Influencing Dimensions of Organizational Commitment on Job Satisfaction and Employee Performance: Evidence from the Five-Star Hotel

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Abstract

The productivity of an organization relies on employee satisfaction and their commitment to work. Commitment is crucial since it influences organizational outcomes, such as job satisfaction and employee performance. This study aimed to assess the impact of organizational commitment dimensions (affective, continuance, and normative commitment) on job satisfaction and employee performance and the relationship between job satisfaction and employee performance at XYZ, a five-star hotel in Siem Reap Province. A self-administered survey was used to collect data from 231 respondents out of 570 employees at XYZ, a five-star hotel. The data were analyzed using SPSS 26 with descriptive and inferential statistics (Multiple Linear Regression for testing hypotheses). The results showed that the three dimensions of organizational commitment (affective, continuance, and normative commitment) significantly and positively influence job satisfaction and employee performance. Furthermore, job satisfaction also significantly enhances employee performance.

Keywords: Affective commitment, Continuance commitment, Employee performance, Job satisfaction, Normative commitment

1. Introduction

The success of any business organization relies on the active participation and commitment of all employees, along with the management's focus and the cooperation of department heads to promote high employee commitment. This can improve job satisfaction and enhance employee performance (Akeke et al., 2015; Anis et al., 2011; Posumah & Moridu, 2022). Every employee in an organization needs to demonstrate organizational commitment (Ugoani, 2018). Employee commitment can lead to high performance (Syauta et al., 2012; Sultana et al., 2021). Organizational commitment reflects the attitude of both the organization and its members towards creating an environment that encourages employees to remain engaged and loyal for the achievement of goals and the organization's sustainability (Purnama & Mahdi, 2023; Sudiarta, 2018; Posumah & Moridu, 2022; Muktamar et al., 2024). Organizational commitment is measured using an organizational commitment scale (Meyer & Allen, 1991; Allen & Meyer, 2016; Dinc, 2017), and the aspects of this commitment are outlined as follows: (1) acceptance of the organization's values and goals, (2) a willingness to exert effort on behalf of the organization, and (3) a desire to maintain affiliation with the organization (Sihombing and Iqbal, 2024).

Over the years, organizational commitment and job satisfaction have garnered attention from researchers across various disciplines and have been key focus areas for many organizations, primarily due to their impact on organizational outcomes (Akeke et al., 2015; Goetz & Wald, 2022; Khan et al., 2016). These outcomes include employee turnover intentions, absenteeism, organizational citizenship behavior, employee performance (Syauta et al., 2012), job involvement, and effectiveness (Muktamar et al., 2024). According to McMullin et al. (2004), Organizations that maintain a committed workforce and uphold values of fairness and respect toward their employees are likely to foster organizational commitment among their employees. Job satisfaction is also crucial in enhancing performance (Ugoani, 2018). It is closely linked to the working conditions employees experience, determining whether their expectations are met (Sukirman et al., 2024). When these expectations are

fulfilled, employees can derive satisfaction from their work, leading to greater motivation (Pakpahan et al., 2024). Research conducted by Dinc et al. (2018) indicates the impact of organizational commitment dimensions (Affective, Continuance, and Normative Commitment) on both job satisfaction (Allen & Meyer, 2016) and performance (Rafiei et al., 2014). Furthermore, a study conducted on the population and civil registration office of Manokwari Regency by Sampebunga and Budiman (2024) highlights the enhancement of employee performance through the influence of organizational justice, job satisfaction, and organizational commitment.

Based on field observations and empirical studies, limited research has been done on how the dimensions of organizational commitment affect job satisfaction and employee performance and the impact of job satisfaction on employee performance in the hotel industry. This study aims to address this research gap by investigating the effects of organizational commitment dimensions on job satisfaction and employee performance and examining the influence of job satisfaction on employee performance at XYZ, a five-star Hotel in Siem Reap Province.

