findings, the following suggestions are proposed in this study.

1. Present incentive compensation system. Increasing the employee's salary with additional award and complete tax-saving system could enhance Career Satisfaction.
2. Establish monitoring system. Annual investigation on Career Satisfaction can be practiced, in which the satisfaction with shift arrangement, salary, promotion, and direct supervisor is investigated anonymously; importance analysis and improvement are preceded; and, administrative operation systems are established for assistance and consultation.
3. Establish fluent communication channels. Monthly and seasonal seminars are planned to listen to the employees' demands; and, various leisure activities like gathering dinners, outdoor activities, and singing contests could be regularly held to enhance the interaction among colleagues and the coherence of employees.
4. Reinforce the managerial capabilities of primary supervisors. Various managerial experience sharing channels could be established and leadership trainings are held to reinforce the problem-solving abilities of primary supervisors.

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