

A Study on Organizational Commitment of Employees of the Leading Hotels in Bangkok

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Abstract

The purposes of this research were: (a) to investigate the levels of organizational commitment of employees in the leading hotels in Bangkok, and (b) to determine a difference of organizational commitment of employees classified by demographic profile in the following areas: job dedication, acceptance and practice in the rules and regulations of the organization, organizational reputation maintenance, and the need for being member of organization. The population and samples in this study were 180 employees working at the selected leading hotels in Bangkok. The results of the study showed that the overall mean value of organizational commitment of employees can be interpreted to be highly committed. The results from hypothesis testing showed that there is no statistically significant difference in the organizational commitment of employees classified by gender, educational level, and position. But there is statistically significant difference in the organizational commitment of employees classified by age, marital status, monthly income, and period of employment. The implications from the study showed that there is a large number of women working the leading hotels; women have the same equal right to work in the company as men. There is a higher trend for employees to be single due to the economic limitation. The level of education is very important for getting a job in any company. Bachelor's Degree becomes the basic requirement for selecting and recruiting employees to work in the company. The recommendations from the study can be presented as follows: Hospitality industry should set up acceptable rules and regulations for employees to follow and practice so that they may not view practicing in the rules and regulations as double standard. By this way, the unity and harmony will be incurred among each employee. In terms of job dedication, most employees are fully satisfied to perform the routine jobs and newly assigned jobs, but they do not have the creative ideas and thinking to establish new strategies or new manners to improve the working effectiveness of the organization. Hotel industry should encourage employees to show their potential and ideas beneficial to increasing work performance.

Keywords: Hospitality, Organizational Commitment, Job Dedication, and Reputation.

1. Introduction

Hotel industry is the industry that focuses on giving satisfactory service and convenience to customers who are tourists both nationally and internationally. The hospitality industry is different from other industries in which its business operation and benefits do not mainly depend on the natural products or selling any creative products, but on servicing and creating customer satisfaction with the main use of labor. The profit from the hospitality industry is one of the main incomes of Thailand. Hospitality industry is very important in the way that it can attract tourists to visit Thailand, to bring foreign currency to the country, and create job employment and income to people in the country. Currently, hospitality industry in Thailand is growing and increasing rapidly, however, due to the political crisis, and economic recession in many countries around the world, the number of tourists is still not at a favorable level. Therefore, many hotels are trying to develop their strategies to better satisfy customers, and attract tourists to use their services again. In this matter, Channuwong et al. (2023) stated the organizational culture of the hotels encourages employees to work in order to compete with each other to be a well-known and well reputed in giving services to tourists. However, the success and growth of their businesses are mainly dependent on their employees' performance which is the result of organizational commitment.

Thailand always looks forward to welcoming more visitors in every year. Hotels in Thailand have played an important role for the success of Thai tourism industry. However, in the current economic recession, many organizations are trying to save their costs by reducing some employees' welfare or by not paying some kinds of regular bonuses that employees used to receive. Some hotels may terminate the employment of their people without advanced notice. These factors affect the morale and organizational commitment of employees towards working in their organization because employees feel that they have no security in jobs. However, if employees still have an organizational commitment, they will dedicate all their efforts, strengths, and energies to work efficiently and effectively for the benefits of their organization.

The leading hotels selected for this study are located in the business and commercial areas in Bangkok surrounded by prime shopping centers. These hotels are deluxe business hotels with resort-style facilities which are conveniently linked via Sky Bridge to two Sky Train Stations and adjacent to shopping and commercial buildings. The researchers consider organizational commitment as the main reason for employees to increase their work performance, growth and success to the hospitality industry. The purposes of this study were (a) to study the organizational commitment of employees in the selected leading hotels; and (b) to find a difference in organizational commitment of participants classified by demographic profile in the following aspects: job dedication, acceptance and practice in the rules and regulations of organization, organizational reputation maintenance, and the need for being member of organization.