2. Literature Review

2.1 Theoretical Foundation

Organizational *Commitment (OC)*. Commitment has been conceptualized and measured in various ways across different studies. OC refers to an employee aligning with a specific organization, its goals, and desires to maintain membership within that organization (Rafiei et al., 2014). It is defined as the degree to which an employee believes in and chooses to accept the objectives of an organization or company, influencing their decision to stay or leave (Cesário & Chambel, 2017). OC is also seen as a crucial behavioral indicator that helps predict an employee's likelihood to remain a member of the organization (Pakpahan et al., 2024). Sukirman et al. (2024) describe it as the emotional attachment of a person to an organization, which motivates them to defend and strive toward achieving organizational goals. Additionally, Allen and Meyer (1990) introduced a three-component model of OC, which includes affective commitment (AC), continuance commitment (CC), and normative commitment (NC), which play a crucial role in shaping employee behavior and retention. Affective commitment refers to an employee's emotional attachment to, identification with, and involvement in the organization (Allen & Meyer, 1990, p.1). Similarly, it denotes the emotional attachment and loyalty an employee has towards their organization, often leading to a strong desire to contribute to its success (Abbas & Ahmed, 2023). Continuance commitment is based on the costs that an employee associates with leaving the organization (Allen & Meyer, 1990, p.1), which can discourage employees from resigning, even amid dissatisfaction (Dwiyanti et al., 2022). Finally, normative commitment embodies an employee's obligation to remain with the organization (Allen & Meyer, 1990, p.1), often influenced by personal values or social pressures (Karyono & Hakim, 2022).

Job Satisfaction (JS) refers to workers' emotional state and behavioral expressions derived from their appraisal of their job and its associated value (Bagis et al., 2021; Han et al., 2022). Furthermore, JS is typically defined by either positive or negative feelings regarding various aspects of work, such as the nature of the job, the style of supervision, relationships with coworkers, and job security, among others (Mensah et al., 2024). Furthermore, Winarja et al. (2018) discuss several well-known theories of JS: (1) Theory of Conformity (Discrepancy Theory): This theory measures job satisfaction by comparing an individual's expectations with their perceived reality. Satisfaction occurs when reality surpasses expectations, creating a positive disparity; (2) Theory of Justice (Equity Theory): This theory suggests that satisfaction or dissatisfaction arises depending on whether individuals perceive fairness in their situations, particularly in employment contexts; (3) The Theory of Two Factors: This theory distinguishes between job satisfaction and job dissatisfaction, asserting that these are distinct concepts and not on a continuum; and (4) Motivator-Hygiene Theory (MH): Developed by Herzberg, this theory identifies factors that lead to job satisfaction (motivators) and factors that prevent dissatisfaction (hygiene factors). Research supports a positive correlation between job satisfaction and both reduced turnover and increased commitment among employees. Additionally, Ugoani (2018) and Winarja et al. (2018) highlight specific dimensions of JS, including salary, promotion opportunities, work, quality of supervision, and relationships with coworkers. These dimensions underscore the multifaceted nature of JS and its critical role in influencing employee behavior and organizational outcomes.

Employee Performance (EP), often called job achievement, is recognized as the desired outcome of behavior (Sampebunga & Budiman, 2024). It is also defined as a combination of ability, effort, and opportunity, evaluated based on the results obtained during a specific period (Winarja et al., 2018). According to Winarja et al. (2018), EP encompasses several elements: (1) Work Accomplished: This refers to the final results obtained

individually or by groups, indicating that performance can be assessed at personal and institutional levels; (2) Authority and Responsibility: Individuals or institutions have the necessary authority and responsibility to carry out their duties, empowering them to perform their tasks effectively; (3) Legality of Actions: The work must comply with established legal standards, ensuring that all activities are within the bounds of the law; (4) Moral and Ethical Compliance: In addition to legal requirements, the work should also comply with generally accepted moral and ethical standards. Additionally, Mathis et al. (2016) identified several key indicators for measuring an employee's job performance or achievements, which include: (1) Quantity of Work: Which measures how much work is completed within a given period; (2) Quality of Work: Assesses the accuracy, thoroughness, and overall quality of the work produced; (3) Utilization of Time: Evaluates how efficiently time is managed to maximize productivity; (4) Cooperation: Gauges the ability to work collaboratively with others towards common goals.

These components and indicators collectively provide a comprehensive framework for understanding and assessing EP across different settings.

