

The Correlation between Dimensions of Organizational Commitment and Organizational Support Program in the Hospitality Sector of UK

MD Rasel¹Blerton Hyseni²Zufiesha Zehra³Received: 11/10/2021
Accepted: 23/03/2022

Online Published: 20/04/2022

Abstract

This study aims to establish a level of significance between organizational commitment (OC) and organizational support program (OSP) inside hospitality sector to measure the employees' performances. To critically investigate research variables, Hotel Ramada Heathrow is considered as case study. The theories and models of past research have investigated the connection between variables but are limited to one dimension. Present study considered multivariate and found job satisfaction is a mediating determinant between employees' organizational commitment and perceived organizational support. Thus, mixed method is commenced by using interviews and survey questionnaire as primary research instruments. The research exploratory and therefore degree-based matrix questionnaire to measure the responses of participants. Interview questions were open ended. Semi structured approach was used to investigate research problem, The sample size for interview is 6 officials from Ramada Heathrow while for survey 28 employees formed sample size. The respondents were selected through convenience sampling technique. Moreover, t-test is used to test hypothesis. The findings confirmed that there is strong significant correlation between OC and OSP. The t-test results showed 0.90688 value which reflects significantly strong correlation. Moreover, it is evident in present study that all three respective dimensions of organizational commitment (AC, NC, and CC) are influenced by perceived organizational support to high level in positive way. The research contains suggestions and recommendations to Hotel Ramada Heathrow's management by developing strong OSP to ensure employees attitude and perception is influenced positively.

Keywords: job satisfaction, organizational support program, organizational commitment, antecedents of organizational commitments, employee performance, hospitality sector

JEL Classification: D23, I18, I28, J28, J81

1. Introduction

Though there has been a significant contribution received from hospitality and tourism industry in terms of the revenue however, the employee turnover is significantly high in United Kingdom's hotels and restaurants (The Guardian, 2013). With the assistance of the current research, Tourism and Hospitality industry can attain knowledge regarding the procedures and methods required to minimize the high turnover of employee enhance job contentment and improve organizational commitment among employees in order to be able to accomplish long term productivity through its human capital. Furthermore, it has been witnessed in the recent times, contractual workforce has been employed by United Kingdom's luxurious and renowned hotels. Due to this approach, organizations and firms must explore distinctive approach and method to enhance its employee's overall satisfaction, as satisfied employees are productive employees. Consequently, it augments the strength of such strategic project for future exploration regarding its impact on the apparent organizational support on impactful outcome as one of the UK's high contributing sectors.

Furthermore, the present study is highly essential due to its study nature in comparison to the past research, as then the studies have measured the job satisfaction within the tourism sector as a

¹University of Sunderland in London, raselbslnet@yahoo.com

²University of Sunderland in London, blerton.hyseni@sunderland.ac.uk

³Agha Khan University, zufiesha@sribp.com

mediating variable which shifts the attention towards the limitation of the past research. Moreover, the current study measures job satisfaction as an independent element. In addition, there is a great significance of the current research as United Kingdom's tourism and hospitality sector is one of the most significant contributors of the incline in country's GDP during the 2008's recession, this industry was the only sector that had generated elevated revenue (TIMES, 2012). Therefore, it is critical to discover the effect of the viewed organizational support on employee's commitment within the tourism and hospitality sector.

The renowned Ramada Heathrow, a luxury hotel, is located around the prime and scenic English gardens which is two miles from London's Heathrow Airport (RHH, 2014). The hotel is one of the oldest hotels of the famous Bath Road with recent refurbishing that has the hotel well equipped with the present-day modern facilities available in luxury hotels (RHH, 2014). In addition, Ramada Jarvis Heathrow's reception is available 24-hours with the tradition of having friendly staff on site with the custom of look forward after their guests.

The aim of the research is to significantly examine the impact of employee's commitment created through the organizational support system and research hypothesis is as following:

Ho: *"There exist strong positive correlation between organizational support program and organizational commitment".*

H1: *"There exist no strong positive correlation between organizational support program and organizational commitment".*

2. Literature Review

Perceived Organizational Support

The level and type of organizational commitments are often result of the perception and actual experience of fresh and existing workforce due to prevailing organizational support program in firms (Haque and Yamoah, 2014). The theories and models related to organizational commitment and perceived organizational support are discussed below to explore the correlation between organizational commitment of employees and existing organizational support program. Numerous scholars and research including Fuller et al., (2003), Aube et al., (2007) and Allen et al., (2008) have argued that perceived organizational support has increased to high level in the recent times due to structural change and environmental dynamics. Earlier scholars, Eisenberger et al., (1986) have explained perceived organizational support as an extent or a degree of employees' own belief that organisation values their contribution and look after their well-being under global perspective whereas modern scholars like Allen et al., (2008) suggest that organizational support is a firm's ability and approach which makes employee believe that his/her contributions are adequately valued by the management in impartial manner. Thus, these definitions indicate that one's own believe is main element in evaluating the treatment done by the prevailing system, policies, and practices inside firm. Therefore, degree of believe is subject to high variation, depending on the type of individual, organisation, industry, and internal-external dynamics respectively.

Hence, it can be stated that perceived organizational support varies for different types of people in different types of organisations at different types of sectors. For few individuals POS could be basic facilitations like adequate tools and equipment while for others it may be additional training and moral boosting activities to enhance their interest and skills in their desired area of specialization (Haque and Yamoah, 2014).

However, Eisenberger et al., (1997) model showed that organizational support may not always help employees and employers to achieve determined results due to environmental and organizational constraints as these hindrances may limit working efficiencies of workforce. Considering the work of LaMastro (1999) in the education sector, it is evident that teachers who are unaware of day pay cutbacks finds seminar as an opportunity and will experience POS

furthermore than the teachers who know about day pay cutbacks and will be reluctant to attend professional seminars. Conversely, Study of Uchena et al., (2013) evident that perceived organizational support has significant impact on the organizational commitment and performance of employees working in educational sector (teaching as well non-teaching) faculty. Likewise, the work of Colakglu and Culha (2010) found that employees having high POS perform better in compared to other employees in the hotel industry. Conversely, Kralij and Sonet (2011) showed that in hotel industry, old age employees have more POS in comparison to younger employees. In addition to that, aforementioned study states that high organizational engagement and commitment is evident among employees experiencing high and strong organizational support.

Discussion above indicates that employees' organizational engagement is strongly linked with perceived organizational support. Hence, it can be stated that there is correlation between employee engagement and POS. Moving further, Hassan et al., (2014) argued that employee engagement is due to job satisfaction in the banking sector. This reflects that employee who are carrying out routine task, experiencing better organizational support are more satisfied with their respective jobs. Furthermore, Mishra et al., (2013) found that in both private and public banking sectors, organizational support enhances employee engagement and commitment that leads to business success.

In addition to that, study of Alvi and Abbasi (2012) commenced in the banking sector of Pakistan (developing country) revealed that employee engagement is significantly linked with organizational support program. The research conducting in product-oriented sectors including Wickramasinghe and Wikramasinghe (2012) at lean manufacturing sector and Judeh (2014) at textile sector found that organizational support program leads to exhibit high level of job satisfaction and employees' performances. These findings are consistent with the work of Eisenberger et al., (1997). Despite these arguments, there is still lack of evidence available between these variables in the hospitality and tourism sector.

The significant notion is presented by Colakoglu and Culha (2010) that POS is created by ideal job conditions and ongoing various practices of human resources leading to form positive attitude and behaviour among workforces. Rhoades and Eisenberger (2002) model indicate that favourable job conditions, supervisory support, rewards, and fair and equal treatment has strong connection with POS. The study model opposes the earlier work of Eisenberger et al., (1986) that evident POS leads employees to attain organizational goal despite having organizational support system. Moreover, organizational support theory suggests that when organisation supports employees strongly, employees exhibit hard work to achieve organizational goals (Aselage and Eisenberger, 2003). Thus, it can be stated that high organizational commitment and high job satisfaction is driven from organizational support system as employees ensure that organizational objectives are attained in correct manner. The above analysis found that POS has linkage equally with job satisfaction as it has with employee engagement. Various research including Rhodes and Eisenberger (2002); Aube et al., (2007) and Riggle et al., (2009) have strongly evident that organizational support system significantly influences job satisfaction and organizational commitment.

Job Satisfaction

Colakoglu and Culha (2010) consider job satisfaction as "affective-laden attitude" due to complex nature of it in large number of studies. On the other hand, Ivancevich and Matteson (2002) regarded job satisfaction as job related attitudinal and behavioural feelings emerges in employees towards their respective jobs as the experience a right fit among their work and organizational support. Most conclusive definition is offered by Robin and Judge (2009) by stating, "*Job satisfaction is additional attribute that measure individuals' feelings related to job situation in organizational setting*" (p. 65).

Earlier, Locke (1977) defined job satisfaction as job appraisal or experience forming individual's comfortable emotional state. Modern day researchers, Sempene et al., (2002) argue that job related evaluation and perception of individuals are shaped significantly by needs, expectations, and values. When perceptions are positive so is evaluation of job by individual, it develops job satisfaction. In I.T sector, no job satisfaction is main reason behind high employee turnover (cited from Martins and Coetzee, 2007). Thus, it can also be said that when there is no JS, the employees' continuance commitment decreases. Shaukat et al., (2012) conducted research in banking sector that showed that adequate organizational support and correct supervision enhance individuals' job satisfaction that further increase organizational commitment. On the other hand, Waqas et al., (2012) found that university staff tends to perform better when find organizational support which increase working efficiency and job satisfaction.

Green lifestyles have a significant positive effect on pro-environmental behaviour (Foster et al. 2022). There is the mediating role of psychological empowerment in the relationship between inclusive leadership and voice behavior (Younas, Wang, Javed & Haque, 2022). Industry 4.0 has a significant role in promoting and improving the performance of the services industry (Rahman, Kamal, Aydin & Haque, 2022).

Service quality mediated the relationship between the CRM performance dimensions (key customer focus, CRM knowledge management, CRM organization, and CRM-based technology) and the marketing performance (Al-Gasawneh, AlZubi, Anuar, Padlee, Haque & Saputra, 2022). Practical transformation is essential as it offers insights into complex situations and practical solutions (Haque, 2022). The embedded themes explored from the primary investigation revealed that there are major differences between camping and glamping, and this includes cost, privacy, convenience, duration, and ease of set up (Adamovich et al. 2021). This could also increase level of commitment of employees across the sectors.

