Exploring the Satisfaction, Commitment and Turnover Intentions of Employees in Low Cost Hotels in Or. Mindoro, Philippines

Gudelia C. Saporna* and Ryan A. Claveria

Abstract

It is widely believed that turnover adversely affect organizational effectiveness and productivity. Turnover can have a negative impact on the functioning of an organization through loss of cohesion and morale. Having a knowledge as what causes an employee to leave an organization gives managers the opportunity to curtail turnover more effectively. It is in this context that this research was conceptualized. This study was undertaken to determine how job satisfaction dimensions and organizational commitment influence turnover intentions among employees in selected low cost hotels in Oriental Mindoro, Philippines. The study made use of descriptive-correlation research design, with 110 respondents conveniently selected from 10 low cost hotels in Oriental Mindoro. The result of the study shows that all job satisfaction dimensions are important to the respondents. On the other hand, job satisfaction dimensions are related to turnover intentions in terms of job nature and career development. Meanwhile, no relationship exists between organizational commitment and turnover intentions.

Keywords

Job satisfaction dimensions; Low cost hotels; Organizational commitment; Turnover intentions

Introduction

Higher productivity and excellent performance cannot be realized without the support of the employees. Organizational goals are unattainable without the enduring commitment of members of the organization. Hence, awareness on employee turnover in the hotel industry has become a phenomenon across the globe. With this, developing and retaining employees in the organization will now be the biggest challenge particularly in the hotel industry where labor turnover is very high.

Obviously, employees have their own goals in life and they tend to leave if their needs are not met by the organization. This tendency is very basic to everybody especially if they are shielded by the skills and competencies needed by the industry. Moreso, their decision to leave the organization is further influenced by fast changing environment, growing needs of the family, dissatisfaction, seeking for better lives, old age and sickness. In this regard, the organization should recognize that job satisfaction is so important that its absence often leads to lethargy, reduced organizational commitment and increased turnover intentions. Unsatisfied employees often lost their initiatives and enthusiasm to work and often result in absenteeism and turnover.

Many researchers have conducted studies using job satisfaction, commitment and turnover intention as variables, however, many of these used only affective commitment as a single measure of organizational commitment [1-3]. Hence, the purpose of this study is to explore the correlation of job satisfaction and the three components of organizational commitment to turnover intentions among the employees in ten low cost hotels in Calapan City, Oriental Mindoro, Philippines. The result can be used by the managers as a basis in their policy formulation.

Research questions

This research study sought to answer the following research questions.

1. How important are the following job satisfaction dimensions to the employees?
   a. compensation
   b. recognition
   c. career development
   d. job nature
   e. job relationship?

2. What is the level of commitment of the employees to their organization measured in terms of the following variables:
   a) affective commitment
   b) continuance commitment
   c) normative commitment?

3. Is there a correlation between job satisfaction dimensions and turnover intentions of the employees?

4. Is there a relationship between organizational commitment and turnover intentions of the employees?

Related Literature

Turnover intentions

The cost of turnover to an organization can be very high especially to service-intensive business like that of hotel industry. Hence, Price [4] suggested turnover intentions construct as an alternative in measuring actual turnover.

Turnover intent is defined as the reflection of “(the subjective) probability that an individual will change his or her job within a certain time period” [5]. For Tett and Meyer (1993) as cited in Samad (2006) [6], turnover intention was defined as a conscious willful to
seek for other alternatives in another organization. Meanwhile, turnover intention was referred as a conscious and deliberate willfulness of an individual towards voluntary permanent withdrawal from the organization [7].

**Job satisfaction and turnover intention**

Lambert [8] defines job satisfaction as “the degree to which a person likes his/ her job. For Demir [9], job satisfaction of employees refers to the “feel of contentment and discontentment for a job”. Job satisfaction as defined by Locke (1976) cited in Brief and Weiss (2002) [10] is a pleasurable or positive emotional state resulting from the appraisal of one’s job. It is a collection of attitudes that workers have about their jobs which may be derived as from a facet of satisfaction or as an overall aspect of a job [11].

In a study conducted by Meland et al. [12] they pointed out that there is a relationship between employees’ job satisfaction and turnover. Khatri and Fern [13] concluded also that a modest relationship existed between job satisfaction and turnover intentions. Likewise, Samad (2006) cited in Ali (2008) [14] found a moderate relationship between job satisfaction and turnover intentions. Another study on job satisfaction and intent to turnover was conducted by Choi and Sneed [15] among part-time student employees in University Dining Services. Results indicate that job satisfaction is inversely related to turnover intention.

**Organizational commitment and turnover intention**

The concept of organizational commitment became popular in researches about organizational psychology [16]. Commitment was broadly defined by Meyer and Herscovitch [17], as a force that guides a course of action towards one or more targets. It has been theorized that commitment is multidimensional construct and that the consequences of commitment vary across dimensions. Organizational commitment three component model focuses on normative commitment which is the employee’s perception of their obligation to the organization; continuance commitment which refers to the employee’s perception of the cost associated with leaving the organization; and affective commitment described as the emotional attachment to or identification with their organization [17]. Organizational commitment for Boles et al. [18] is also the feeling towards the organization and its values. Commitment is a force that binds an individual to the course of action of relevance to one or more targets [16]. It is “an attitude that reflects the strength of the linkage between an employee and an organization” [11].