2. Literature Review

Kanter (1998) mentioned that organizational commitment means the job satisfaction that persons possess and dedicate their strength and energy for the success of organization that they are being members. Sheldon (1991) defined organizational commitment as the attitude of workers related to their characteristics and the department or division that they are working for in which workers are

committed to work for reaching the goals and purposes of organizations. Channuwong (2015), Salancik (1993) and Wongmajarapinya et al. (2024) stated that organizational commitment is an individual behavior presented in the way that is relevant and responded to the need of organization. Employees with high organizational commitment will respond to the organizational need more than employees with low organizational commitment.

Channuwong et al. (2024) and Wongkamnaen (2000) stated that organizational commitment covers the following three aspects: (a) The confidence, belief and recognition of the goals and values of the organization, (b) The satisfaction to spend all endeavors, strengths and energies to work for organization, and (c) The strong willingness to maintain a membership of the organization. Buchanan (1994) defined an organizational commitment as a close relationship or commitment that managers have with organization. Organizational commitment is a complicated attitude related to psychologies: (a) The personal feeling related to being a part of organization, and (b) The feeling of having participation in activities of organization or psychological commitment.

The organizational commitment is very important factor for all members in organizations. Employees with high organizational commitment will work effectively and efficiently for the success, prosperity, survival of organization. In addition, organizations must be able to select and recruit qualified employees to work in their organization, and respond to the needs of those persons in order to maintain qualified and skillful employees to work in the organization for the long run (Channuwong, 2018; Sirathanakul et al., 2023; Snongtaweepon et al., 2020).

Allen and Mayer (2007) proposed the three-component models of commitment, which can characterize an employees' commitment to the organization: (a) Affective commitment. This commitment is defined as the employees' positive emotional attachment to the organization. An employee who is affectively committed strongly identifies with the goals of the organization and desire to remain a part of the organization. An employee will analyze structure, value, attitude, and agree with the policies of the organization. Therefore, such employee will have the opportunities to grow up in the organization more than others. This employee commits to the organization because he/she "wants to"; (b) Continuance commitment. The individual commits to the organization because he/she perceives high costs of losing organizational membership, including economic cost such as pension accruals, and social cost (friendship ties with co-workers) that would be incurred. Employee with this commitment continues to work in the organization for the purpose of receiving some benefits such as retirement pension and other welfares. They realize that if they retire early they cannot receive any welfare. The employee remains a member of organization because he/she "has to"; and (c) Normative commitment. The individual commits to and remains with an organization because of feelings of obligation. These feelings may derive from many sources. For example, the organization may have invested resources in training an employee who then feels a "moral" obligation to put forth effort on the job and stay with the organization to "repay the debt." It may also reflect an internalized norm, developed before the person joins the organization through family or other socialization process, that one should be loyal to one's organization. The employee stays with the organization because he/she "ought to."

Kanter (1998) stated that organizational commitment is important to the business operation in the following aspects: (a) Organizational commitment can be used to predict the working duration and resignation from job of employees better than satisfaction; this is because organizational

commitment is more stable and more meaningful to employee than job satisfaction, (b) Organizational commitment is an energy forcing employees to work for the company because they feel that they are participated in ownership of the company, (c) Organizational commitment is a connection between personal needs and objectives of the organization, (d) Organizational commitment helps employees work effectively and efficiently, and (e) Organizational commitment helps increase employees' loyalty to the organization; employees who are strongly committed to the organization will perform in the way that can keep their organization in good reputation.

Liwin and Stringer (1998) described that organizational commitment leads to the effectiveness in the following aspects: (a) Employees who have real organizational commitment towards organizational objectives and values tend to be highly participated in organizational activities, (b) Employees with highly organizational commitment and belief in organizational value tend to have high inspiration to work for reaching the organizational objectives, and continue to stay longer in the company, (c) Employees with highly organizational commitment are committed to the jobs of an organization because they see that jobs are the factors they can work for reaching organizational goals and objectives.

People work harder if pay is tied to performance. People do spend more time working when offered incentives to do so, as opposed to simply receiving base pay for the hour worked. Employees apparently believe it too, because growing numbers are altering their traditional compensation programs to provide some parts of employee's pay in a variable fashion. Typically, an employer bases a portion of the pay on how well the individual group/team, and/or organization performs. Good pay is one of factors increasing organizational commitment of employees (Mathew & Dickonson, 2000).

