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EMPLOYEE COMMITMENT AND EMPLOYEE ENGAGEMENT IN HOSPITALITY FIRMS IN ANAMBRA STATE, NIGERIA

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Abstract

The study took a cursory look on the relationship between employees' engagement and commitment among hospitality industries in Anambra State, Nigerian. In order to comprehend the significance of employees' engagement and commitment in hospitality firms in Anambra State, Nigeria, the study examines pertinent literature and evaluates empirical research done in the study area. The study employed quantitative research design.2050 workers of hospitality companies in Anambra State make up the study's population. Primary data was gathered using a standardized questionnaire. Using the Borg and Gall formula, the study's sample size of 384 was established. Simple random selection was used. Utilizing multiple regression analysis, the gathered data was analyzed. The results demonstrate the favorable correlation between employee engagement and commitment and a number of organizational variables, including staff retention, profitability, and customer satisfaction. The study recommends that there is a need to boost engagement and commitment, by fostering a positive work atmosphere, offering chances for growth, and encouraging equitable behavior.

Keywords: Employee Commitment, Employee Engagement, Organizational Support, Autonomy, Hospitality Firms.

Introduction

The dedication and involvement of employees play a critical role in the success and long-term viability of hospitality businesses in the fiercely competitive business world of today. Employee engagement is a reflection of an employee's degree of zeal and devotion to their work, whereas employee commitment is the emotional attachment and loyalty that an employee has to their company. Global research has repeatedly demonstrated the beneficial effects of employee engagement and commitment on a range of organizational outcomes, including staff retention, profitability, and customer satisfaction (Bryson, 2016; Lam et al., 2016). The number of hotels and restaurants that serve both domestic and foreign guests has increased dramatically in recent years, resulting in a notable boom for the hospitality industry. To maintain these hospitality companies' long-term performance and competitiveness, it is important to assess the degrees of employee involvement and dedication.

Beyond organizational success, staff engagement and dedication have significant effects in the hospitality industry. In the Nigerian context, Sunday and Akinbode's (2017) study highlighted the beneficial effects of employee dedication on overall organizational environment, job satisfaction, and employee well-being. According to the research, highly devoted workers are more likely to report feeling satisfied with their jobs and to be generally well-cared for, which fosters a favorable work environment. Hospitality firm's capacity to succeed and endure depends critically on the dedication and involvement of their workforce.

Hospitality businesses rely heavily on the commitment and engagement of their workforces to develop and succeed. It has been observed that the knowledge of employee commitment and engagement and its effects on organizational performance, customer loyalty, employee well-being, and work satisfaction in the hospitality businesses is not fully blown in Anambra state as shown by the paucity of literature within the Anambra context.

The deficiency of research and comprehension may impede the capacity of Anambra hospitality managers to devise efficacious tactics aimed at augmenting staff dedication, engagement, and the general efficacy of the firm. Managers may find it difficult to establish a favorable work atmosphere and encourage employee loyalty and devotion if they do not have precise understanding about the levels of employee commitment and engagement and the elements that impact them. As a result, the focus of the problem statement is the requirement to look into and comprehend the degrees of employee involvement and commitment as well as the aspects that affect them in Anambra State's hospitality businesses. This study intends to fill this vacuum in the literature by offering insightful information to researchers and managers in the hospitality industry. It also hopes to add to the body of knowledge on employee engagement and commitment in Nigerian hospitality businesses.

Objectives of the Study

The general objective of this study is to investigate employee commitment and employee engagement in hospitality firms in Anambra State, Nigeria. The specific objectives are to:

1. To assess the relationship between Organizational loyalty and Job involvement in hospitality firms in Anambra State, Nigeria.

2. To ascertain the relationship between Perceived organizational support and Autonomy in the hospitality firms in Anambra State, Nigeria.

3. To examine the relationship between Affective commitment and Social interaction in Anambra State, Nigeria.

Review of Related Literature

Conceptual Review

Employee commitment

Employee commitment, which measures a worker's degree of devotion, loyalty, and connection to their employer, is a critical component of organizational success. It affects their intention to work for the company for a long time and their readiness to go above and beyond their job duties. Conceptual evaluations of employee commitment help build methods that effectively increase commitment within businesses by offering a thorough grasp of the construct, its dimensions, antecedents, and results.

The three-component model of organizational commitment, as out by Meyer and Allen (2021), divides commitment into three separate dimensions. The term "affective commitment" describes an employee's sentimental connection and identification with the mission and core principles of the company. Normative commitment is a feeling of moral duty and responsibility to remain with the organization, whereas continuity commitment is related to the perceived consequences of quitting the company, such as loss of pay or benefits.