2.1 Hypotheses Development

OC and JS. According to Ugoani (2018), Akeke et al. (2015), Ma'arif et al. (2024), and Anis et al. (2011), JS is strongly linked with OC. Research by Sudiarta (2018), Sukirman et al. (2024), and Syauta et al. (2012) has consistently demonstrated the significant relationship between OC and JS. Similarly, Anis et al. (2011) found a positive association between OC and employee JS in the pharmaceutical industry, a result echoed by many scholars such as Bagis et al. (2021) and others. This highlights the importance of OC in fostering JS and reducing employee turnover. Furthermore, Khan et al. (2016) conducted a study on Public Sector Engineering Organizations in Pakistan, revealing a significantly positive correlation between CC and employee JS. Loan (2020) gathered data from 547 employees and found that OC significantly influences EP. Similarly, Gumasing and Ilo (2023) conducted research in the logistics sector, showing that OC has the highest positive association with workers' JS. Kartiko et al. (2023) collected data from teachers at Madrasah XYZ in Pasuruan Regency, indicating that OC contributes positively to JS. Additionally, Muktamar et al. (2024) concluded that OC influences employee satisfaction. Sihombing and Iqbal (2024) studied the Civil Servants Agency of Labor, Transmigration, and Energy Special Capital Region of Jakarta, finding OC's positive and significant impact on JS. The components of OC (AC, CC, and NC) are common variables examined in studies on employee behavior (Meyer & Allen, 1991; Allen & Meyer, 2016). Empirical research by Allen & Meyer (2016) suggests that AC and NC correlate significantly positively with JS, while CC and JS are negatively correlated. In addition, Bilgin and Demirer (2012) investigated the relationship among organizational support, AC, and JS of hotel employees in Turkey, revealing that AC significantly affects employees' JS. Similarly, Dinc and Huric (2017) found a significantly positive relationship between AC, NC, and JS among nurses at hospitals in Bosnia and Herzegovina. Moreover, Dinc et al. (2018) surveyed 274 nurses in private and public hospitals in Bosnia and Herzegovina, finding that AC and NC directly relate to JS, while CC and JS do not show a significant relationship.

In a recent study, Sultana et al. (2021) explored the impact of CC and NC on employee JS in the context of Work from Home (WFH) in Malaysia, highlighting the importance of these variables in influencing JS. Based on the findings of previous research, the hypotheses (H1 to H3) in this study are formulated as follows:

H1: AC has a significant and positive effect on JS.

H2: CC has a significant and positive effect on JS.

H3: NC has a significant and positive effect on JS.

OC and EP. OC refers to employees' emotional attachment to their organization, driving them to strive toward achieving its goals (Posumah & Moridu, 2022). Strong OC is considered crucial for organizational success and higher performance (Thao et al., 2024). Research indicates that employee commitment can enhance internal performance within organizations (Dinc et al., 2018). Furthermore, Numerous studies have highlighted the strong relationship between OC and EP. For instance, Posumah and Moridu (2022) found that OC positively predicts EP in a study conducted on hotel employees in Makassar. Similarly, Sampebunga and Budiman (2024) discovered OC's positive and significant effect on EP among the Department of Population and Civil Registration of Manokwari Regency employees. However, Pakpahan et al. (2024) reported no significant indirect influence of OC on EP. Moreover, Eliyana et al. (2019) collected data from middle-level leaders at the organization of Pelabuhan Indonesia III, revealing a negative effect of OC on work performance. Conversely, Rafiei et al. (2014) found a significant relationship between OC and employees' job performance, with all three components of OC (AC, CC, and NC) positively related to employees' job performance. Additionally,

Srimulyani et al. (2023) demonstrated a significantly positive direct relationship between employees' AC and performance. However, Thao et al. (2024) found a directly significant positive relationship between AC and job performance in Vietnam, while continuance and normative commitment showed no direct significant relationship with job performance.

In a comparative analysis of the three dimensions of OC, Khan et al. (2016) revealed a positive relationship between OC and employees' job performance, with NC having a particularly strong and significant impact on job performance. Furthermore, Dinc et al. (2018) collected raw data from nurses in private and public hospitals in Bosnia and Herzegovina, finding no statistically significant associations between AC and performance and the relationship between NC and performance, but CC was significantly positively associated with performance. Based on the findings of previous studies, the hypotheses (H4 to H6) in this study are formulated as follows:

H4: AC has a significant and positive effect on EP.

H5: CC has a significant and positive effect on EP.

H6: NC has a significant and positive effect on EP.