Stringent rules and regulations, monitoring, training programmes, and monetary incentives might be efficient solutions to apply ecological behaviour at workplaces (Farooq et al. 2021). Perhaps, it could impact the organizational commitment. Ethical leadership plays a vital role in reducing occupational stress and increasing employees' innovative workplace behavior (Haque & Yamoah, 2021). Eustress significantly and positively affects working efficiency, while distress and hyper-and hypo-stress significantly and negatively affect university personnel's working efficiency (Haque et al. 2021). It could be a factor in dealing with commitment.

One of the most vulnerable sections of the society is the 'aging population' (Nair, Rao & Haque, 2021). Haque (2021) argued that aging population contributions are significant and termed in this study as 'knowledge-gem' (GK). It would be interesting to see if they have higher commitment. Bulut et al. (2021) found that the environmental concern trait of post-millennials triggers their green purchasing behavior. However, no evidence if it leads to increased commitment. Business networking is enhancing the effectiveness of total quality management (Urbański et al. 2021). Haque, Yamoah & Sroka (2020), discussed about the reduction in choices of consumers. On the other hand, Haque et al. (2020) found that external CSR has an impact to sustain the capital and positioning in the dynamic. Those aspects could also have an impact on the organizational commitment.

As per Rothman and Coetzer (2002), job satisfaction help organisation in measuring and evaluating reaction of job. Moreover, same model revealed that employees provided with proper organizational support have high job satisfaction leading to effective organizational commitment. In other words, "*employees who are happy and content are productive for organsiation*" (cited from Saar and Judge, 2004). This indicates that organisations consider employees who are satisfied with their job to achieve organizational objectives. Therefore, organisations need to have organizational support program containing training and development program, structural

composition, and adequate equipment and tools to enhance organizational commitment of workforce. In marketing sector, Rutherford et al., and (2010) found insignificant relation between OC and JS whereas in textile sector, Miarkolae and Mirakolae (2014) found significantly strong relation between JS and OC.

"Positive attitude is being exhibited by satisfied workforce whereas negative attitude is shown by workers who are not satisfied with their job" (cited from Robin, 1993). Large number of empirical evidence is available on antecedents and characteristics of JS. However, organizational support is one of key antecedent that predicts JS (Stamper and Jholke, 2003 and Randal et al., 1999). Research considered JS resulting from OC. Moreover, recent studies including Lam and Zhang (2003); Karatepe and Uludag, (2007); Yang (2010); and Gulnu et al., (2010) found positive correlation between JS and OC whereas Ahmed and Yekta (2010) found JS negatively associated with POS and OC.

Organizational Commitment

Sheldon (1971) defined OC as organizational goal and target that determines positive attitude and behaviour shown by employees towards organisation. Conversely, Buchanan (1974) considers OC as a bonding force that ties employees with their organisation. Mowday et al., (1979) explored three antecedents of organizational commitment which is (1) affective commitment, (2) normative commitment, and (3) continuance commitment. All of them are linked with attitude and behaviour demonstrated by workforce towards the organisation. Moreover, Bateman and Strasser (1984) state that, *"organizational objectives being valued by the workforce through demonstrating their loyalty and willingness to remain in the same organisation is regarded as organizational commitment"* (p. 95). However, most conclusive and complete definition is given by Portal et al, (1974) that state, *"affective commitment - voluntary efforts exhibited by employees to consider goal of organisation as own goals; normative commitment - organizational values are considering as belief and strong norms therefore accepted by individuals; and continuance commitment - continuing to work with same organisation as willingness to be part of same organisation"*.

Thus, employees' attachment, recognition, and genuine involvement are considered as organizational commitment. Furthermore, affective commitment, normative commitment, and continuance commitment are three dimensions that form organizational commitment (cited from Allen and Meyer, 1996; Karrasch, 2003; Bartlett and Kang, 2004; Greenberg, 2005; Turner and Chelladurai, 2005; Boehman, 2006; and Canipe, 2006; Haque & Aston, 2016; Haque et al. 2016; Haque et al. 2020; Haque, Sher & Urbanski, 2020; Haque, Nair & Kucukaltan, 2020; Haque et al. 2021; Haque & Yamoah, 2021). The concrete concept regarding these three distinctive dimensions of organizational commitment is given by Porter et al., (1974) by stating that, belief, desire and feelings of person to work in same organizational setup indicate organizational commitment. In addition to that, organizational goals are considered as own goals by the individuals as voluntarily, person wants to work and demonstrate high devotion towards firm is affective commitment whereas obligating norms is normative commitment. Nevertheless, organisation's willingness to retain key members by providing them sufficient organizational support develops continuance commitment among employees that keep them to remain associated with same organisation.

Jans (1989) further explore the organizational commitment's concept by stating that perceiving, internalization, and acceptance in specific way serving as foundation towards goals and values of firm. These dimensions of commitment are evident in organisation in shape of (1) affective commitment; employee considering mission and goals of organisation as own mission and goals, (2) normative commitment; considering firm's policies and practices are obligated by viewing it as norms, (3) continuance commitment; individual considering internal strong desire to continue working with same organisation (Robbins & Coulter, 2003; Jans 1989; Hunt and Morgan, 1994; and Mowday et al., 1982).

Affective commitment is prevailing in employees when they consider organizational goals and objectives as their own ones (Buchanan, 1974). Wiener (1982) states that, when individuals feel by their own or through existing organizational culture that obligating aims and objectives of the organisation are norms, it is said to be normative commitment. The last dimension of organizational commitment, continuance commitment is defined by Kanter (1968) as "cost-benefit" advancement where quitting organisation is considered as cost while staying in the firm is viewed as benefit by the employees.

In textile industry, affective commitment is noted when employees take pride in firm's working pattern by considering organizational targets and missions as own target and mission by voluntary ground. Completing assigned tasks without delaying it as employees considering it as their obligation will be normative commitment whereas personal desire of an employee to remain associated with the same organisation is continuance commitment. In addition to that, in educational sector, organizational commitment of teaching staff will be as (1) affective commitment - valuing the objectives and goals of university as own goal and accepting it willingly, (2) normative commitment - comprehensively and promptly doing assigned tasks with eagerness while (3) continuance commitment - strong willingness to retain position and membership and be affiliated with respective university.

All three distinctive antecedents of organizational commitment are linked with different variables in organizational setting in different ways (cited from Angle and Perry, 1981; Mathieu and Zajac, 1990; and Steers, 1997). The study of Steers (1977) revealed that there is positive linkage between commitment and attendance. In educational sector, employee organizational commitment is directly influenced by employees' actual performance (Mathieu and Zajac, 1990). Nonetheless, in terms of organizational values, organizational commitment is clearer among teaching staff faculty (Ryes and Pounder, 1993). The empirical descriptive research of Malik et al., (2010) found that positive and strong organizational commitment leads to create job satisfaction among workforce in educational sector. In other words, all three antecedents of organizational commitment; affective, normative, and continuance commitment respectively are evident in the educational sector.

Nevertheless, positive relationship between continuance commitment and job satisfaction along with affective commitment and job satisfaction among employees working in the banking sector (Madi el al., 2012). However, same study found that job satisfaction has a weak linkage with normative commitment. In addition to that, same study found that, job satisfaction is highly associated with affective commitment. In the same way, proper and correct organizational support system provided by management enable employees to perform better by demonstrating organizational commitment's high level in banking sector (Hassan et al., 2013).

In the Information technology industry, employees' performances are more strongly influenced by means of non-financial monetary rewards (Tan and Lau, 2012). Hence, non-financial reward leads to increase commitment and job satisfaction in I.T sector. Conversely, Halepota and Irani (2010) found that continuance commitment among healthcare private sector is substantially low whereas normative and affective commitment is significantly high due to high organizational support. Furthermore, same study revealed that, in contrast to private healthcare sector, public healthcare sector has low organizational support as there is less job training, recognition, rewards, and procedural justice thus affective as well normative commitment is low while high continuance commitment prevails. To certain extent these three antecedents of organizational commitment; affective commitment, normative commitment, and continuance commitment have direct and positive linkage with POS in hospitality sector (cited from Hemdi, 2009).

The study of Hemdi (2009) conducted in public and private healthcare sector found that organizational support has strong significant linkage with continuance commitment and weak

relation with affective commitment and normative commitment in public sector whereas in private sector, affective commitment and normative commitment has significant association with organizational support and continuance on other hand has less linkage with it. Further investigation revealed that in hospitality sector, POS is directly linked with all three dimensions of organizational commitment whereas dimensions of OC are linked with JS directly as evident in I.T industry but only because of non-financial reward system.

Perceived Organizational Support (POS) and Affective commitment (AC)

"A psychological bondage between employees and their respective organisation is regarded as organizational commitment" (cited from Allen and Meyer, 1990). Moreover, same study has explored the three distinctive antecedents of organizational commitment namely, affective, normative, and continuance commitment respectively. "Affective commitment is emotional connection of a person towards organisation as employee like to be affiliated with same firm" (cited from Allen and Meyer, 1990). In addition to that, this type of commitment shows that individual has a real personal desire to remain associated with organisation. Eisenberger et al., (1986) in the context of social exchange theory found that high level of POS leads to form strong affective commitment among employees to work and represent their respective firms in every possible manner.

In petrochemical industry, employees' affective commitment is significantly increased by perceived organizational support (Gukul et al., 2012). Similarly, in engineering firms, employees having perceived organizational support demonstrated a strong and keen desire to be affiliated with their respective firms (Porter et al., 1974). Furthermore, in dairy business, it is evident that individuals having firm believed in organizational support program have strong emotional attachment with their firms (Driscoll and Randal, 1999). In addition to that, Eisenberger et al., (2001) found that AC and POS linkage is positively and directly developed when social identification is established with firm. Thus, above evidence suggest that in different sectors, AC has significantly positive and direct relationship with POS.

Perceived organizational support (POS) and Normative commitment (NC)

Normative commitment is feelings and believes of individuals to perform their tasks as obligation and consider the ongoing practices of organisation as accepted norms (Bolton, 1993). On the other hand, Weiner (1982) states that, "normative commitment is a commitment that that makes individual loyal towards organisation as employees prefer loyalty over other things and thus stays with same organisation". In addition to that, "normative commitment is a feeling of obligation" (cited from Meyer and Allen, 1991). This reflects that individual in different organizational settings when exhibit obligatory feelings towards organisation, it is normative commitment. In addition to that, Wiener (1982) stated that employees consider it as a moral obligation to have strong commitment towards organisation as this normative commitment is developed from the practicing norms prevailing in societies including ritual bondage with family, religion, marriage, etc. Since these different bondages are linked with people coming in organisation is also part of society therefore normative commitment emerges in the organisation.

