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И ТУРИЗМА**

Сборник статей VIII Международной
научно-практической конференции
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В сборнике опубликованы статьи, в которых рассматриваются инновационное развитие в сфере сервиса и туризма, а их также влияние на смежные отрасли. В сборник вошли результаты научных исследований и практических разработок исследователей, аспирантов и студентов из вузов России, Литвы, Сербии и Венгрии.

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Faculty of Social and Cultural Service and Tourism

**INNOVATIVE ASPECTS OF THE DEVELOPMENT
SERVICE AND TOURISM**

Book of proceedings
of VIII International scientific-practical conference
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ORGANIZATIONAL COMMITMENT IN HOSPITALITY: EVIDENCE FROM SERBIA

Ana Jovičić Vuković⁸, Aleksandra Terzić⁹, Bojana Kovačević Berleković¹⁰

***Abstract:** Organizational commitment is an employee's positive attitude, psychological connection and employee identification with the organization. The analysis of the relevant literature found that there are different ways of defining and measuring organizational commitment. This research aims to find the level of organizational commitment in organizations from the hospitality sector. The survey was conducted on a sample of 100 respondents - employees in the hospitality industry. The results of this research may have practical significance in terms of raising awareness about the current level of management commitment to employees. It also can be used as a basis for future actions to motivate employees to increase their commitment to the organization, which consequently may affect the positive performance of the organization, the higher level of service and higher guest satisfaction.*

***Key words:** organizational commitment, hospitality, human resources, Serbia.*

Introduction

Commitment to an organization is an important component of organizational behavior and represents a measure of organizational efficiency, being able to predict various organizational outcomes (Yeh, 2019). The current paper relies on the view that human capital is one of the most important assets of the hospitality industry, and that the sector's employees play a key role in enhancing productivity and overall performance of the organization (Matveev, 2017).

In the contemporary business environment, organizational commitment is becoming increasingly important, especially when it comes to employees whose work largely depends on guest satisfaction, further determining the market success of the organization. There is a limited number of research conducted in Serbia addressing the organizational commitment in the hospitality and tourism sectors (Dramican, 2019; Blesic et al, 2017; Vujicic et al, 2015). However, this topic is significant from both a theoretical and practical point of view. In this regard, this research aims to determine the level of organizational commitment in hospitality

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organizations in the Republic of Serbia.

The organizational commitment represents a positive attitude of the employee, along with his psychological connection and identification to the organization (Mowday et al, 1979). Employees that are characterized by a high level of organizational dedication firmly believe in the values and goals of their organization. Also, these employees are ready to step up their efforts and improve their knowledge to meet the interests of the organization, having a strong desire to continue working in the organization (Saks, 2006).

Numerous factors are influencing the expression of organizational commitment. Robbins (2003) identifies five groups of factors influencing employees' level of commitment to an organization, namely: job characteristics, the nature of the reward that employee receives from the organization, the possibility of alternative employment, the behavior of the organization toward new employees, and personal characteristics of employees. Different studies showed that organizational commitment may be a predictor of various organizational outcomes such as job satisfaction (Vujičić et al, 2015; Kuruüzüm et al. 2009), the loyalty of employees (Yao et al. 2019), lower level of employee fluctuation (Saks, 2006; Riketta, 2002), a higher level of service quality (Garg, Dhar 2014) and other issues.

Methodology

The research methodology involved field research to conduct the survey, while a standard questionnaire was used as a research instrument. The first part of the questionnaire consisted of demographic variables, while the second part consisted of a one-dimensional scale for measuring organizational commitment based on the Organizational Commitment Questionnaire (OCQ) (Mowday, 1979), which consisted of 15 items. Respondents expressed their agreement with the claims using a five-point Likert-type scale, by completing one of the five answers offered, ranging from 1 – I disagree to 5 – I fully agree. The survey was conducted in cafes and restaurants in the largest cities of the Republic of Serbia - Novi Sad and Belgrade. The sample consisted of the equal number of female and male respondents (50%). The majority of respondents belong to the age group over 30 years of age (45%), followed by respondents below 20 years (32%) and respondents from 26 to 30 years (23%). Considering the educational level, the majority of respondents completed college (41%) or graduated high school (38%), while 21% of them completed higher vocational education. Of the total number of respondents, 53% were part-time employees, while 47% were full-time employees in their organization. Statistical techniques used in the survey were processed by using SPSS 24.0 statistical package and included standard measures of descriptive statistics – arithmetic mean and standard deviation, while the scale adequacy was confirmed by using Crombach's reliability Alpha coefficient.