In return for their services, employees receive compensation, a combination of payments, benefits, and employer services. Although it isn't the only factor in motivating employees, proper compensation plays an important role. Many people use compensation as a yardstick for measuring their success in the world of work. The purpose of having an effective reward system is to attract and retain competent and talented individuals who can help the organization accomplish its mission and goals. Moreover, a reward system will increase morale and high organizational commitment of employees (Kinlaw, 1999).

3. Hypotheses

H1: There is a statistically significant difference at the 0.05 level of significance in the organizational commitment of employees classified by gender, age, marital status, educational level, monthly income, position, period of job employment.

4. Research Methodology

The population and sample to be studied in this research were 180 employees. The study used the census sample (population is equal to the sample) because the size of the population is quite small, and, therefore, the whole population is used as the sample. There were 174 respondents from a whole population of 180 and the response rate is 97%. Primary data are necessary for conducting this research. In order to collect the data, a total of 7 questions regarding the respondents' demographic profiles, and 21 questions regarding organizational commitment were

used to ask participants. The survey was anonymous, using the five-point Likert Scale as responses to items regarding organizational commitment in job dedication, acceptance and practice in the rules and regulations of the organization, organizational reputation maintenance, and the need for being member of organization. The descriptive statistics which consists of percentage, mean, and standard deviation, and inferential statistics which consists of T-test, and One-Way Analysis of Variance (ANOVA), were used in this study.

5. Research Findings

The Organizational Commitment of Employees of the Leading Hotels in Bangkok

In this section, the researchers presented the information about organizational commitment of employees based on the respondents' perceptions, followed by the results of hypotheses testing about organizational commitment of employees analyzed by demographic profile.

The overall mean value of the organizational commitment of employees was 3.73 (S.D. 1.00), which can be interpreted as highly committed. In particular, it was found that all areas can also be interpreted to be highly committed, which can be ranked in order as from highest to lowest follows: Organizational reputation maintenance had the highest mean value of 3.95 (S.D. 0.78), which means that employees placed greater importance on maintaining good reputation of the organization. Job dedication had the mean value of 3.88 (S.D.1.36). Need for being member of organization had the mean value of 3.61 (S.D. 0.90). Acceptance and practice in the rules and regulations of organization had the mean value of 3.49 (S.D. 0.96) respectively (Table 1).

Table 1: The Overall Mean and Standard Deviation of Organizational Commitment of Employees

Organizational Commitment	Mean	Standard Deviation
1. Job dedication	3.88	1.36
2. Acceptance and practice in the rules and regulations of the organization	3.49	0.96
3. Organizational reputation maintenance	3.95	0.78
4. Need for being member of the organization	3.61	0.90
Total	3.73	1.00

The overall mean value of organizational commitment of employees in terms of job dedication was 3.88 (S.D. = 1.36), which can be interpreted as highly committed. In particular, employees are very highly committed to performing the assigned jobs for the success of organization with the mean value of 4.39 (S.D. = 0.53). Employees are highly committed by not being discouraged with the problems they face every day at work with the mean value of 4.18 (S.D. =0.55). Employees are highly committed to continuing to work until the job is finished even though it is a time for them to leave with the mean value of 4.09 (1.09). Employees are high committed to performing the assigned job even though those jobs are not in their responsibility with the mean value of 3.97. Employees are highly committed to be satisfied with the routine job even though somebody feels that this job is so boring with the mean value of 3.59 (S.D. 1.10). Employees are moderately committed to improving the manners or means of working for organizational development with the mean value of 3.05 (S.D. = 1.13) respectively (Table 2).

Table 2: Mean and Standard Deviation of Organizational Commitment of Employees in Job Dedication

Job Dedication	Mean	Standard Deviation
1. You will fully perform the assigned jobs for the success of organization	4.39	0.53
2. If there is any job remaining, you always continue to work until the job is finished even though it is a time for you to leave.	4.09	1.09
3. You are satisfied to perform the assigned jobs even though those jobs are not in your responsibility.	3.97	0.76
4. You are satisfied with the routine job even though somebody feels that this job is so boring.	3.59	1.10
5. You always try to improve the manners or means of working for organizational development.	3.05	1.13
6. You are not discouraged with the problems you face every day at work.	4.18	0.55
Total	3.88	1.36