Hence, norms prevailing in the society leads to create a correlation between perceived normative commitments (NC). Differently, it can be stated that, returns are given by individuals who induce as social exchange behaviour. Thus, individuals react as per they have experienced undertaken during their respective act. To explain it with example, it can be said that, when organisation fairly treats its employees, in return employees show their solid commitment to remain obligatory towards willingly fulfilling organizational needs and demands. The nature of such feelings is merely obligatory to large extent as when an individual feel or perceive that he is being treated in good and fair manner by his respective organisation, he/she tends to return favour by showing his/her devotion towards organisation. As per Haque and Yamoah (2014), normative commitment

is more of feeling developed among workers as indebted of organisation and must return the favour by being obviously obligatory. Sometimes, while demonstrating strong normative commitment, individuals usually, forgets about ethical or unethical/ right or wrong commands as they just want to return the favour back to the organisation.

However, there is limited literature available regarding normative commitment, but Meyer and Allen (1997) have considered it as important antecedent of organizational commitment. The study of Haque and Yamoah (2014) showed that in I.T sector, female employees have high normative commitment in comparison to male employees. The study of Meyer and Allen (1997) found that this commitment is more closely linked with POS as strong inner belief of employees further engages them to work for the organisation under psychological contract. The study of LaMastro (1999) found that employees in the educational sector having strong professional commitment are due to having strong normative commitment. In addition to that, study also found that organizational support program has a vital role in making employees obliged as teachers under the feeling that there is strong organizational support system in the institution are morally satisfied and thus show strong devotion towards their respective organisation.

In the telecommunication, pharmaceutical, chemical, insurance, and banking sector, POS and normative commitment has strong positive correlation (cited from Ucar and Ukten, 2010). However, in the financial sector, Meyer et al., (2002) found that though there is no strong significant relationship between POS and normative commitment, but still normative commitment enables employees to achieve organizational objectives. Same study found that affective and continuance commitment is more significantly linked with POS in comparison to NC. However, in public sector, Ahmed and Yekta (2010) empirical study showed that job satisfaction and employees' performances are not being significantly affected by normative commitment. Furthermore, there has been no strong evidence to show a correlation between POS and NC.

Perceived organizational support (POS) and Continuance commitment (CC)

Allen and Meyer (1997) state that the third attribute of organizational commitment is continuance commitment (CC) which reflects that the strong desire and willingness of employee to work and remain associated with same organisation. This reflects that when an employee has strong desire to work with organisation as to be their long-term 'non-transferable' investment, it is continuance commitment. "Non-transferable investment includes retirement and long-lasting relationship with peers and other individuals within the organisation" (cited from Reichers, 1985). In addition to that, Allen and Meyer (1997) further explore the continuance commitment by identifying its key attribute of continuance commitment that employees find it difficult to quite their respective organisations. Continuance commitment (CC) has two main attributes namely, (a) alternative, and (b) investments.

The study of Fredrick et al, (2010) strongly suggests that organizational support is main determinant behind high level of continuance commitment. Moreover, increased continuance commitment is also result of prevailing organizational culture. In addition to that, study also found that if employees do not have affective commitment (AC) leading to develop continuance commitment (CC), there is high tendency of leaving the organisation. Perry (1997) and Allen and Meyer (1997) in their respective study found that within private sectors low level of continuance commitment is evident in comparison to public sector that experience high continuance commitment. Moreover, the reason behind high continuance commitment among workforce in public sector is credited to job security (cited from Lio, 1995).

On the other hand, AC and CC are more prominent in comparison to NC in banking sector among workforce whereas in IT sector, JS is result of non-financial rewards. This reflects that JS among employees enhance due to strong organizational support when employees find their NC strong significantly linked with organizational support system. Interesting findings are evident in public

healthcare industry; employees demonstrate high level of normative commitment and affective commitment whereas low level of continuance commitment is evident. Moreover, in pharmaceutical, telecommunication, banking, and insurance sector, normative commitment (NC) is linked in significant and positive manner with perceived organizational support system. Conversely, AC and CC are strongly associated with POS in significantly positive manner whereas NC is not evident strongly among workforces. In addition to that, some empirical research concluded that there is no correlation between normative commitment and perceived organizational support. Moreover, some studies showed that Job satisfaction (JS) is not a driving force behind normative commitment (NC).

In addition to that, affective commitment (AC), normative commitment (NC), and continuance commitment (CC) are the major three attributes of organizational commitment (OC) respectively. Although, these antecedents have been explored by various types of research in their respective research field's dimension but organizational commitment in the present study needs to be explored in hospitality and tourism sector in depth. Thus, Bartlett and Kang (2004) proposed definition of organizational commitment is considered in present study as it states that, it is an attachment of psychological nature that varies from employees to employees in different sectors but strongly indicate a bondage between employees and their respective workplace. Therefore, it can be stated that OC influences employees' performance in different sectors. In public educational sector, OC brings job satisfaction among workforce when workers find organizational support program. Conversely, job satisfaction brings organizational commitment (cited from Eisenberger et al., 1985). In addition to that, some research considers organizational commitment produce job satisfaction.

3. Research Methodology

“A sequential procedure of research is conducted in order to investigate the research problem” (Sekaran and Bougie, 2010, P. 05). The procedure is primarily methodical and step-by-step. Furthermore, the procedure is perceived as a thought-provoking approach that empowers the researcher to streamline, pursue, validate, and investigate new and innovative dimensions. According to Cresswell, (2007), *“in order to augment the research's rationality, it becomes fundamental to implement or embrace a particular research methodology. The current chapter is segmented into two fragments (a) research and (b) methodology”*.

A research methodology recognized as “research onion” was developed by Saunders et al (2003). According to the below given Figure 1, the comprehensive method of the research process is elaborated through numerous layers of onion, consisting of, research philosophy, charted by research approaches, followed by research strategies, choices, time frame, and data collection. The process differs according to the research type and its requirements however, the various layers assist the researcher explore the actual problem.

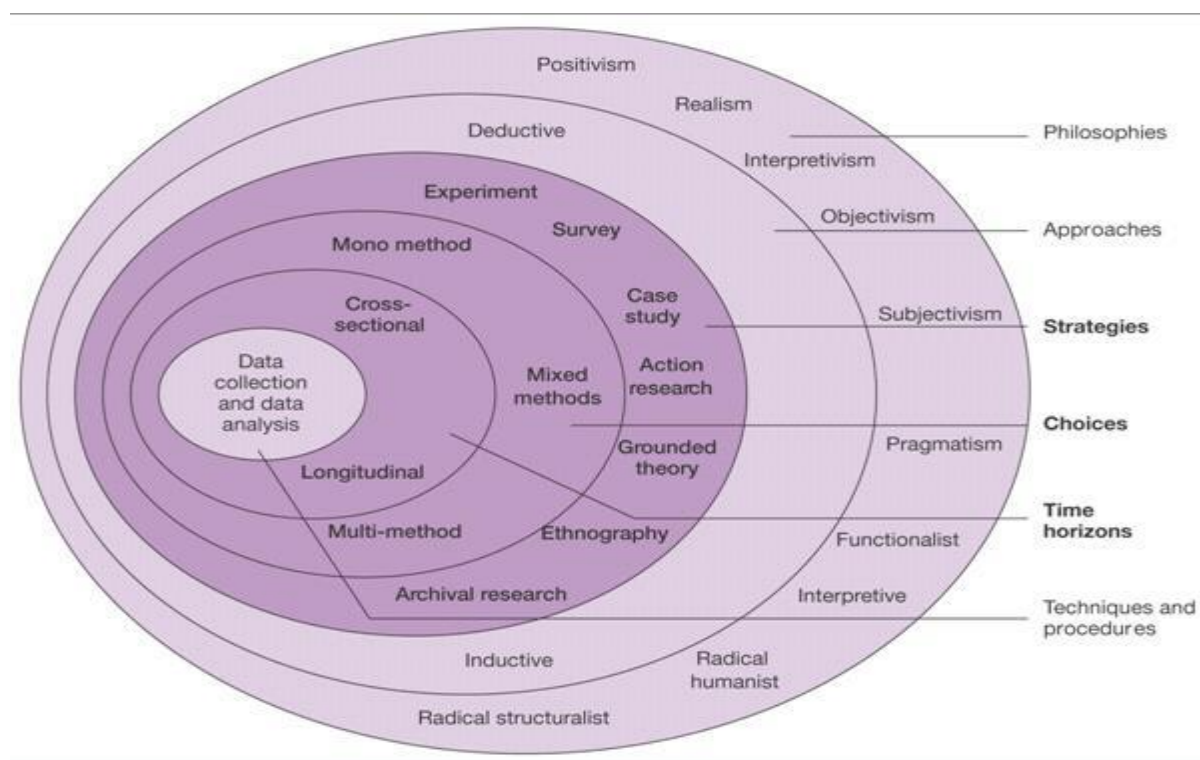


Figure: 1 Saunders et al., (2009) *The research-onion*.

Research Philosophy:

The outermost layer of the research onion's consisting of research philosophy. This includes three distinctive types of research philosophies such as, (a) Interpretivism, (b) Positivism, and (c) post-positivism correspondingly. Individually, the research philosophy is founded on the development and validation of knowledge. The philosophy is like the positivism philosophy; however, it takes in additional realistic attitude due to the integration of both quantitative and qualitative data attainment techniques. The wide experiences, that are subjective of the world's impartial knowledge is considered by such philosophy (Eriksson and Kovalainen, 2008). Since, the current research is exploring the impact of the organizational support systems on employees' performance thus, the researcher has initiated the approach of 'post-positivism' philosophy in order to explore research variables.