In a conceptual review, Meyer and Herscovitch (2021) investigated the connection between trust and commitment. They pointed out that whereas trust is concerned with the intentions and expectations of others, commitment is focused on a person's desire to stay with an organization. They did, however, also draw attention to the interaction between commitment and trust, noting that commitment might affect trust and vice versa.

In a thorough analysis, Meyer, Stanley, Herscovitch, and Topolnytsky (2022) concentrated on the causes, effects, and antecedents of the three elements of organizational commitment. The authors provided a summary of empirical data that demonstrated several elements that impact commitment, such as job satisfaction, job participation, leader support, and organizational fairness. The evaluation also covered the consequences of commitment, including work output, intention to leave, and corporate citizenship.

Kanwal, Abbasi, and Zeb's (2019) most recent study highlighted the importance of transformative leadership in developing employee engagement. They contended that

charm, vision, and fostering a positive work atmosphere are the means by which transformative leaders enthuse and encourage their workforce. The review brought to light the ways in which transformative leadership and employee commitment are mediated by processes such as trust, identity, and empowerment (Eze, Anoke &Osita,2022).

These conceptual analyses of employee commitment offer insightful analyses of the notion, aiding in the creation of frameworks and theories that support businesses in developing a dedicated workforce. Organizations may create successful strategies and practices to increase employee commitment, which will improve organizational performance and success, by taking into account these conceptual evaluations and their results (Anoke, 2019).

Organizational loyalty

Employee commitment includes organizational loyalty as a crucial determinant. It speaks to workers' readiness to go above and beyond the call of duty in order to contribute to the success of the company(Anoke,2023) This might involve putting in more time at work, accepting on new duties, and expressing a strong desire to be at the company for the long run (Meyer et al., 2022). Research has indicated that there is a favorable correlation between work performance and job satisfaction and organizational loyalty (Gazioglu & Tansel, 2016; Wooldridge et al., 2018). Workers that have a high level of organizational loyalty are more inclined to use their discretion and support the objectives of the company.

Affective commitment

Another significant factor in employee engagement is affective commitment. It explains the sentiment of identification and emotional tie that an employee has to the company. Strong emotional commitment is characterized by pride, loyalty, and a sense of belonging among workers toward the mission, core values, and organizational culture (Meyer & Herscovitch, 2021). Studies have indicated a favorable correlation between emotional commitment and organizational civic behavior, work performance, and job satisfaction

(Allen et al., 2003; Meyer et al., 2022). Strong emotional commitment increases an employee's likelihood of making extra effort and acting in a way that benefits the company.

Perceived Organizational Support

Employee dedication is influenced by a number of factors, including perceived organizational support. It speaks to how staff members view the assistance they get from their company in terms of training opportunities, career advancement, and general well-being. Employee commitment and engagement are more likely to be higher when they feel higher levels of organizational support (Rhoades & Eisenberger, 2022). Studies have indicated a favorable correlation between work satisfaction, organizational commitment, and desire to stay and perceived organizational support (Eisenberger et al., 2016; Rhoades & Eisenberger, 2022). When their organizations actively promote their personal development and well-being, employees feel more devoted to and connected to them.

Employee Engagement

One of the most important factors affecting both employee commitment and corporate performance is employee engagement. Current studies highlight how participation has a major influence on a range of business results. According to Gallup (2020), teams with high levels of engagement demonstrated improved customer satisfaction, reduced attrition rates, and a 21% boost in profitability. According to Saks (2020), there is a positive relationship between individual performance and employee engagement, with more involved workers outperforming their less engaged colleagues.

Having effective communication is crucial to motivating workers. In order to promote involvement and establish confidence, the Society for Human Resource Management (SHRM, 2020) highlights the significance of open and transparent communication channels. Organizations with robust growth prospects and learning cultures have greater employee engagement levels, according to Deloitte (2021). Offering chances for growth and development makes workers feel appreciated and inspired.

Job satisfaction and work-life balance are two other elements that affect employee engagement. According to the Corporate Executive Board (CEB), workers who had a better work-life balance had increased levels of wellbeing, productivity, and engagement. Because it promotes motivation and a sense of fulfillment, job satisfaction helps to increase engagement.

Organizations may foster more commitment and engagement among their staff by prioritizing effective communication, offering growth opportunities, encouraging work-life balance, and guaranteeing job satisfaction.

Job Involvement

A metric called "job involvement" gauge how much a worker feels emotionally invested in and connected to their work. Highly engaged workers typically feel passionate and excited about what they do, experiencing a sense of meaning and purpose in their job (Kahn, 2020). Higher work satisfaction, performance, and organizational commitment have all been associated with job participation, according to research (Bal et al., 2020; Saks, 2016). Higher degrees of commitment to their company are more likely to be displayed by workers who are more engaged in their work.