The overall mean value of organizational commitment of employees in terms of acceptance and practice in the rules and regulations of the organization was 3.49 (S.D. = 0.96), or highly committed. In particular, employees are highly committed to belief and acceptance of the rules and regulations of organization, including policies of the organization with the mean value of 3.69 (S.D. = 0.88). Employees are highly committed to the rules and disciplines set forth by the organization which can provide an ease in performing their jobs with the mean value of 3.53 (S.D. = 0.91). Employees are highly committed to accept the rules and regulations are practical and easy to follow with mean score of 3.43 (S.D. = 0.99). Employees are moderately committed to accepting the change in rules and regulations of an organization with mean value of 3.30 (S.D. = 1.04) (Table 3).

Table 3: Mean and Standard Deviation of Organizational Commitment of Employees in Acceptance and Practice in the Rules and Regulations of the Organization

Acceptance and Practice in the Rules and Regulations of Organization	Mean	Standard Deviation
1. You believe and accept the rules and regulations of the organization, including policies of the organization.	3.69	0.88
2. The rules and regulations are practical and easy to follow.	3.43	0.99
3. You are satisfied in accepting the change in rules and regulations.	3.30	1.04
4. The rules and disciplines set forth by the organization provide an ease in performing your jobs.	3.53	0.91
Total	3.49	0.96

The overall mean value of organizational commitment of employees in terms of organizational reputation maintenance was 3.95 (S.D. = 0.78) or highly committed. In particular, employees are very highly committed to working and behaving in the ways of maintaining the good reputation of

the organization with the mean value of 4.25 (S.D. = 0.70). Employees are highly committed to recommending positive information by word of mouth to outside people, being proud to tell somebody that they are the member of their organization, having new ideas and manners to create good reputation to their organization in the future, and informing about the goodness of their organization to people who talk about their organization in negative ways with the mean value of 3.94 (S.D. = 0.77), 3.91 (S.D.=0.86), 3.90 (S.D.=0.72) and 3.74 (S.D. = 0.87) respectively (Table 4).

Table 4: Mean and Standard Deviation of Organizational Commitment of Employees in Organizational Reputation Maintenance

Organizational Reputation Maintenance	Mean	Standard Deviation
1. You are proud to tell somebody that you are the member of this organization	3.91	0.86
2. When people talk about your organization in negative or bad ways, you inform about the goodness of your organization to them immediately.	3.74	0.87
3. You work and behave in the ways of maintaining the good reputation of organization.	4.25	0.70
4. You will recommend positive information by word of mouth to outside people.	3.97	0.77
5. You have new ideas and manners to create good reputation to your organization in the future.	3.90	0.72
Total	3.95	0.78

The overall mean value of organizational commitment of employees in terms of the need for being member of organization was 3.61 (S.D. = 0.90) or highly committed. In particular, employees are very highly committed to being taught to be loyal to their organization with the mean value of 4.25 (S.D. = 0.80). Employees are highly committed to having more commitment towards their organization based on the longer period of time they work for their organization, and thinking that they have made a right decision in working with their organization with the mean score of 3.87 (S.D.=074) and 3.76 (S.D.=077) respectively. Employees are moderately committed to working in their organization even though they have opportunities to get new jobs that offer them more compensation, having pride and dignity working in their organization, and having intention to work in their organization until their retirement with the mean value of 3.37 (S.D.=0.90), 3.31 (S.D.=1.21) and 3.10 (S.D. = 0.96) respectively (Table 5).

Table 5: The Organizational Commitment of Employees in the Need for Being Member of Organization

Need for Being Member of Organization	Mean	Standard Deviation
1. You intend to work in this organization until your retirement.	3.10	0.96
2. You prefer to work in this organization, even though you have the opportunities to get new jobs that offer you more compensation.	3.37	0.90
3. You are full of pride and dignity to work in this organization	3.31	1.21

4. You think that it is your right decision making to work in this organization.	3.76	0.77
5. You have been taught to have loyalty towards your organization.	4.25	0.80
6. The longer period of time you work for the organization, the more you feel having highly committed towards your organization.	3.87	0.74
Total	3.61	0.90

5.3. Results of Hypotheses Testing

This section presented the results of hypothesis testing on the organizational commitment in terms of job dedication, acceptance and practice in the rules and regulations of organization, organization reputation maintenance, and the need for being member of organization of employees classified by gender, age, marital status, educational level, monthly income, position, and period of employment.