As defined by Sekaran and Bougie (2010), the two important categories of the research are basic research and applied research. The applied research category is founded on unique and new problems whereas; in contrast the basic research plays a role in enhancement of the knowledge. Though, there had been an argument by UAO (2010), the two research categories consist of the theoretical and practical research. Europe (2009), provided highly conclusive description, indicating four categories of research (a) quantitative research, (b) advocacy, (c) qualitative research, and (d) pragmatic/mixed method. Consequently, in current research the mixed method is assumed for both aspects, qualitative and quantitative aspects. Quantitative analysis as well as qualitative analysis are used in different social science studies often to gain in-depth understanding of the phenomenon (Faizan & Haque, 2015; Faizan & Haque, 2016; Faizan & Haque, 2019; Faizan et al. 2018; Faizan et al. 2019; Gusakov et al. 2020; Haque, 2012; Haque & Aston, 2016; Haque et al. 2016; Haque et al. 2018; Haque et al. 2020; Haque, Aydin & Uysal, 2017; Haque et al. 2017; Haque et al. 2015; Haque, Kot & Imran, 2019; Haque, Nair & Kucukaltan, 2019; Haque & Oino, 2019; Haque, Sher & Urbanski, 2020; Haque & Yamoah, 2014; Imran et al. 2018; Imran, Hameed & Haque, 2018; Imran, Haque & Rebilas, 2018; Javed et al. 2018a; Javed et al. 2018b; Kot et al. 2019a; Kot et al. 2019b; Kot et al. 2020; Ślusarczyk et al. 2019; Ślusarczyk et al. 2020; U-Hameed

et al. 2018; Urbański & Haque 2020; Urbański, Haque & Oino, 2018).

The second layer of the research onion is the research approach. The two distinguishing approaches are Inductive and deductive approaches (Saunders et al., 2009). Moreover, the commencement of research begins with the research problem and proceed to attaining relevant information for the purpose of the exploring research variables. On the contrary, deductive approach comprises of hypothesis (or hypotheses) development and theory (Robson, 1993). In deductive approach the researcher arrives at the conclusion through the extraction of data and analyses. *"Nevertheless, deductive technique does not reflect the human interpretation while instituting a connection amid research variables throughout the cause-effect establishment"* (Saunders et al., 2003).

Subsequently through deliberate consideration of both; inductive and deductive approaches, for the current research study, researcher decided to use the *'Hypothetico-Inductive-Deductive Model'*. According to Sekaran and Bougie (2010), hypothetico-inductive-deductive model is appropriate for research conducted to investigate multivariate dimensions by implementing mixed method. Since the aim of the current research is to explore multivariate dimensions and is using post-positivism philosophy, consequently, for current research the use of mixed method is highly appropriate. Due to the time constraint to complete the current research thus, the approach aids the research purpose to be concluded in given timeframe. Commencing with the literature extraction, followed by literature, proceeded to data collection, all is conducted is a consecutive process. The current research has initiated surveys and professional which in itself are highly consuming activity consequently utilized method is the hypothetico-inductive-deductive model.

"Some of the prominent designs that a researcher can utilize when conducting a research are Historical research design, Descriptive, Case and Field design, co-relational research design, developmental research design and ex post facto design" (Carroll, 2013). However, Sekaran and Bougie (2010), presented highly detailed argument that a researchers, for the purpose of the investigating research problem, utilize longitudinal and cross-sectional design. For present research study, due to the time limitation, cross sectional design is utilized. There is a need for additional time in longitudinal design, however, the design model is highly in-depth. Nonetheless, researcher has selected cross sectional design for the current study as it meets the research purpose by providing precise foundation for the attainment of the research objectives in short time frame.

Two distinguishing categories of sampling techniques are probability and non-probability sampling technique (Sekaran and Bougie, 2010). As per Brown (2006) the sampling techniques merits comprise of accuracy in achieving findings, cost effectiveness, effective and immediate flow of primary investigation, data type, and size is conveniently managed. According to Gingery (2009), "a foremost variance amid probability and non-probability technique is probability sampling ability to provide equal chance to each and every individual whereas, in contrast non-probability lack an ability to consider all individuals. Below sampling technique is explained in further details. Figure 2.

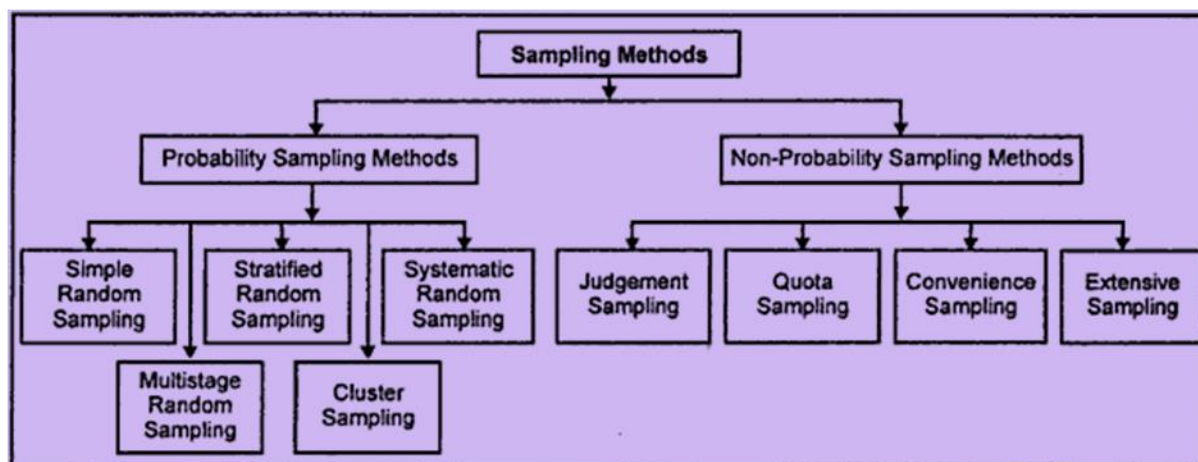


Figure: 2 *Source: Hair et al., (2007) Sampling techniques.*

Since the current research is associated with the social and behavioral sciences thus, the significance of the freedom for expression is viewed as critical. In current research study 'nonprobability sampling' method is utilized. Though, the technique of systematic sampling (probability sampling), could have been suitable in accomplishing precise findings nonetheless researcher chose the convenience sampling due to its cost-effectiveness, ease and carrying greater generalizability.

As per Saunders et al., (2003) the overall approach of a researcher consists of interviews and questionnaire (data collection approaches) and data analysis technique. The data collection is attained through subsequent and kind of research strategy. The foremost objective of following a particular kind of research strategy is to ensure researcher is assisted by providing platform to discover the answers to research problems. Since each and every research experience various limitation for instance, social, economic, ethical issues, and time restraints therefore, the approach of data collection approach is utilized by choosing research strategy. The current research study's strategy consists of both inductive and deductive method hence, 'inductive-deductive' strategy.

According to Tashakori and Teddlie (2003), the arrangement of non-numeric (qualitative) and numeric (quantitative) data is a mix method. Therefore, quantitative research can be expressed numerically and can be quantified however, there is no numerical expressions for qualitative research as it consists of opinions, feelings, and experiences. Mix research technique serves various objective by providing both aspects; qualitative and quantitative. Once the decision on research instrument was made by the researcher, the subsequent step was the data collection procedure's execution. Researcher ensured that there is no negligence data collection process and have the process conducted in a complete manner. Since, the UK employment law requires employees, including the hospitality sector, to be in age bracket of above 18 years therefore, the age criteria were between the age of 18 to 50. The target audience selection in current research ensured the research procedure flow in a precise manner. The subsequent step contains data extraction of sources (from both primary and secondary) sources.

In the present research a sampling technique of 'Convenient' sampling, from the non-probability sampling is applied as currently in Ramada Heathrow 45 employees are employed. The current study's sample set is 28 employees. The objective of selecting 28 respondents as it institutes 62% of the populace. Furthermore, from management only 6 individuals were accessible to arrange interview. In addition, the reason for selecting 28 respondents for the current study as it constitutes 62% of the population, introducing the aspect of the generalizability which was viewed by the researcher for the current research. Furthermore, these respondents agreed to take part in the study. Furthermore, the research was enabled to conduct interviews with the respondents through

convenience sampling. On the basis of the convenience sampling, with six Individuals (from management) semi structured interviews were conducted.

According to Waliman (2001), “*vital tool for the research is research instruments as it assist in exploring research variables*”. The vital aspect is the selection of an appropriate tool due to its ability to assist the researcher to investigate in desired manner. For current research, survey questionnaire along with the in-depth interviews has been utilized by the research; both these instruments are two distinctive research instruments. The researcher himself designed a survey questionnaire, which is semi-structured matrix and consist of close ended questions. Additionally, it is segmented into two sections: (a) demographic explanation and (b) actual fragment. Demographic explanation consists of questions associated with age, gender, and total number of experiential years. The second fragment of questionnaire consists of 12 questions interconnected to AC, CC, NC, OSP, JS and POS correspondingly. It is constructed on the LIKERT scale (1=strongly agree and where 5=strongly disagree). The responses are measured using the ordinal scale in form of the frequencies. Researcher has personally circulated survey questionnaire inside the hotel.

Second research instrument utilized by the researcher is open ended and semi-structured interviews with the hotel employees and professionals. The objective is to comprise the respondent’s open responses to ensure the qualitative aspect is attained as well connected to the research variables. All these interviews are coordinated and administered directly. From July 26 to July 31 at various intervals and time periods Interviews were conducted. On average, Interviews consisted of 10 questions whereas the duration of each interview was roughly 4 to 8 minutes. Additionally, the interviews were conducted through following 'snow-ball' technique. Researcher has directly chosen the interviews and survey questionnaire due to the researcher’s feasibility to go in person and communicate directly with the participants. This enhances the aspect of reliability and flexibility.

In order to ensure that both interview questions as well as survey questionnaire are understood by the research participants, Pilot test is conducted. Hence, indiscriminately 4 employees were randomly asked to take part in the pilot study. Moreover, hospitality field’s experts were personally approached by the researcher in London, Dhaka, Karachi and Delhi. Interview questions were deliberated, and the decision was taken to include snow-ball method in interview questions.

According to Sekaran and Bougie (2010), “*the data attained by the researcher from main sources, when researcher has direct access to the data is viewed as primary data collection.*” As per Kumar, 2009, “*In primary data, there are minimal chances of error and data manipulation*”. As previously mentioned, ‘interviews’ and ‘survey questionnaire’ are investigation instruments applied for the purpose of primary data collection. Though primary data is expensive nonetheless, the researcher utilized instruments that are both cost-efficient and effective. Another essential element for research is the secondary source as it assists in becoming a foundation for the research to form a literature review. Additionally, the secondary sources assist the study in the background to attain all the relevant information. As per Sekaran and Bougie (2010), “*researcher avails secondary data through an indirect mode*”. Though at times it is simple to retrieve however, there is a debate regarding the data’s credibility. However, the secondary data’s significance, at any cost, cannot be disregarded. For this reason, the researcher has utilized dependable secondary sources to include in the current study. In combination with the research problem, company's financial reports and official website recovered from articles, books and international journals. In the current study, secondary sources utilized are primarily for literature.