Several studies were conducted to determine the relationship between commitment and turnover intentions. One of the studies conducted was that of Chen [19] among the flight attendants of a Taiwanese Airline Company. The results of the analysis showed that two aspects of organizational commitment, the normative and continuance, as well as the job-itself satisfaction were found to have significant impact on the flight attendants’ turnover intentions.

On the other hand, the study of Baotham et al. [20] explored the relationships between job satisfaction and organizational commitments on voluntary turnover intentions of the Thai employees in the New University. The results showed that job satisfaction and organizational commitment have a direct negative influence on voluntary turnover intentions. However, in the study of Sangroengrob and Techachaicherdchoo [21], it shows that job satisfaction and organizational commitment have no direct effect on turnover intention. It was only work commitment which was found to have a significant effect on the turnover intentions of IT professional.

The present study is an attempt to find the correlation between job satisfaction dimensions, organizational commitment and turnover intentions among employees in low-cost hotels in Or. Mindoro, Philippines. This study is guided by the research framework shown in Figure 1. The independent variables are job satisfaction and organizational commitment while the dependent variable is turnover intention.

**Hypothesis**

- **H1** There is a correlation between job satisfaction dimensions and the turnover intentions of the employees.
- **H2** There is a relationship between organizational commitment and the turnover intentions of the employees.

**Methodology**

The main objective of the study is to explore the job satisfaction dimensions and level of organizational commitment of the employees in ten low cost hotels in Calapan City, Oriental Mindoro, Philippines. The researchers correlate also the variables to turnover intentions to determine if job satisfaction and organizational commitment are predictors of turnover intentions.

The study made use of the descriptive-correlation research design. The researcher took one hundred ten (110) employees who are working in the hotels for six months onwards to be able to get a more plausible response and minimize biases for the company. Out of 130 questionnaires distributed only 110 were considered valid and usable. Valid responses were then tabulated and analyzed. Convenience sampling was used in the selection of samples.

The researcher made use of a four-page survey questionnaire to gather the information needed to achieve the desired objectives of the study. To determine the level of organizational commitment, the researcher adapted the Organizational Commitment Questionnaire developed by Meyer and Allen (1997) cited in Brown (2003) [22,23] with minor modifications. The questionnaire was structured into four parts. Part 1 deals with the job satisfaction dimensions. Part 2

---

**Figure 1:** Correlation between job satisfaction dimensions, organizational commitment and turnover intentions among employees in low-cost hotels in Or. Mindoro, Philippines.
determines the level of organizational commitment. Part 3 focuses on job satisfaction dimensions’ influence to turnover intentions. Lastly, part 4 deals on organizational commitment’s influence to turnover intentions. Due to some modifications in the questionnaire, it was pre-tested over a week interval. Questions which are vague were modified. The five-point Likert numerical scale [24] with 5 as the highest and 1 as lowest was used. The reliability of the scale was assessed using the Cronbach’s Alpha method. The data collected were summarized and analyzed using Pearson Product Moment Correlation.

Findings

**Respondent’s profile:** To answer the research questions, the researchers made use of one hundred ten (110) employees who are working in the hotels for six months onwards to be able to get a more plausible response and minimize biases for the company. Convenience sampling was used in the selection of samples. The results of the survey showed that the majority of the respondents are from 20-35 years of age. As regards length of service, about 64% of them are in the organization for 1-5 years; 31% for 6-10 years and only 5% employed for 11-15 years. About 65% of the respondents are females.

**Job satisfaction dimensions:** Table 1 shows the job satisfaction dimensions profile of the respondents. It can be gleaned from the table that compensation was rated of utmost importance with a mean score of 4.93 by the respondents. Compensation received the highest mean score due to the fact that the majority of the respondents are still young with ages ranging from 20-35. Other dimensions such as recognition (3.52), career development (3.63), job nature (3.67) and job relationship (3.59) were also considered very important in their life by the respondents. In an interview with some respondents, they revealed that they are willing to stay in their present work even if the compensation does not meet their expectations as long as the nature of their job will give them enough experience to grow.

**Organizational commitment:** Table 2 reflects the level of commitment of the respondents. It can be gleaned from the table that normative commitment got the highest mean score of 4.37 which implies the respondents morally believe that to remain in the organization is the right thing to do. The respondents believe that they have to be loyal to the organization and moving to another organization is unethical. On the other hand, continuance commitment got the lowest mean score of 3.67 which means that respondents are only moderately committed in terms of this component. It only shows that they are bound to the organization due to the benefits associated with staying versus the personal cost associated with leaving. Likewise, respondents only stay in the organization because it is a matter of necessity rather than a desire.