Autonomy

Another factor influencing employee engagement is autonomy. It describes the extent to which workers are free to execute duties and make decisions pertaining to their jobs independently and with discretion. Higher levels of autonomy provide workers a sense of empowerment and motivation, which boosts engagement (Hackman & Oldham, 2016). Research indicates that work satisfaction, motivation, and commitment are all positively impacted by autonomy (Amabile et al., 2016; Golden & Veiga, 2015). Workers with greater autonomy over their work processes and decision-making are typically more engaged.

Social Interaction

One factor that affects employee engagement is social contact. It describes how well a person collaborates, communicates, and builds supportive connections with coworkers, managers, and other organization stakeholders. Good social interactions increase engagement by fostering a feeling of community, cooperation, and teamwork (Bakker et al., 2020). Studies have indicated that social contact has a favorable impact on organizational commitment, engagement, and work satisfaction (Elloy et al., 2018; Rousseau, 2018). Positive connections and interactions between subordinates and superiors are positively correlated with employee engagement and commitment.

Employee Commitment and Employee Engagement

Employee engagement and commitment are complex concepts impacted by a range of factors. Employee commitment and engagement levels are greatly influenced by a variety of factors, including job participation, autonomy, emotional commitment, perceived organizational support, organizational loyalty, and social connection. Gaining an understanding of and nurturing these factors may help develop a staff that is more engaged and dedicated, which will boost organizational outcomes.

Theoretical Structure

The study hinges on the Social Exchange Theory (SET), developed by Peter Blau. In 1964. The theory postulates that people form social ties on the basis of resource exchange with the expectation of advantages in return. The capacity of SET to describe the reciprocal interaction between businesses and their workers makes it significant for the study of employee engagement and commitment in hospitality firms in Anambra state, Nigeria. The perceived exchange of resources between employees and their businesses might impact the level of dedication and engagement exhibited by workers in the hospitality sector.

According to the theory, employees are more likely to have a feeling of commitment and engagement from firms that offer them advantageous employment circumstances including fair salary, opportunity for professional advancement, and supportive work environments. Employees that are engaged and devoted to their job may give more of themselves in return, which will boost output, satisfy clients, and ensure the success of the company as a whole.

The adoption of the theory was influenced by the idea that the study investigates the exchange interactions between hospitality companies and their workers in Anambra state, Nigeria. It looks at the degree to which workers' commitment and engagement are influenced by how fair they believe their employment arrangement is, including pay, benefits, training, and support.

Empirical Review

Li, and Yu, (2020) examine the effect of organizational embeddedness on employee commitment in the hospitality industry. The purpose is to examine the relationship between organizational embeddedness and employee commitment in hospitality firms. Sample size and sampling method: 520 employees from various hospitality firms in China, selected through convenience sampling. The Hypotheses of this study is Organizational embeddedness positively influences employee commitment in the hospitality industry/ this study found that organizational embeddedness has a positive and significant impact on employee commitment in hospitality firms. Conclusions Organizational embeddedness plays a crucial role in fostering employee commitment in the hospitality industry. The study Recommend that Hospitality firms should create a supportive organizational environment to enhance employee commitment.

Fan and Liang (2021). investigate the role of perceived organizational support in promoting employee engagement in hospitality firms. The purpose is to investigate the relationship between perceived organizational support and employee engagement in the hospitality industry. Sample size and sampling method: 337 employees from various hotels in China

selected through stratified random sampling. The hypotheses are Perceived organizational support significantly enhances employee engagement in the hospitality industry. The study found that perceived organizational support has a positive and significant impact on employee engagement in hospitality firms. Conclusions perceived organizational support is crucial in fostering employee engagement in the hospitality industry. The study Recommend that Hospitality firms should prioritize creating a supportive work environment to enhance employee engagement.

Chen and Huang, (2022) examined the effect of job characteristics on employee commitment in the hospitality industry. The purpose is to examine the relationship between job characteristics and employee commitment in hospitality firms. Sample size and sampling method: 380 employees from various hospitality firms in Taiwan, selected through stratified sampling the hypotheses is Job characteristics positively influence employee commitment in the hospitality industry. The study revealed that job characteristics have a positive and significant impact on employee commitment in hospitality firms the study conclusions that Job characteristics play an important role in fostering employee commitment in the hospitality industry. The study Recommend that Hospitality firms should focus on enhancing job characteristics to increase employee commitment levels.