Due to the sample size being below 30, hence, to analyse the data t-test is taken in consideration. The sample test provided normal distribution as well as equivalent chance of selection for every respondent. Furthermore, as stated by Saliowsky (2005), a vital statistical tool is t-test for

establishing a relationship between independent and dependent variables. For response measurement, ordinal scale is utilized. MS Office 2010 is used for the quantitative data analysis, incorporated in the package below the technique of frequency percentages and distributions. Results are compared and analysed with past empirical research. Bar Charts are used to present the Data.

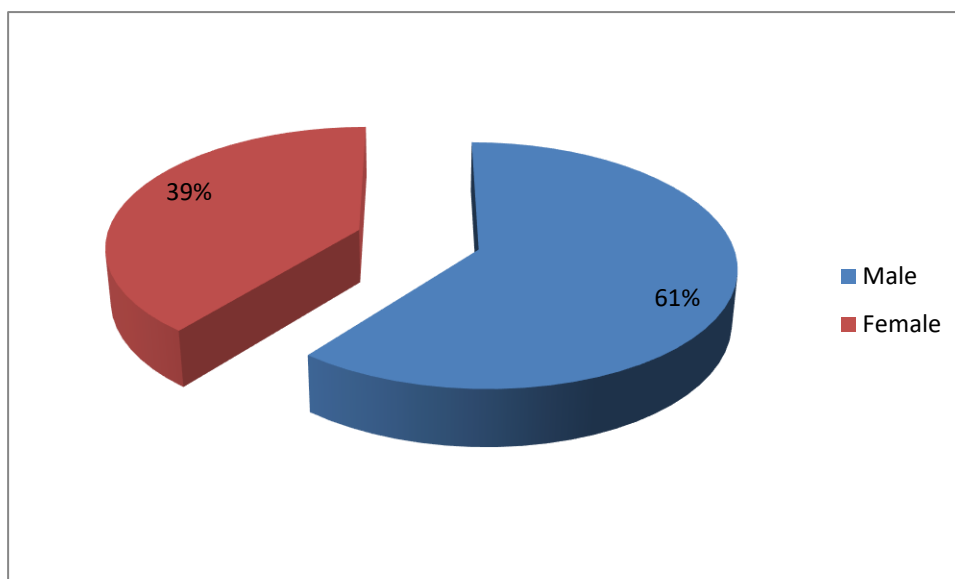
Research ethics are the most significant reflection as researcher cannot make any compromise on the ethics. The research purpose is advised to all the research participants along with the assurance of the name, identity and data confidentiality with the assurance that data and names are solely used for the academic purpose in the current research. The company has been also briefed regarding the academic purpose of the survey questionnaire and research. Moreover, the survey questionnaire was circulated among the respondents after attaining approval from the Ramada Heathrow's management (see Appendix III).

4. Findings and Analysis

Critical Analysis of Survey Questionnaire

Part A: Demographic Section

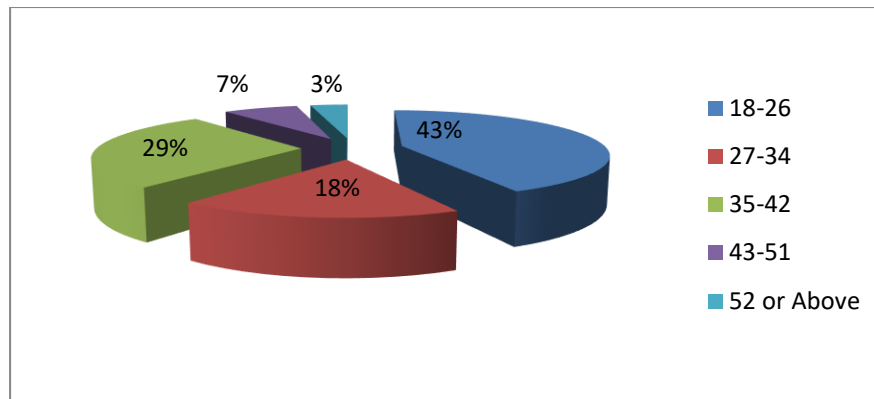
Gender



Male	17
Female	11

The researcher through research instrument wanted to explore demographic attributes in present study therefore considered various variables including gender, age, education, and experience in hospitality sector. Researcher found in gender analysis majority of the respondents is male because it formed 61% while female representation is only 39%. Therefore, in present study male employees are in majority in comparison to female employees.

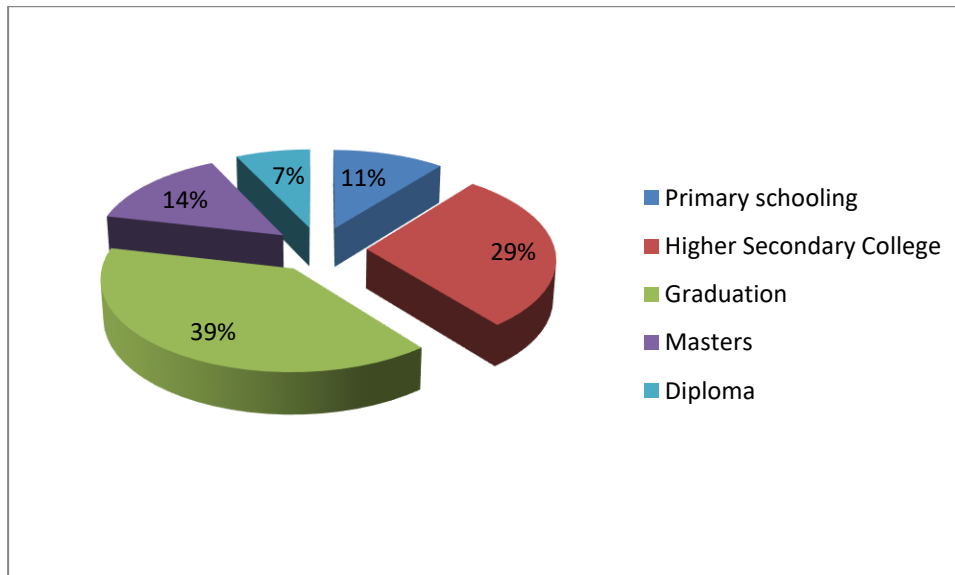
Age



18-26	12
27-34	5
35-42	8
43-51	2
52 or above	1

In this study, majority of the respondents are in the age bracket between 18-26 years because this age bracket has 43% representation. 29% employees working in this hotel are in the age bracket of 35-42. Those lying in 27-34 age brackets have 18% representation in present sample size. 7% is in between the age of 43-to-51. Whereas equal to or above 52 is only 3%. This means that majority of participants in this research investigation are young.

Education

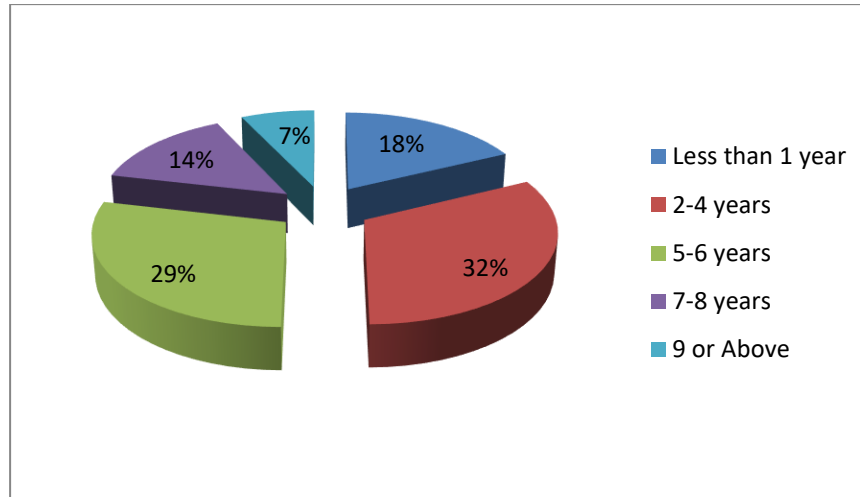


Primary schooling	3
Higher Secondary College	8
Graduation	11
Masters	4
Diploma	2

Majority of participants in present study has graduation level education because it constitutes 39%

of the sample set. Moreover, employees with higher secondary education are second in list with 29%. Followed by master level degree, which is 14%. Employees with primary education are 11% whereas diploma holders only formed 7%. Hence, most of present study's sample is well qualified as graduation is stand out in the table.

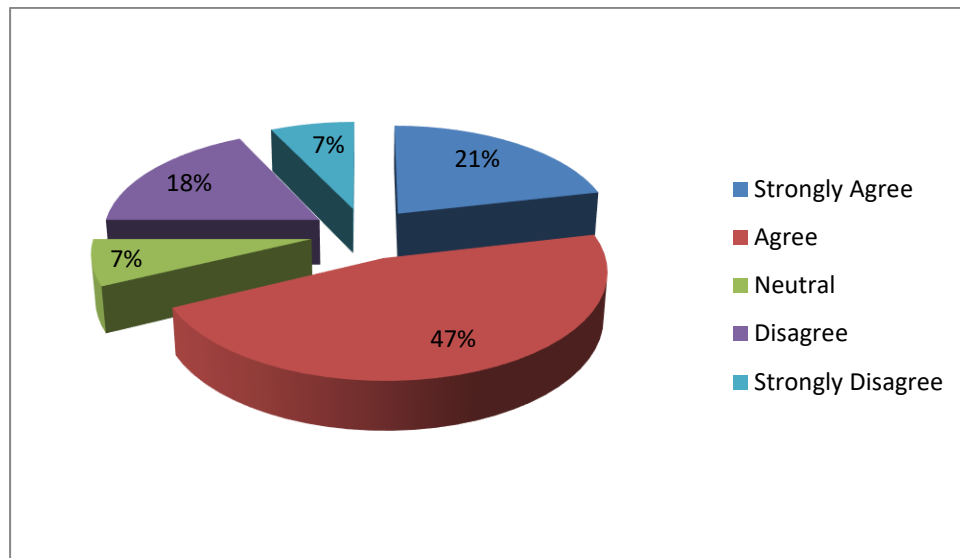
Total Year of Experience in Hotel line



Less than 1 year	5
2-4 years	9
5-6 years	8
7-8 years	4
9 or above	2

In this research study, the large number of participants has 2-4 years as it is 32% which means almost 1/3 of entire sample size. After that, employees with 5-6 years' experience are part of survey as it is 29% respectively. Participants with less than one year experience constitute 18% whereas 14% is formed by employees with 7-8 years' experience. Furthermore, those employees having 9 or above experience formed only 7%. Thus, 2-6 years' experience employees altogether formed large part of sample size (61%).