JS and EP. Based on the empirical evidence from previous studies, it is evident that JS significantly influences job performance among employees (Sampebunga & Budiman, 2024; Posumah & Moridu, 2022; Han et al., 2022; Winarja et al., 2018; Srimulyani et al., 2023). For instance, Dinc et al. (2018) studied 274 hospital nurses in Bosnia and Herzegovina and demonstrated that JS emerged as a significant predictor of job performance. Similarly, Eliyana et al. (2019) found a positive impact of work satisfaction on work performance among middle-level leaders at Pelabuhan Indonesia III Inc. Additionally, Hendri (2019) conducted in a limited liability company in West Kalimantan, a significant positive effect of JS on EP was discovered. Based on these findings, the hypothesis (H7) in this study is formulated as follows:

H7: JS has a significant and positive effect on EP.

The research model, depicted in Figure 1, was developed based on theoretical considerations related to AC, CC, NC, JS, and EP at XYZ, a five-star hotel.
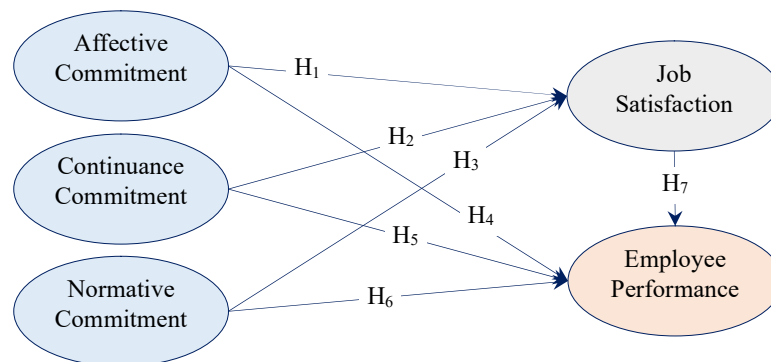

Figure 1. Research Model

3. Research Methodology

3.1 Research Design

The study employed a causal inference theory, establishing cause-and-effect relationships between variables (Yoeung et al., 2023). This theory offers a systematic approach to testing and comprehending the direct relationship between independent and dependent variables. It assists researchers in determining whether changes in the independent variable significantly impact the dependent variable, enabling a deeper understanding of the underlying mechanisms and effects.

3.2 Site and Sample

The sample size for this study is 231, drawn from 570 working employees across various departments (Stratified Random Sampling) of XYZ, a five-star Hotel in Siem Reap Province. This hotel is renowned and has remained committed to its operations even during the COVID-19 pandemic. Due to its prominence and resilience during challenging times, the researcher chose this hotel as the study site.

3.3 Instrumentation

The research instrument comprises a 51-item questionnaire presented in two parts. The first part collects demographic information about the respondents, including gender, age, educational level, work department, position, and job tenure. The second part consists of indicators based on an EP framework. All items in the questionnaire are rated on a 5-point Likert scale, ranging from "1" (strongly disagree) to "5" (strongly agree). The study utilizes five latent constructs: AC, CC, NC, JS, and EP. The measures for each latent construct are developed and adapted based on previous studies. The construct and measurement items are detailed in Table 1.

3.4 Data Collection

The data collection procedure was as follows: (1) A letter requesting permission to collect data was submitted to the Human Resource Megamerger of XZY Hotel; (2) The researcher explained the importance of the research, the purpose of data collection, and the contents of the questionnaire clearly before distributing the questionnaire to the participants; and (3) All answers to the questions were checked to ensure there were no unanswered gaps. If any were found, the researcher immediately returned the questionnaire to the participant for completion. This data collection took place over a period of 4 months, from February 1 to April 30, 2024.

Table 1. The Construct and Measurement Items.