**Job satisfaction and turnover intentions:** It can be noted from the table that only career development and job nature moderately influence the turnover intentions of the employees. This is reflected on the computed r-values of -0.295 for career development and -0.395 for job nature which exceeded the critical p-value of .197 at .05 level of significance. Figures imply that if the employees are satisfied with the nature of their jobs in such a way that they are allowed to make use of their abilities, the possibility of turnover is low. Likewise, if the employees have the opportunity to learn new skills and grow in the organization, they will stay longer with them.

**Organizational commitment and turnover intentions:** As reflected in the table, all dimensions of organizational commitment are not predictors of turnover intentions. This is indicated on the computed r-values of -.103 (AC), -.049 (CC) and -.20 (NC) which all fall below the critical p-value of .197 at .05 level of significance. The study is linked to the findings of Sangroengrob and Techachaicherdchoo [21] that organizational commitment has no direct effect on turnover intentions. Further, the results show that though employees are highly committed it is not an assurance that they will not leave the organization. Staff will always seek for a work where they can grow and will get satisfaction in what they are doing. For them, compensation will follow if they are equipped with the competencies and skills needed in the job.

**Conclusions and Recommendations**

The results of the study showed that the five job satisfaction dimensions are all important to the respondents. However, they rated compensation of utmost importance. As regards the level of commitment, normative commitment got the highest mean score while continuance commitment got the lowest rating which only proves that respondents stay in the organization because they believe that it is the right thing to do and due to the difficulty in finding a job considering they are in the suburban province. Only two job satisfaction dimensions such as career development and job nature are negatively related to turnover intentions. The study also shows that no relationship exists between organizational commitment and turnover intentions. This only proves that commitment will not keep employees in the organization. With this, the results can be used by the hotel owners as a basis in their human resource planning. Employees who are satisfied with their jobs are most likely to be happy, productive and committed and dedicated to their work.

Based on the conclusions drawn, the organizations should focus more on two job satisfaction dimensions such as career development and job nature since they influence turnover intentions through the creation of new staff development programs that will develop the staff capabilities. Further, though organizational commitment is not a predictor of turnover intention, the organization can still review and enhance their current human resource management practices.
for the purpose of strengthening the organizational commitment of
the employees and minimizing turnover cases among them. Business
owners should create an environment in which employees are not
only satisfied with their jobs but truly committed so that they will
stay in the organization for a long period of time. As what Meyer
and Allen (1990) stressed, an employee’s commitment must be reflected
on his desire, need and obligation to remain in the organization.

Limitations of the Research

It is essential to acknowledge the limitations of the study. First,
the findings of the study should be used cautiously in attempting to
make generalizations because this is just a pilot study. Second, the
respondents were not classified per department (e.g. front office/
room division). With this, future researchers can also have a deeper
investigation of the dimensions by categorizing the respondents per
department and validating their responses through group interviews
with them. Finding the differences among their responses can also be
investigated by future researchers. Managers can also be a subject of
research.

References

2. Feather NT, Rauter KA (2004) Organizational Citizenship Behaviors in
Relation to Job Status, Job Security, Organizational Commitment and
Identification, Job Satisfaction and Work Values. Journal of Occupational
and Organizational Psychology 77: 81-94.
turnover intention: the effects of goal orientation, organizational
learning culture and developmental feedback. Leadership and Organization
Development Journal 31: 482-500.
Manpower 22: 606-624.
Turnover Intentions: An International Comparative Study. J Econ Issues 38:
113-137.
demographic variables: job characteristics and job satisfaction on turnover

Table 3: Job Satisfaction Dimensions Influence to Turnover Intentions.

<table>
<thead>
<tr>
<th>IV: Job Satisfaction Dimensions</th>
<th>Turnover Intentions</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>r</td>
</tr>
<tr>
<td>Compensation</td>
<td>.013</td>
</tr>
<tr>
<td>Recognition</td>
<td>.090</td>
</tr>
<tr>
<td>Career Development</td>
<td>-.295</td>
</tr>
<tr>
<td>Job Nature</td>
<td>-.395</td>
</tr>
<tr>
<td>Job Relationship</td>
<td>.172</td>
</tr>
</tbody>
</table>

Level of Significance = 0.05
Df = 108
Critical p-value = 0.197

Table 4: Organizational Commitment Influence to Turnover Intentions.

<table>
<thead>
<tr>
<th>IV: Organizational Commitment</th>
<th>Turnover Intentions</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>r</td>
</tr>
<tr>
<td>Affective Commitment</td>
<td>-.103</td>
</tr>
<tr>
<td>Continguance Commitment</td>
<td>-.049</td>
</tr>
<tr>
<td>Normative Commitment</td>
<td>.020</td>
</tr>
</tbody>
</table>

Author Affiliations

1Taylor’s University, Malaysia
2Divine Word College of Calapan, Philippines

Submit your next manuscript at www.scitechnol.com/submission