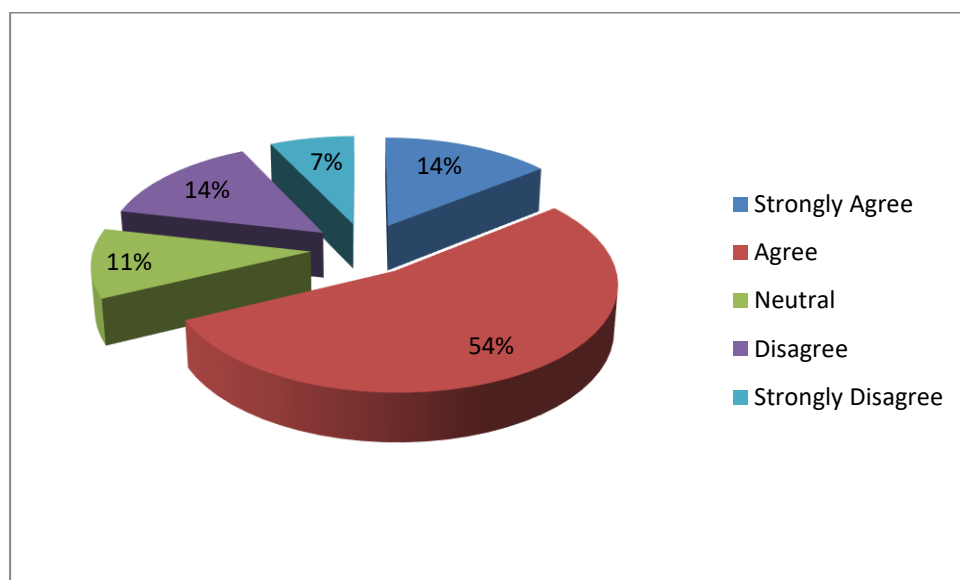
Question 1: Do you think organisation's problems are your problems?



Strongly agree	Agree	Neutral	Disagree	Strongly disagree
6	13	5	2	5

The researcher asked sample size about their opinion regarding organizational problems and their attitude towards these problems. Findings revealed that majority (68%) agreed that they view organisation's problem as their own problems while those who contrastingly differed from them formed (25%). Moreover, the undecided portion of sample size is only 7%. These findings strongly reflect that most of employees feel that organisation's problems are important for them as their own problems.

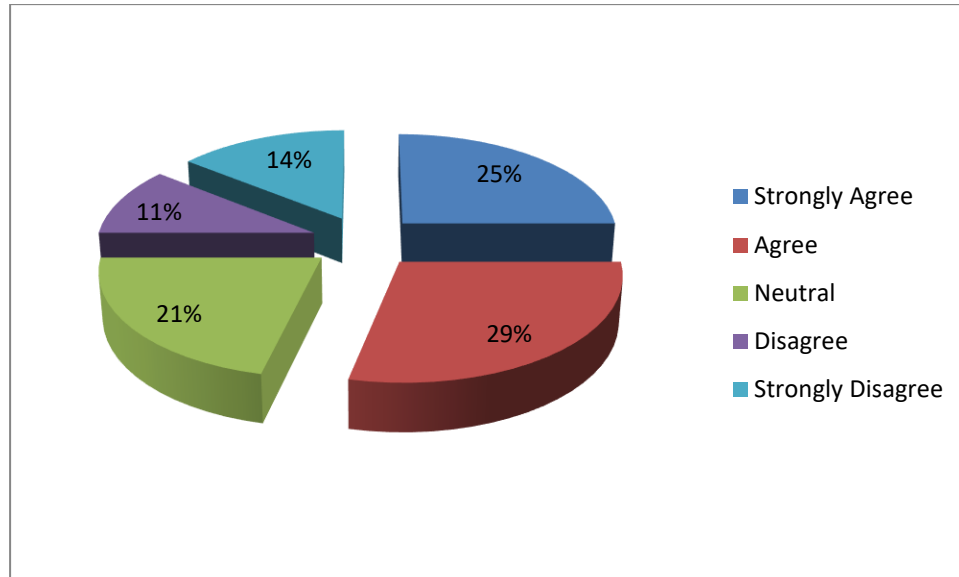
Question 2: Do you require a break during work?



Strongly agree	Agree	Neutral	Disagree	Strongly disagree
4	15	3	4	2

The large part of selected sample size (68%) felt that break is necessary for them during their respective assigned tasks. On the other hand, 21% replied in negative whereas 11% were found to be neutral. This showed that majority of employees require break during work.

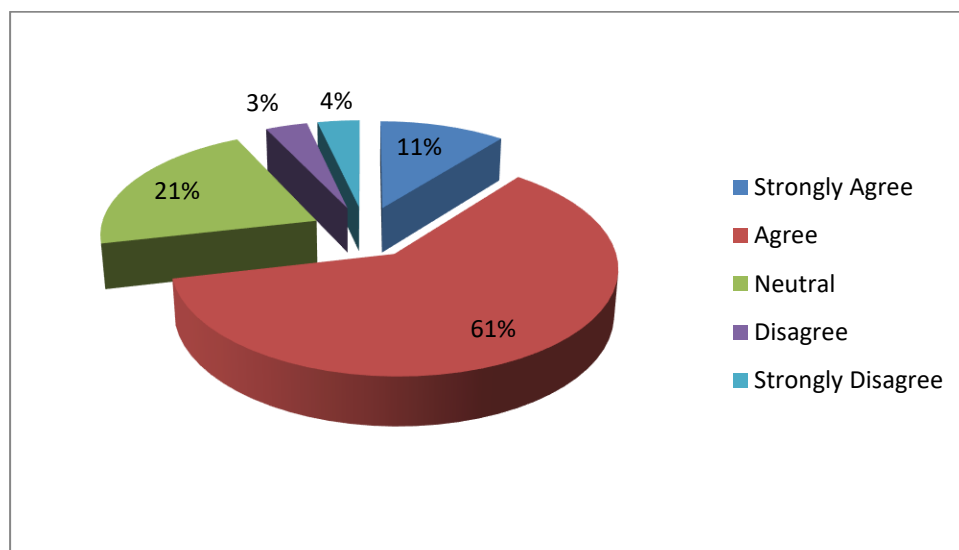
Question 3: *Would you prefer to continue with this hotel because of organizational support you receive?*



Strongly agree	Agree	Neutral	Disagree	Strongly disagree
7	8	6	3	4

In order to find that how employees feel regarding their present organizational support program especially the support they receive does make their mind to pursue with same hotel in future and data findings showed that 54% agreed to it while 25% disagreed. Unsure portion of sample formed 21%. This means that more than half (50%) of employees feel they will continue with same hotel in future.

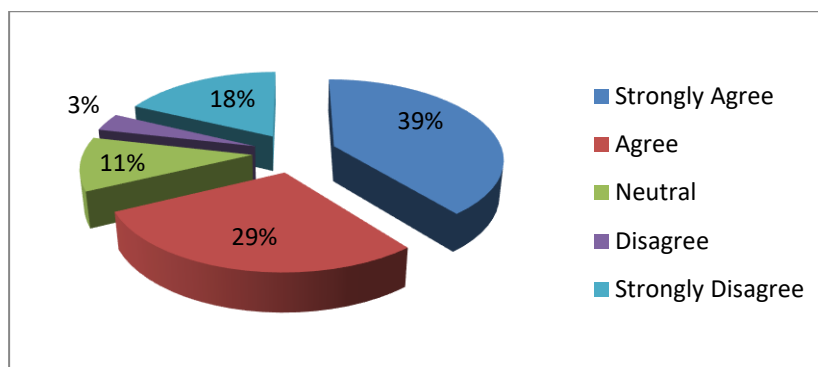
Question 4: *Do you feel strong sense of attachment toward your hotel?*



Strongly agree	Agree	Neutral	Disagree	Strongly disagree
3	17	6	1	1

The respondents were asked about how much attachment they felt towards hotel Ramada Heathrow. The findings showed that 72% responded in positive manner while those who differ to it were only 7%. In addition to that, 21% were neutral in response to this question. Hence, majority felt strong sense of attachment towards hotel.

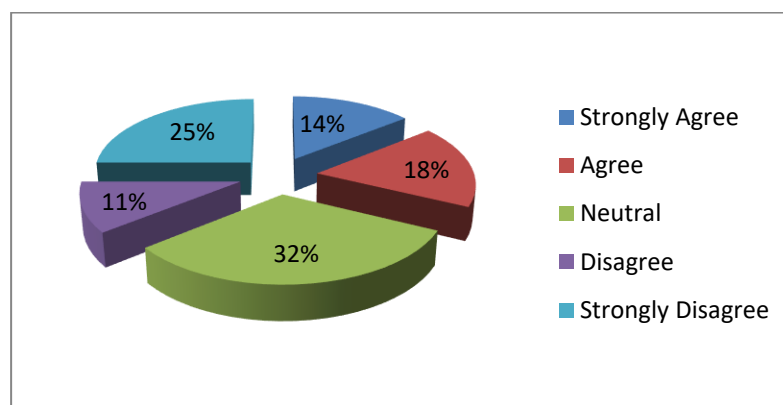
Question 5: Do you think that present organizational support program is helpful in shaping your career?



Strongly agree	Agree	Neutral	Disagree	Strongly disagree
11	8	3	1	5

The selected sample size was asked about their respective opinion about the role of current organizational support program (OSP) in the hotel Ramada Heathrow in shaping their career prospects and results revealed that majority (68%) responded in agreement whereas 21% replied in disagreement. The unsure part of sample size is only 11%. Thus, it shows that most of employees feel that they OSP is effective in shaping their respective careers.