Construct	Items	Measure	Supporting Reference
Affective Commitment (AC)	AC1	I would happily spend the rest of my career with this hotel.	(Allen & Meyer, 1990); (Kanning & Hill, 2013); (Dinc, 2017); (Dinc et al., 2018); (Fantahun et al., 2023)
	AC2	I really feel as if this hotel's problems are my own.	
	AC3	I do feel "emotionally attached" to this hotel.	
	AC4	I do feel like a "part of the family" at this hotel.	
	AC5	I do feel a strong sense of belonging to this hotel.	
Continuance Commitment (CC)	CC1	Currently, staying with this hotel is a necessity as much as a desire.	
	CC2	It would be very hard for me to leave this hotel right now, even if I wanted to.	
	CC3	It would be too costly for me to leave this hotel shortly.	
Normative Commitment (NC)	NC1	I was taught to believe in the value of remaining loyal to one hotel.	
	NC2	I believe a person must always be loyal to his or her hotel.	
	NC3	Jumping from hotel to hotel does seem unethical to me.	
Job Satisfaction (JS)	JS1	The hotel clearly conveys its mission to me.	(Çaliskan & Koroglu, 2024); (Gumasing & Ilo, 2023); (Al-Rubaish et al., 2011)
	JS2	I have the tools and resources I need to do my job.	
	JS3	The amount of work expected of me is reasonable.	
	JS4	It is easy to get along with my colleagues.	
	JS5	The morale in my department is high.	
	JS6	Overall, I feel satisfied with my job.	
Employee Performance (EP)	EP1	I understand the criteria for the performance of my organization.	(Inuwa, 2016); (Dinc, 2017)
	EP2	I understand my job and how to carry it out.	
	EP3	I can resolve unexpected schedules on time.	
	EP4	I maintain a good record of attendance in this organization.	
	EP5	I can carry out assigned duties effectively and efficiently.	

3.5 Data Analysis

To achieve the study's objectives and test the hypotheses, SPSS Version 26.0 is utilized to analyze the collected data. The data analysis methods employed are as follows: (1) Descriptive Statistic Analysis: This method is used to analyze the characteristics of each variable in the research study. It includes measures such as Frequencies, Percentages, Means, and Standard Deviations. (2) Inferential Statistic Analysis: *Exploratory Factor Analysis (EFA)* identifies underlying factors and eliminates redundant indicators or items. This is done through tests such as Kaiser-Meyer-Olkin (KMO) and Bartlett's Test, as well as by examining factor loading. *Reliability Analysis:* Cronbach's Alpha (α) and Composite Reliability (CR) coefficients are calculated to assess the reliability of the Construct variables. *Convergent Validity Assessment:* Average Variance Extracted (AVE) measures the extent to which the items within a construct are related. *Discriminant Validity Assessment:* Comparing the square root of AVE to the correlation coefficients between constructs helps evaluate each construct's distinctiveness. *Multiple Linear Regression:* This method tests and establishes causal relationships between variables.

By employing these analysis techniques, the study aims to provide comprehensive insights into the relationships between AC, CC, NC, JS, and EP at XYZ, a five-star hotel in Siem Reap Province.

4. Results of the Study

4.1 Correspondents' Demographic Profiles

Of the 231 respondents who gave the most in the survey, 60.606% of respondents are males, and 36.364% were 24 to 29 years old. About 65.368% graduated from High School, and 26.840% worked in the Housekeeping Department. Additionally, 68.831% work as Operational Employees and 51.082% have a job tenure of 1 to 2 years. Details of the respondents' demographic profiles are shown in Table 2.

Table 2. Correspondents' Demographic Profile (n=231)

	Frequency	Percent		Frequency	Percent
Gender:			*Work Department:*		
Male	140	60.606	Engineering	20	8.658
Female	91	39.394	Sale & Marketing	9	3.896
Age:			Human Resource	33	14.286
18-23 years	48	20.779	Finance	13	5.628
24-29 years	84	36.364	Spar & Massage	5	2.165
39-35 years	65	28.139	Kitchen	42	18.182
36-40 years	32	13.853	*Work Position:*		
> 40 years	2	0.866	Operational Employee	159	68.831
Education Levels:			Supervisor	32	13.853
High School	151	65.368	Assistant	33	14.286
Associate's	29	12.554	Manager	7	3.030
Batchelor's	50	21.645	*Job Tenure:*		
Master's	1	0.433	< 1 year	48	20.779
Work Department:			1-2 years	118	51.082
Front Office	21	9.091	2-4 years	35	15.152
Housekeeping	62	26.840	5-6 years	13	5.628
Food & Beverage	26	11.255	> 7 years	17	7.359

4.2 Validity and Reliability Analysis of Scale

The results of the Exploratory Factor Analysis (EFA) presented in Table 3 indicate that all indicators of Affective Commitment (AC), Continuance Commitment (CC), Normative Commitment (NC), Job Satisfaction (JS), and Employee Performance (EP) have factor loadings greater than 0.70, as recommended by Hair et al. (2019). This suggests that the items adequately represent their respective constructs.