Results

Crombach's reliability Alpha coefficient was calculated 0.868, indicating good internal consistency of the scale used, based on the recommendations of Nunnaly (1978) should be above 0.7.

In Table 1 descriptive statistics were presented, with results of mean values and standard deviation for individual items and the total score (OCQTotal).

Table 1. Descriptives of Organizational Commitment Questionnaire

<i>Item</i>	<i>N</i>	<i>M</i>	<i>SD</i>
I am willing to put in the extensive additional effort than usually expected to improve this organization's success.	100	3,87	1,079
I recommend this organization to my friends as a desirable working place.	100	3,47	1,114
I feel little loyalty to this organization.	100	4,19	0,761
I will accept almost any task to keep a job in this organization.	100	2,80	1,110
I think that my personal values and organizational values are quite similar.	100	3,07	1,112
I proudly say that I am the member of this organization.	100	3,49	1,124
I wouldn't care to work for any other organization on the similar/same working position.	100	3,86	0,739
This organization inspires me to work the best way I can.	100	3,16	1,061
Minor changes in my current working conditions would make me leave this organization.	100	3,93	0,756
I am extremely pleased that I chose to work for this organization, and not for any other I considered when I was searching for a job.	100	3,32	1,136
There is not much benefit of great commitment to this organization.	100	3,85	0,716
It is often difficult for me to agree to business policy of this organization considering important matters concerning employees status.	100	3,93	0,728
The fate of this organization is truly important for me.	100	3,55	1,149
Personally, I think this is the best possible organization to work for.	100	2,70	1,124
I have definitely made a mistake to work for this organization.	100	4,14	0,779
OCQTotal	100	3,56	0,583

Source: Author's calculations

The results of mean scores show that employees experience moderate to partly positive commitment to their organizations. Analysis of the individual items

indicates higher mean values for certain statements such as “I feel little loyalty to this organization” (M=4.19) and “I have definitely made a mistake to work for this organization” (M=4.14). The lowest mean values were noticed in statements “I will accept almost any task to keep a job in this organization” (M=2.80) and, “Personally, I think this is the best possible organization to work for” (M=2.70).

Discussion and conclusions

Mean values for given items in a sample show the partial commitment to organization of employees of hospitality sector. Additionally, through informal interviews with respondents we conclude that, due to a relatively unfavorable economic situation in the country, a great number of respondents currently do not have other options for employment. Therefore, they are “forced” to continue working in the current organization and accept working conditions defined by the employer, that often are not consistent with legally defined employee's rights. This research has important implications on the quality of human resources and its further development potential.

Having in mind that, the overall organizational success in the highly competitive and ever-expanding tourism and hospitality sector largely depends on the skills and competences exhibited by the sector's employees, the importance of ensuring employee commitment in providing quality services is essential. The organization's management sector should continuously seek for efficient ways of performance improvement. Ensuring job satisfaction among employees will eventually improve the level of organizational commitment, quality of service and prevent loss of workforce.

Current work conditions in hospitality sector in Republic of Serbia are such that direct financial (material) stimulation still represents dominant factor of motivation and job satisfaction among employees. In this regard, the important task of managers is to create a balance between material and immaterial stimulation, as well as to ensure adequate evaluation of employee's performance. Thus, it should be based on precise and objective quantitative and qualitative indicators. Organizational commitment and a greater level of employee's motivation can be achieved through:

- clearly defined strategic visions, goals, tasks, working and quality standards, procedures of job realization and monitoring process;
- continuous monitoring of employees and existing feedback from managers on achieved results and goals;
- establishing a clear flow between work results and rewards, as well as packages of material and immaterial incentive measures;
- stimulation of employees to start innovation in the work process and finding

new problem solutions approaches;

- recognition, highlighting and nurturing the importance of employee's position, their work, personal competences, innovation, and creativity;
- providing a continuous education process among employees.

Hospitality organizations with a high level of employee commitment can rely on long-term benefits, loyalty, productivity, and employee retention. Thus, such organizations provide greater consumer orientation and perceived quality of services, which ultimately contributes to increased guest satisfaction.

Limitations of this research may be seen in a relatively small sample and the inability of result generalization. Also, one may not neglect the fact that research is focused on the hospitality sector that is particularly specific for its dynamics and high level of employee's fluctuation.

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