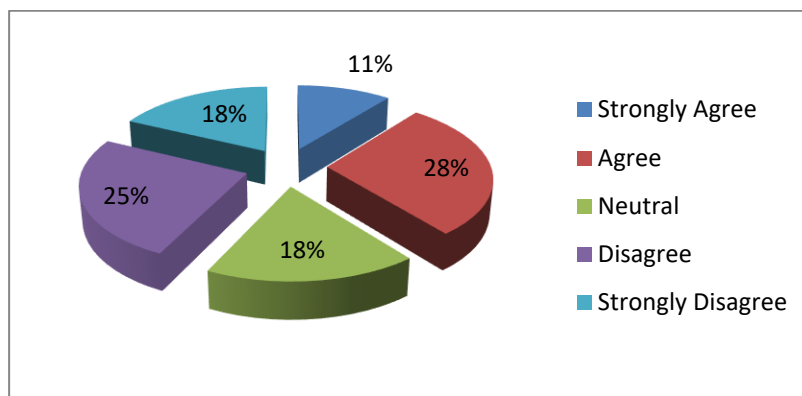
Question 6: Do you feel that your strong emotional attachment towards hotel is due to organizational support program?



Strongly agree	Agree	Neutral	Disagree	Strongly disagree
4	5	9	3	7

The researcher attempted to explore the dimension of organizational support program at Ramada Heathrow by asking about emotional attachment of employees with the hotel and interestingly, 36% replied in negative while those responded in positive and undecided ones each formed 32% respectively. Therefore, this sample size's majority does not feel that emotional attachment toward hotel is product of present organizational support program.

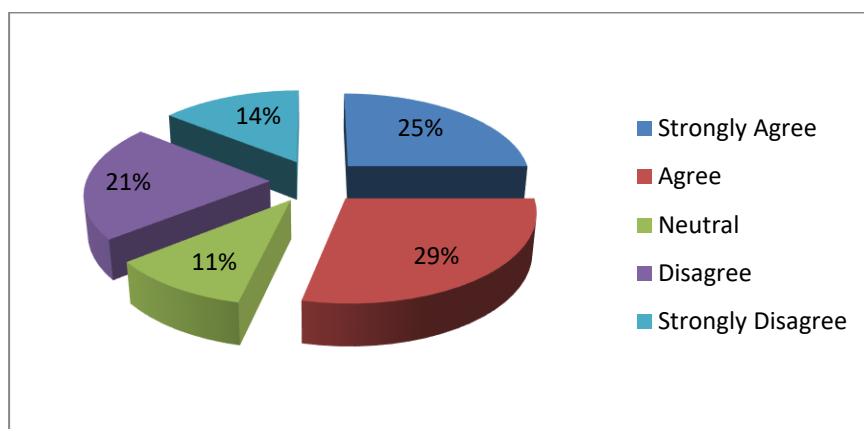
Question 7: Do you think that before everything job loyalty comes as a moral obligation?



Strongly agree	Agree	Neutral	Disagree	Strongly disagree
3	8	5	7	5

The data showed that only 39% of sample size in this investigation feels that the loyalty towards job is due to moral obligation. On the other hand, 43% opposed this notion whereas who were unsure about it constitutes 18%. This shows that majority of participants in this study do not feel that job loyalty is product of moral obligations.

Question 8: Do you think present job you are doing because it is your need as well desire?

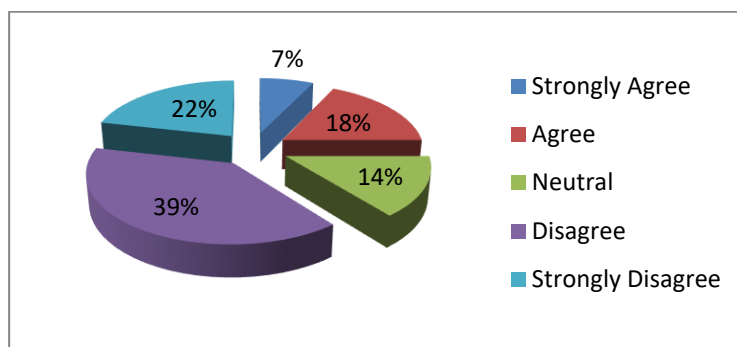


Strongly agree	Agree	Neutral	Disagree	Strongly disagree
7	8	3	6	4

In present investigation, researcher found that 54% of sample size is doing the present job as a result of their need and desire to work in this hotel. Those who thought different to it were 35% while neutral respondents were 11% only. This reflects that large portion to sample size is working

on organisation as combination of desire and needs.

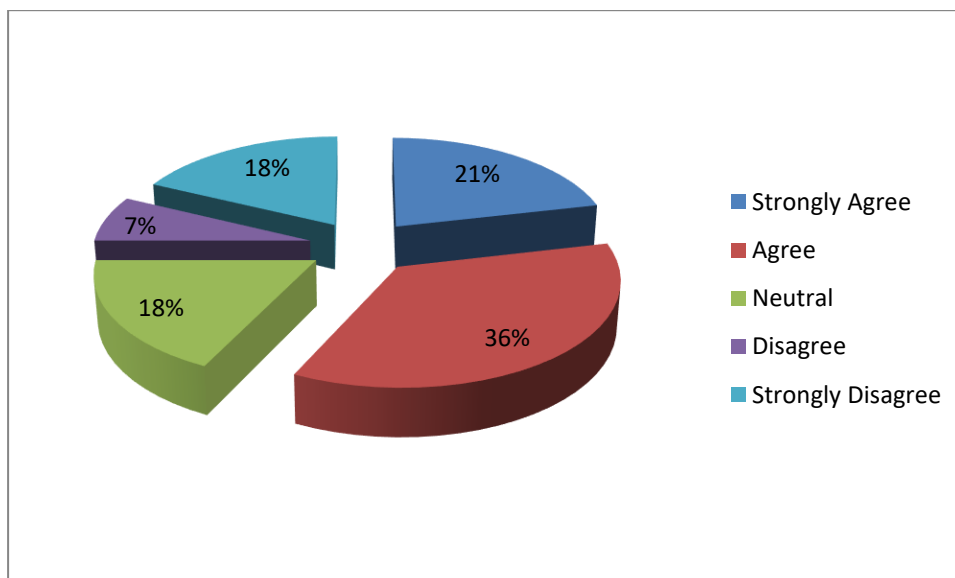
Question 9: Do you think that in hospitality sector, nowadays job loyalty is often practiced?



Strongly agree	Agree	Neutral	Disagree	Strongly disagree
2	5	4	11	6

The participants of research study were asked about their opinion in regard to job loyalty is a common practice in hospitality sector and data shows that only 25% feel that this practice is common inside hospitality sector whereas majority of participants 61% disagreed to it. Neutral respondents formed only 14%. Hence, in this study, majority of sample size feel that loyalty towards job and organisation is not often practiced by employees in hospitality sector.

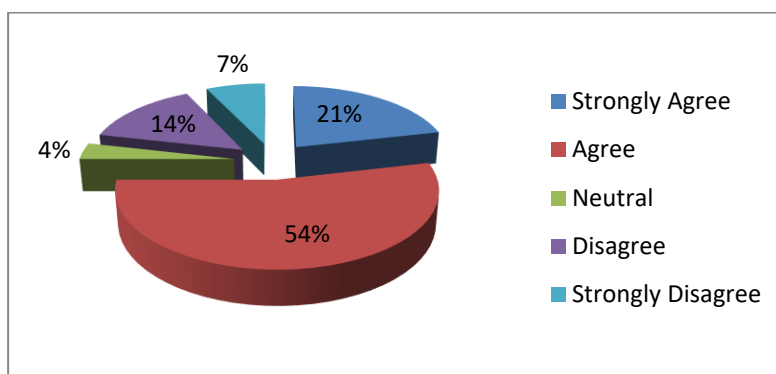
Question 10: Do you think that you are learning about new technology due to organizational support program?



Strongly agree	Agree	Neutral	Disagree	Strongly disagree
6	10	5	2	5

Respondents' views regarding organizational support program role in helping them learn about new technology. Interestingly, 18% were neutral about it. Those who opposed it formed 25% while remaining 57% were positive amount OSP role towards new technology's learning. Thus, to some extent new technology has a part to offer in learning about new advanced technologies.

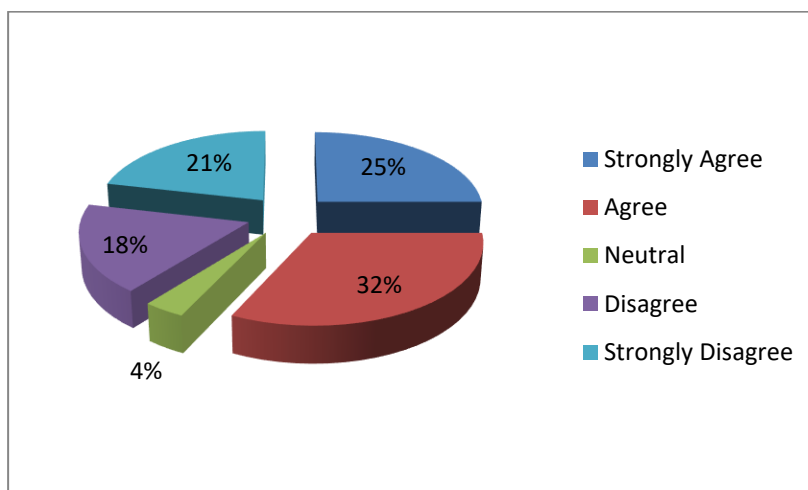
Question 11: Do you think that your organizational commitment is driven from present support program (Compensation, appraisal, promotion, performance, and incentives).



Strongly agree	Agree	Neutral	Disagree	Strongly disagree
6	15	1	4	2

Many participants (75%) stated that organizational commitment is resultant of organizational support program whereas 21% responded in negative. Those who decided to remain neutral were only 4%. Here it was mentioned for participants to know that organizational support program includes items like compensation, incentives, training, etc. Hence, aforementioned statistics revealed that organizational commitment of employees working at Rama Heathrow hotel is product of organizational support program.

Question 12: Do you think that existing organizational support program is or will be helpful in your next promotion?