The Kaiser-Meyer-Olkin (KMO) measure, employed to assess sampling adequacy, yielded values greater than the acceptable threshold of 0.50, as suggested by Hair et al. (2019). This indicates that the sample size for this study is adequate. Furthermore, Bartlett's Test of Sphericity was significant at $p < 0.001$, indicating that the correlation matrix is suitable for conducting factor analysis, as indicated in Table 3. Therefore, the data obtained from the questionnaire participants are appropriate for component analysis. Internal consistency and reliability of the measurement scales were assessed using Cronbach's Alpha (α) and Composite Reliability (CR). Both α and CR values exceeded 0.70, suggesting satisfactory reliability, in line with the guidelines provided by Hair et al. (2019) and Bagozzi & Yi (2012). Convergent validity, expressed as the Average Variance Extracted (AVE) for all latent variables, exceeded 0.50, as proposed by Fornell and Larcker (1981) and Bagozzi and Yi (2012). This indicates adequate convergent validity. Finally, discriminant validity was evaluated by comparing the square root of AVE with Pearson's correlation coefficients among research constructs. The AVE's square roots were greater than Pearson's correlation coefficients, as shown in Table 4. This confirms the appropriateness of Construct Reliability, Common Validity, and Discriminant Validity for the data in this study.

Table 3. The Results of EFA, Reliability, and Validity Testing (N = 231)

Research Constructs	Indicators	Factor Loading	KOM	Sig.
AC (α=0.845; CR= 0.890; AVE= 0.619)	AC5	0.826	0.765	<0.001
	AC4	0.813		
	AC3	0.804		
	AC1	0.751		
	AC2	0.736		
CC (α=0.756; CR= 0.860; AVE= 0.673)	CC1	0.848	0.686	<0.001
	CC3	0.812		
	CC2	0.799		
NC (α=0.704; CR= 0.836; AVE= 0.631)	NC2	0.864	0.620	<0.001
	NC3	0.809		
	NC1	0.701		
JS (α=0.864; CR=0.898; AVE= 0.596)	JS3	0.829	0.847	<0.001
	JS4	0.805		
	JS2	0.796		
	JS6	0.748		
	JS1	0.741		
	JS5	0.706		
EP (α=0.851; CR=0.894; AVE= 0.627)	EP5	0.845	0.789	<0.001
	EP1	0.796		
	EP4	0.786		
	EP2	0.775		
	EP3	0.756		

Table 4. The Results of Discriminant Validity (n=231)

Variables	Descriptive Statistics		Person's Correlation				
	Mean	Std. Deviation	AC	CC	NC	JS	EP
AC	3.696	0.532	*0.787*				
CC	3.476	0.584	0.464***	*0.820*			
NC	3.730	0.550	0.671***	0.477***	*0.794*		
JS	3.573	0.581	0.597***	0.595***	0.583***	*0.772*	
EP	3.777	0.547	0.610***	0.472***	0.629***	0.608***	*0.792*

Note: ***$p < 0.001$. The square root of AVE appeared as bold numbers along the diagonal.

4.3 Testing Hypotheses Among Research Constructs

This analysis assesses the relationship between the independent variables AC, CC, and NC and the dependent variables JS and EP. The results of the multiple linear regression analysis are presented in Table 5 and Figure 2 below.

Based on the coefficients obtained from the multiple linear regression analysis (Table 5 and Figure 2), it is evident that there exists a statistically significant positive relationship between AC and JS (β_{H1}= 0.280, t-Value=4.360, $p < 0.001$), as well as between CC and JS (β_{H2}= 0.358, t-Value=6.609, $p < 0.001$). Moreover, NC demonstrates a statistically significant positive effect on JS (β_{H3}= 0.225, t-Value=3.470, $p < 0.001$). Additionally, AC, CC, and NC exhibit statistically significant positive effects on EP (β_{H4}= 0.350, t-Value=5.245, $p < 0.001$; β_{H5}= 0.298, t-Value=4.504, $p < 0.001$; $\beta6$= 0.166, t-Value=2.983, $p < 0.01$), respectively. These results support the study's Hypotheses 1, 2, 3, 4, 5, and 6.