H1: There is a statistically significant difference at the 0.05 level of significance in the organizational commitment of employees who are different in gender, age, marital status, educational level, monthly income, position, period of job employment.

The researchers analyzed the organizational commitment of employees who are different in gender by using T-test. The research results accepted the null hypothesis with t -Distribution = 0.820, and sig. (2-tailed) = 0.413, which is greater than the critical value of 0.05 level of significance ($t = 0.820 > 0.05$) (Table 6). Thus, it can be interpreted that there is no significant difference in organizational commitment of employees classified by gender.

Table 6: The difference in organizational commitment of employees classified by gender

Organizational Commitment	Male		Female		T-test	Sig (2-tailed)
	X	S.D.	X	S.D.		
1. Job dedication	3.87	0.41	3.88	0.408	-.173	0.863
2. Acceptance and practice in the rule and regulation of organization	3.54	0.52	3.45	0.507	1.099	0.273
3. Organizational reputation maintenance	3.99	0.60	3.93	0.571	0.632	0.528
4. Need for being membership of organization	3.65	0.60	3.58	0.524	0.860	0.391
Total	3.76	0.403	3.71	0.365	0.820	0.413

The researchers analyzed the variance of organizational commitment of employees who are different in age group by using F-test. In total, the research results rejected the null hypothesis with F-Distribution = 6.528, and sig. (2-tailed) = 0.000, which is less than the critical value of 0.05 level of significance ($F = 6.528, P < 0.05$). Thus, it can be interpreted that there is a significant difference in organizational commitment of employees who are different in age group. In particular, it was found that there is no significant difference in organizational commitment of employees in

terms of acceptance and practice in the rules and regulations of the organization classified by age group ($F = 1.292 > .05$) (Table 7).

Table 7: The difference in organizational commitment of employees classified by age

Organizational Commitment	Group Variance	SS	df	MS	F	Sig (2-tailed)
1. Job dedication	Between group	2.084	3	0.695	4.462 *	0.005
	Within group	26.467	170	0.156		
	Total	28.551	173			
2. Acceptance and practice in the rule and regulation of organization	Between group	1.015	3	0.338	1.292	0.279
	Within group	44.518	170	0.262		
	Total	45.553	173			
3. Organizational reputation maintenance	Between group	4.150	3	1.383	4.350 *	0.006
	Within group	54.063	170	0.318		
	Total	58.214	173			
4. Need for being membership of organization	Between group	4.444	3	1.481	5.100 *	0.000
	Within group	49.378	170	0.290		
	Total	53.823	173			
Overall	Between group	2.579	3	0.860	6.528 *	0.000
	Within group	22.380	170	0.132		
	Total	24.959	173			

*Statistically significant at 0.01 level

The researchers analyzed the variance of organizational commitment of employees who are different in marital status by using F-test. The research results rejected the null hypothesis with F-Distribution = 5.418, and sig.(2 tailed) = 0.000, which is less than the 0.05 level of significance ($F = 5.418, P < .05$). It can be interpreted that there is a significant difference in organizational commitment of employees who are different in marital status. In particular, there is no significant difference in organizational commitment of employees in terms of acceptance and practice in the rule and regulation of the organization of employees who are different in marital status ($F = 0.793, P > .05$) (Table 8).

Table 8: The difference in organizational commitment of employees classified by marital status

Organizational Commitment	Group Variance	SS	df	MS	F	Sig (2-tailed)
1. Job dedication	Between group	2.224	3	1.612	10.88 *	0.005
	Within group	25.327	170	0.148		
	Total	28.551	173			

2. Acceptance and practice in the rule and regulation of organization	Between group	0.418	3	0.209	0.793	0.279
	Within group	45.115	170	0.264		
		45.553	173			
3. Organizational reputation maintenance	Between group	0.600	3	0.300	0.891	0.006
	Within group	57.613	170	0.337	*	
		58.214	173			
4. Need for being membership of organization	Between group	4.536	3	2.268	7.869	0.000
	Within group	49.378	170	0.288	*	
		53.823	173			
Overall	Between group	1.187	3	0.744	5.418	0.000
	Within group	23.471	170	0.137	*	
	Total	24.959	173			

*Statistically significant at 0.01 level

The researchers analyzed the variance of organizational commitment of employees who are different in educational level by using F-test. The research results accepted the null hypothesis with F-Distribution = 1.066, and sig. (2 tailed) = 0.375, which is greater than the 0.05 level of significance ($F = 1.066$, $P > .05$) (Table 9). It can be interpreted that there is no significant difference in organizational commitment of employees who are different in educational level. Employees differing in educational level had the same level of organizational commitment.