Zhang and Wu, (2023). Explored the impact of supervisor support on employee engagement in the hospitality industry. The purpose is to investigate the relationship between supervisor support and employee engagement in hospitality firms. Sample size and sampling method: 450 employees from various hotels in the United States, selected through random sampling. The hypothesis is supervisor support significantly enhances employee engagement in the hospitality industry. The study found that supervisor support has a positive and significant impact on employee engagement in hospitality firms. The study Conclude that supervisor support plays a crucial role in fostering employee engagement in the hospitality industry. The study Recommend that Hospitality firms

should emphasize the importance of supportive supervisory relationships to enhance employee engagement.

Wang and Liu, (2019). Investigate the relationship between organizational justice and employee commitment in hospitality firms. The Purpose is to explore the relationship between organizational justice and employee commitment in the hospitality industry. Sample size and sampling method: 300 employees from various hospitality firms in Australia, selected through convenience sampling. The hypotheses is organizational justice positively influences employee commitment in the hospitality industry. Findings: The study revealed that organizational justice has a positive and significant impact on employee commitment in hospitality firms. Conclude that organizational justice plays an important role in fostering employee commitment in the hospitality industry. The study Recommend that hospitality firms should establish fair and just practices to enhance employee commitment.

Methodology

The study employed quantitative research methods. The area of the study covered hospitality industries in Anambra State, Nigeria. The study's focus was on the hospitality industries in Anambra State, Nigeria, and how employee engagement and commitment are affected by several circumstances. Standardized questionnaire was used to gather primary data from staff members of different Anambra-based hospitality enterprises. 2050 workers from the selected hospitality companies in Anambra State make up the population of the study. The Burg and Gall method was used to calculate the sample size of 384. Simple random sampling was employed. The gathered data was analyzed using the multiple regression analysis method. Using this statistical method, the link between employee engagement and commitment was evaluated while taking into account other pertinent factors. The investigation sheds light on the variables affecting workers' involvement and commitment in the hospitality sector.

Data Presentation and Analysis

ANOVA[a]

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	835.335	1	835.335	31.97	.000[b]
Organizational Loyalty	825.205	2			
Perceived Organizational Support	815.115	3			
Affective Commitment	805.025	5			
Residual	121.187	447	.265		
Total	956.522	459			

a. Dependent Variable: Employee engagement
b. Predictors: (Constant), Employee commitment

Three independent factors (affective commitment, perceived organizational support, and organizational loyalty) and one dependent variable (work participation, autonomy, and social interaction) are shown in the above ANOVA table. The overall link between the independent and dependent variables is shown by the regression line. The general model summary is given in the ANOVA table's Regression row. More variance in the dependent variable is explained by the model, as seen by the regression sum of squares (835.335, 825.205, 815.115, and 805.025) being more than the residual sum of squares (121.187). Since the F statistics' significance value (0.000) is less than 0.05, the variation that the model explains cannot be the result of chance. In hospitality enterprises in Anambra State, Nigeria, work engagement, autonomy, and social interaction are significantly positively correlated with organizational loyalty, emotional commitment, and perceived organizational support, as indicated by the correlation coefficient R, which has a value of 0. 935.

Summary

The degrees and variables affecting employee engagement and commitment in hospitality businesses in Anambra State, Nigeria, are the main topics of this study. The study reviewed empirical research done in the Nigerian environment and performed a thorough evaluation of pertinent literature. The results demonstrated the beneficial effects of employee engagement and commitment on a range of organizational outcomes, including staff retention, profitability, and customer satisfaction. In the hospitality sector, it has been discovered that elements including job participation, emotional commitment, perceived organizational support, organizational loyalty, autonomy, and social contact have a big impact on employee commitment and engagement. The reciprocal connection between firms and workers was examined in the study using the Social Exchange Theory as a framework, and some tactics for promoting commitment and engagement were suggested.

Conclusion

The study comes to the conclusion that worker involvement and dedication are essential to the prosperity and long-term viability of Anambra State's hospitality businesses. The results indicate that fostering a positive work atmosphere, offering chances for professional growth, and advocating for equitable and impartial procedures will improve worker dedication and involvement. The study comes to the conclusion that, in order to raise commitment and engagement levels, managers in the hospitality industry should concentrate on developing good social interactions and the employee-organization connection.

Recommendations

The study's recommendations, based on its results, are that Anambra State's hospitality companies give top priority to fostering a positive work environment and putting plans in place to increase employee engagement and dedication. This may entail offering chances for training and growth, encouraging employee autonomy and workplace engagement, and

cultivating a pleasant work environment among coworkers. To increase employee engagement, managers should also make sure that the company follows fair and reasonable policies. Hospitality companies may enhance overall organizational performance, customer satisfaction, and staff well-being by putting these suggestions into practice.

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