The Multiple Correlation Coefficient Analysis (R) is utilized to assess the strength of the relationship between two or more independent variables and the dependent variable. Meanwhile, the Coefficient of Determination (R^2) aims to quantify how much AC, CC, and NC influence JS and EP. According to the results presented in Table 5, the correlation coefficient (R) obtained from the data analysis is 0.715, indicating a strong relationship between AC, CC, and NC and the JS of employees at XYZ, a five-star Hotel in Siem Reap Province. The coefficient of determination (R^2) is also calculated to be 0.511. This suggests that AC, CC, and NC collectively account for 51.10% of the variance in employees' JS, while the remaining 49.90% is influenced by other variables not addressed in this study.

Table 5. Summary of Multiple Linear Regression Analyses for Variables Predicting JS and EP (n=231)

Variables	JS				EP			
	B	SE B	β	t-Value	B	SE B	β	t-Value
(Constant)	1.164	0.216		5.381	0.804	0.208		3.855
AC	0.306	0.070	0.280***	4.360	0.348	0.066	0.350***	5.245
CC	0.356	0.054	0.358***	6.609	0.307	0.068	0.298***	4.504
NC	0.237	0.068	0.225***	3.470	0.156	0.052	0.166**	2.983
R	0.715				0.693			
R^2	0.511				0.480			
Adjusted R^2	0.504				0.474			
F	79.029***				69.980***			

Note: ***$p < 0.001$, **$p < 0.01$

Table 6. Summary of Simple Regression Analysis for Variable Predicting EP (n = 231)

Variables	EP			
	B	SE B	β	t-Value
(Constant)	1.732	0.179		9.680
JS	0.572	0.049	0.608***	11.580
R	0.608			
R^2	0.369			
Adjusted R^2	0.367			
F	134.100***			

Note: ***$p < 0.001$
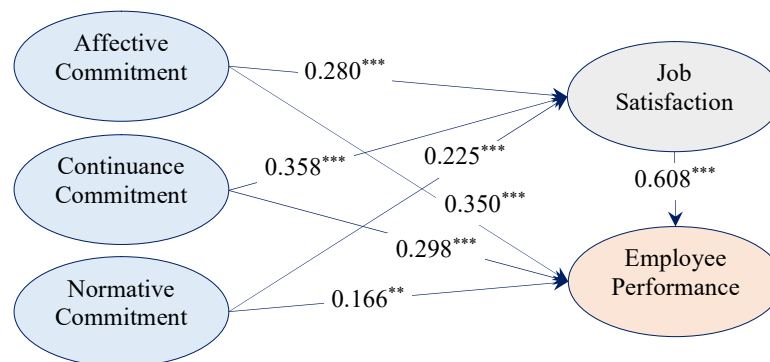
Figure 2. Results of the Regression Model

Furthermore, the correlation coefficient (R) derived from the data analysis is 0.693, indicating a strong relationship between AC, CC, and NC and the EP at XYZ, a five-star Hotel in Siem Reap Province. Meanwhile, the coefficient of determination (R^2) is calculated to be 0.480. This implies that AC, CC, and NC collectively explain 48% of the variance in EP, while the remaining 52% is influenced by other variables not explored in this research.

The results presented in Table 6 and Figure 2 indicate a statistically significant positive correlation between JS and EP (β_{H7}= 0.608, t-Value=11.580, $p < 0.001$). Therefore, Hypothesis 7 is supported by the findings of this study.

According to the findings presented in Table 6, the correlation coefficient (R) obtained from the data analysis is 0.608, indicating a strong relationship between JS and EP at XYZ, a five-star Hotel in Siem Reap Province. The coefficient of determination (R^2) is also calculated to be 0.369. This suggests that JS explains 36.90% of the variance in EP, while the remaining 63.10% is influenced by other variables not investigated in this study.