Table 9: The difference in organizational commitment of employees categorized by educational level

Organizational Commitment	Group Variance	SS	df	MS	F	Sig (2-tailed)
1. Job dedication	Between group	0.240	4	0.060	0.358	0.838
	Within group	28.311	169	0.168		
	Total	28.551	173			
2. Acceptance and practice in the rule and regulation of organization	Between group	1.988	4	0.497	1.929	0.108
	Within group	43.545	169	0.258		
		45.553	173			
3. Organizational reputation maintenance	Between group	0.317	4	0.079	0.231	0.921
	Within group	57.897	169	0.337		
		5.214	173			
4. Need for being membership of organization	Between group	2.155	4	2.268	1.762	0.139
	Within group	51.667	169	0.288		
		53.823	173			
Overall	Between	0.614	4	0.744	1.066	0.375

	group	24.344	169	0.137		
	Within group					
	Total	24.959	173			

The researchers analyzed the variance of organizational commitment of employees who are different in monthly income by using F-test. The research results rejected the null hypothesis with F-Distribution = 6.519, and sig. (2 tailed) = 0.000, which is less than the 0.05 level of significance ($F = 6.519, P < .05$). It can be interpreted that there is a significant difference in organizational commitment of employees who have different monthly income. In particular, there is no significant difference in organizational commitment of employees in terms of job dedication ($F = 1.311 > .05$) (Table 10). This means that employees have the same level of organizational commitment in terms of job dedication even though they receive different monthly income.

Table 10: The difference in organizational commitment of employees classified by monthly income

Organizational Commitment	Group Variance	SS	df	MS	F	Sig (2-tailed)
1. Job dedication	Between group	0.646	3	0.215	1.311	0.273
	Within group	27.905	170	0.164		
	Total	28.551	173			
2. Acceptance and practice in the rule and regulation of the organization	Between group	2.494	3	0.831	3.284 *	0.022
	Within group	43.039	170	0.253		
	Total	45.553	173			
3. Organizational reputation maintenance	Between group	3.185	3	1.062	3.280 *	0.022
	Within group	55.209	170	0.324		
	Total	58.214	173			
4. Need for being members of the organization	Between group	6.917	3	2.306	8.357 *	0.000
	Within group	46.905	170	0.276		
	Total	53.823	173			
Overall	Between group	2.575	3	0.858	6.519 *	0.000
	Within group	22.384	170	0.132		
	Total	24.959	173			

*Statistically significant at 0.01 level

The researchers analyzed the variance of organizational commitment of employees who are different in position by using F-test. The research results accepted the null hypothesis with F-Distribution = 1.576, and sig. (2 tailed) = 0.210, which is greater than the 0.05 level of significance ($F = 1.576, P < .05$). It can be interpreted that there is no significant difference in organizational commitment of employees who are different in position in terms of job dedication, organizational reputation maintenance, and the need for being membership of organization. In particular, the results of statistical analysis showed that there is a significant difference in

organizational commitment of employees in terms of acceptance and practice in the rules and regulations of the organization ($F = 3.307$, $P < .05$) (Table 11). It might be possible that employees working in different positions may not accept and practice in the same rules and regulations; employees who have different working status may view the rules and regulations of the hotels in different perspectives and practice at different level; some practice and follow the rules strictly whereas some do not.