5. Discussion

The research findings indicate that AC, CC, and NC influence JS and EP, with JS having a strong effect on EP at XYZ, a five-star Hotel in Siem Reap Province. Specifically, for every one-unit increase in AC, CC, and NC, JS increases by 0.280, 0.358, and 0.225 units, respectively, while EP increases by 0.350, 0.298, and 0.166 units, respectively. Moreover, for every one-unit increase in JS, EP increases by 0.608 units. These results align with previous studies by Mangundjaya and Merdiaty (2024), who found that AC, CC, and NC strongly correlated with JS of employees at banks in Indonesia. These findings are crucial in fostering employee satisfaction. Furthermore, they significantly impact employees' decisions to join or remain with an organization, with considerations such as competitive wages, favorable financial conditions, available facilities, and positive relationships with colleagues and superiors being key motivators. Furthermore, Dinc et al. (2018), who found that AC and NC influence JS, and JS strongly affects EP. Furthermore, Dinc (2017) presented that AC, NC impact Overall JS, and CC relate to the job performance of worker furniture manufacturing firms in the Federation of Bosnia and Herzegovina. Additionally, research by Jarwanto et al. (2024) suggests that AC commitment positively and significantly impacts EP. This indicates that employees with high AC levels feel personally aligned with the company's values, fostering emotional attachment and enhancing performance.

Management should focus on increasing AC, CC, and NC among hotel employees to enhance the relationship between OC, JS, and EP at XYZ, a five-star Hotel in Siem Reap Province. According to Meyer et al. (2002) and Dinc et al. (2018), employees with strong AC remain with the organization out of personal desire, those with strong CC out of necessity, and those with strong NC out of obligation. One suggestion to bolster employee emotional attachment is for XYZ hotel management to organize extracurricular activities. Additionally, efforts should be made to increase employee JS, as suggested by Goetz and Wald (2022), who found a positive association between JS and Task Performance (TP). Similarly, Eliyana et al. (2019) noted that Work Satisfaction (WS) significantly enhances Work Performance (WP). Furthermore, it's important to note that JS has a positive and significant effect on EP, as supported by research from Jarwanto et al. (2024) and Pakpahan et al. (2024). Employees with high JS tend to exhibit improved performance and provide increased feedback (Bagis et al., 2021; Syauta et al., 2012; Sudiarta, 2018). Therefore, measures to boost employee JS, such as encouraging participation, empowering employees, providing educational training, and promoting personal growth, can have significant practical implications for XYZ hotel management, leading to decreased turnover rates and improved employee commitment. Furthermore, research indicates that hotel employees with a strong commitment report higher JS and performance levels. This heightened satisfaction positively influences their OC and EP. Consequently, employee commitment within a hotel organization significantly contributes to employee productivity, performance, and overall well-being. The study also revealed an enlightening finding: JS has a significant effect on EP of this factor in organizational behavior.

Given the medium-economic situation of XYZ, a five-star Hotel in Siem Reap, particularly after the COVID-19 pandemic, management should consider increasing employee satisfaction with their jobs by enhancing salaries and offering more promotion opportunities. Additionally, focusing on the recruitment process and providing comprehensive training for new hires can augment current employees' satisfaction with their coworkers, further enhancing the overall work environment and employee satisfaction levels.

6. Conclusion

EP is significant for XYZ, a five-star hotel. It's crucial for the hotel to focus on enhancing both JS and EM. This study's findings underscore the importance of OC dimensions, such as AC, CC, and NC, in increasing employees' JS and EP. Moreover, the study highlights the pivotal role of JS in driving EP at XYZ, a five-star hotel.

7. Limitations and further research

The findings of this study are based on a limited sample drawn solely from employees of a single five-star hotel in Siem Reap Province. Therefore, future research should aim for a broader and more comprehensive scope to maximize research outcomes, considering other industries or geographic regions. Validation through further studies in diverse settings is crucial. Moreover, this study solely focuses on the three components of OC (AC, CC, and NC) that influence JS and EP among five-star hotel employees. However, other factors may also impact JS and EM. Hence, future studies should explore additional factors such as training, motivation, rewards, work environment, etc. Additionally, this study measures only single components of JS and EM. To enhance the reliability of the questionnaire, future research should incorporate multiple components for assessing both JS and EP. Furthermore, data collection in this study relies solely on employee questionnaire responses. Future studies should complement this method by conducting interviews to better understand employees' thoughts and feelings.

Lastly, while this study employs cause-and-effect analysis and utilizes SPSS software for data analysis with multiple linear regression, future research could consider employing structural equation modeling (SEM) with AMOS to further refine the results, particularly when dealing with complex data relationships.

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