Table 11: The difference in organizational commitment of employees classified by position

Organizational Commitment	Group Variance	SS	df	MS	F	Sig (2-tailed)
1. Job dedication	Between group	0.450	2	0.225	1.370	0.257
	Within group	28.101	171	0.164		
	Total	28.551	173			
2. Acceptance and practice in the rule and regulation of organization	Between group	1.696	2	0.848	3.307*	0.039
	Within group	43.838	171	0.256		
	Total	45.553	173			
3. Organizational reputation maintenance	Between group	0.409	2	0.205	0.605	0.547
	Within group	57.805	171	0.338		
	Total	58.214	173			
4. Need for being membership of organization	Between group	0.658	2	0.329	1.058	0.349
	Within group	53.165	171	0.311		
	Total	53.823	173			
Overall	Between group	0.452	2	0.226	1.576	0.210
	Within group	24.507	171	0.143		
	Total	24.959	173			

The researchers analyzed the variance of organizational commitment of employees who are different in period of job employment by using F-test. The research results rejected the null hypothesis with F-Distribution = 7.200, and sig. (2 tailed) = 0.000, which is less than the 0.05 level of significance ($F = 7.200$, $P < .05$) (Table 12). It can be interpreted that there is a significant difference in organizational commitment of employees who are different in period of job employment.

Table 12: The difference in organizational commitment of employees classified by period of job employment

Organizational Commitment	Group Variance	SS	df	MS	F	Sig (2-tailed)
1. Job dedication	Between group	2.020	3	0.673	4.314*	0.006
	Within group	226.53	170	0.156		

	Within group	1				
	Total	28.551	173			
2. Acceptance and practice in the rule and regulation of organization	Between group	2.139	3	0.713	2.793	0.042
	Within group	43.395	170	0.255	*	
		45.553	173			
3. Organizational reputation maintenance	Between group	2.937	3	0.979	3.010	0.032
	Within group	55.277	170	0.325	*	
		58.214	173			
4. Need for being membership of organization	Between group	8.405	3	2.802	10.49	0.000
	Within group	45.417	170	0.267	*	
		53.823	173			
Overall	Between group	2.814	3	0.938	7.200	0.000
	Within group	22.145	170	0.130	*	
	Total	24.959	173			

*Significant at 0.01

6. Conclusion and Discussion

The overall mean value of organizational commitment of employees in the selected leading hotels was 3.73, which can be interpreted to be highly committed. Particularly, it was found that each area can also be interpreted to be highly committed, which can be ranked in order as follows: Organizational reputation maintenance had the highest mean value of 3.95; job dedication had the mean value of 3.88; need for being member of organization had the mean value of 3.61; and acceptance and practice in the rules and regulations of organization had the mean value of 3.41 respectively. In this matter, Buchanan (1994) and Channuwong (2015) found that organizational commitment is very important to the organization because employees with high commitment will work with strong effort, dedication and sacrifice for the success and growth of their organization, and drive their organization to gain competitive advantage and achieve organizational goals.

The results of statistical analysis showed that there is no statistically significant difference at the 0.05 level of significance in the overall organizational commitment of employees when analyzed by gender, educational level, and position. On the other hand, there is statistically significant difference at the 0.05 level of significance in the overall organizational commitment of employees when analyzed by age, marital status, monthly income, and period of employment.

The results of the study showed that most of respondent are female with ages between 25-35 years old. The majority of respondents are single, holding Bachelor's Degree with monthly income between 10,001-25,000 Baht. The implication from this study was relevant to the studies of Sirathanakul et al., (2023), Sheldon (1991) and Wongkamnaen (2000) who found the following: (a) There is a tremendous influx of women into the labor force; women have more freedom and equal right to work in the company; (b) There is a higher trend for employees to be single due to their limited income. Most of employees may think that they are not ready to get married, or some

may think that if they get married, they are not able to take care of their family. Therefore, they prefer to be single; (c) The level of education is very important in getting a job in any company. Bachelor's Degree becomes the basic requirement for selecting and recruiting employees to work in the company. People with educational level lower than Bachelor's Degree tends to have difficulties in getting a job in the future; (d) Employees receiving Bachelor's Degree prefer to work in an organization that offers them monthly income over 10,000 Baht. This is due to the high cost of living in Bangkok; and (e) Employees have the highest level of organizational commitment in terms of organizational reputation maintenance. This means that most of employees work and behave appropriately for the purpose of maintaining the good reputation of organization even though some may not be satisfied with the rules and regulations of organization.

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