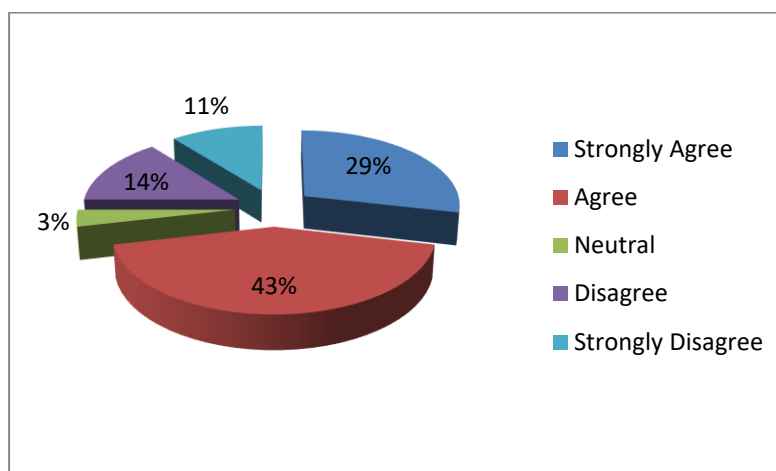


Strongly agree	Agree	Neutral	Disagree	Strongly disagree
7	9	1	5	6

The respondents were asked about their views regarding organizational support program (OSP) being helpful in present or due promotion and results showed that 57% showed their agreement whereas 39% opposed it. Those who remain neutral were only 4%. Therefore, no strong evidence but still more than 50% of sample set feel promotion is and can be gained by presence of

organizational support program.

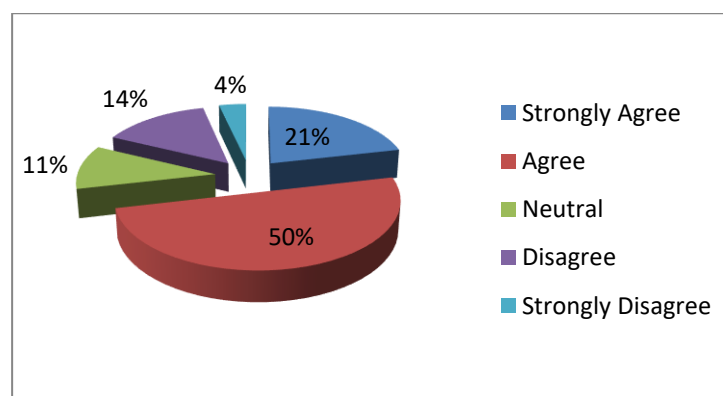
Question 13: Do you think there is a connection between Organizational Support Program and Job Satisfaction?



Strongly agree	Agree	Neutral	Disagree	Strongly disagree
8	12	1	4	3

The researcher found from data that 72% of participants believed that there is a strong association between organizational support program and job satisfaction. Moreover, those who did not find any correlation between OSP and JS constitute 25% whereas only 3% remained neutral.

Question 14: Do you think that at Hotel Ramada Heathrow, there is strong connection between organizational commitment and organizational support program?



Strongly agree	Agree	Neutral	Disagree	Strongly disagree
6	14	3	4	1

The above data and chart revealed that overall 71% (majority) agreed to some extent that there is strong connection between research variables (organizational commitment and organizational support program) respectively. On the other hand, only 18% disagreed to it whereas 11% remain neutral to this correlation.

Analysis of Interview Findings

In this interview, researcher found that there are 67% participants male whereas remaining 33%

are female respondents. Moreover, ages of participants were 33% (18-24), 33% (25-31), 16.6% (33-39), and 16.6% (40-46) respectively. In addition to that, 83% were undergraduate while 17% postgraduate.

In interview, participants were asked about organizational support program's role in increasing job responsibilities and reward in future. 4/6 participants said "yes" while remaining 2 responded in negative. Thus, majority (67%) feel that in future rewards as well job responsibilities will enhance due to organizational support program. Moreover, to measure hotel's effectiveness in responding to complaints from internal customers participants had mixed responses as 2 participants (33%) stated that sometimes it is immediately acknowledged while sometimes it takes a while. 1 (17%) stated that not very often, whereas as remaining 3 (50%) said promptly. Thus, based on majority it can be said that mostly complaints are responded in timely manner. In response to find role of organizational support system in improving their organizational support, 83% agreed to it whereas only 17% disagreed to it. Those who disagreed to it stated that internal motivation played more important role than current organizational support system (Appendix III). Majorities take regarding it was that one way or the other organizational support system helps them to be committed to their jobs.

In response to evaluate functioning of present organizational support system, 50% (3/6) responded that only minor efforts shown by organisation in praising their performances whereas remaining 50% (3/6) said their good efforts are always appreciated. Therefore, it is not very clear from these responses to conclude alone from these findings that the effectiveness of organizational support program. Furthermore, the majority (83%) 5/6 stated that hotel do take care about their general satisfaction whereas only 17% disagreed to it. Therefore, majority feels that organisation takes a good care of employees' general satisfaction. 17% disagreed to it, feeling that it is annoying to work without directions, 33% said at times it is good but not always whereas 50% find it very constructive as it gives them to be creative, authoritative, and more responsible. This means that organizational commitment of employees at Ramada Heathrow East hotel is when they have liberty to work by their own.

To investigate the role of organizational support program in identification of career objectives, researcher found that 67% (4/6) agreed yes to it, 16.6% respondent replied in negative whereas 16.6% remained undecided. Thus, considering majority responses, at Ramada Heathrow East OSP is playing constructive role for employees in identifying their career objectives. Moreover, 17% felt that perceived was more than actual experience, 50% felt actual experience was more than perceived whereas 33% felt that what they had perceived it matched the actual. In other words, 50% (Actual > Perceived), 17% (Actual < Perceived), and 33% (Actual = Perceived). From these analyses it can be stated that at Ramada Heathrow East, OSP is working efficiently to for employee management. Furthermore, the respondents were asked about inability of hotel's management to address and appreciate best efforts exhibited by employees and results showed that, 33.33% agreed to it and 33.33% disagreed to the notion whereas remaining 33.33% remain undecided about it. Hence, there is no conclusive evidence generated from these responses. However, it can be said in generalized aspect that it depends on person to person how he/she takes the management's behaviour when he/she demonstrate his/her best efforts.

The researcher asked about hotel's efforts in recognizing and taking pride in employees' good performance and findings showed that, 67% felt that organisation do appreciate when they achieve their goals while 16.6% felt that no pride is taken instead hotel give impression that it is due to their efforts. Moreover, 16.6% remained neutral by neither stating nor sharing any information in this regard. Hence, majority feel that hotel do take pride in their achievements and give them due credit. In addition to that, participants were asked about role of organizational support system in developing job-related skills. The findings revealed that 83% disagreed to it whereas remaining

17% was not sure about it. Interestingly there was no individual who agreed to it. Therefore, in Ramada Heathrow East organizational support has played positive role in creating job related skills.

In relation to evaluate the present good performance of employees with current organizational support system participants responded as 67% responded in positive whereas 33% replied in negative. Based on majority, the organizational support program at Ramada Heathrow East is considered to be a reason behind exhibition of good performances. Moreover, to measure how much hotel value its employees' contributions, the results showed that majority 67% agreed, 16.6% disagreed whereas 16.6% remained neutral. This showed that majority feels that hotel management value their contributions. They are appreciated by management. On the other hand, 16.6% replied in negative stated that hotel has not once appreciated his contribution in oral or written (Appendix III). However, large number of respondents suggest hotel do value their contributions.

T-test to measure the correlation between research variables; (organizational support program and organizational commitment)

H₀: *"There exist strong positive correlation between organizational support program and organizational commitment".*

H₁: *"There exist no strong positive correlation between organizational support program and organizational commitment".*

To measure the correlation between research variables, organizational commitment (dependent variable) and organizational support program (independent variable), researcher used the Data Analysis from Excel by considering question 14 where each observation is considered to measure organizational support and organizational commitment respectively. Since the total number of observation (participants) in research is below 30 therefore t-test is considered. Moreover, researcher considered two-tail test with unequal values so that exact correlation between research variables can be explored.

	<i>Organizational Support program</i>	<i>Organizational Commitment</i>
Mean	2.321429	2.285714
Variance	1.411376	1.174603
Observations	5	5
Pearson Correlation	0.906885	
Hypothesized Mean Difference	0	
Df	3	
t Stat	0.117519	
P(T<=t) one-tail	0.453442	
t Critical one-tail	1.673565	
P(T<=t) two-tail	0.128453	0.05

The confidence level for this t-test is considered 95% with 0.05 is alpha value. Mean for organizational commitment is 2.28 whereas for organizational support program is 2.32. As evident in the auto-generated test, the correlation between organizational commitment and organizational support program at Hotel Ramada Heathrow has been significantly strong because Pearson correlation value is 0.906885. As in statistics, when the value is nearer to 1, it is considered strong

positive relation whereas near to -1 means significantly weak correlation. A value lying near 0.5 is said to have moderate relation. In this study, the correlation between research variables is significantly strong. In addition to that, P-Value for this test is 0.128453 whereas alpha value is 0.05. When P-value is greater than alpha then we do not reject null hypothesis.

P-value = 1.28453

Alpha (∞) = 0.05

P-value > Alpha (∞)

1.28453 > 0.05

Thus, we do not reject null hypothesis.

The Pearson correlation value is **0.906885** which means there is strong positive and significant relation between organizational commitment and organizational support system.

The findings from interview and survey are considered to answer research questions. Most participants (68%) considered the problems of hotel as their own problems therefore it shows that organizational commitment's attribute, "Continuance Commitment" (CC) is high among employees. Moreover, it is evident that the sample size comprises of young workforce as (43%) lies in 18-26 age group. In addition to that 50% of participants are having either less than one year experience or 2-4 years so this clearly indicates enthusiasm in fresh employees. Therefore, present study supports the notion of Fredrick et al., (2010) that CC among workforces enable them to view organizational problems and issues as their own.

In this study the employees' perception and attitude regarding present organizational support system is constructive because 75% have shown positive responses. This indicates that their positive intents towards hotel are due to strong commitment shaped through OSP. In addition to that, majority (68%) stated that current organizational support program has been very helpful in shaping their career paths. Interestingly, the study also showed that more than 70% felt strong attachment towards organisation confirming that employees' attitude and perception is positive due to their continuance commitment however 61% stated that they do not think job loyalty is a very common practice in hospitality sector. The findings from interview also indicated that, employees have shown strong continuance and affective commitment which leads to exhibit positive attitude towards work. The OSP has played important role in shaping positive attitude among workforces.

In this study, researcher found that majority (72%) agreed that there is strong linkage between organizational support program (OSP) and job satisfaction (JS). In addition to that, 72% has strong attachment towards hotel which reflects that they have high affective commitment. Moreover, 54% agreed that this job is result of both their need as well desire to work in this organisation. Here, normative commitment is evident through aforementioned findings. Furthermore, the working efficiency and chances of promotion are more visible due to OSP is supported by 57%. Though there is only 32% of sample size that agreed to fact that their emotional attachment with hotel due to OSP but 57% felt that OSP has helped them in developing skills to work on new and advanced technology. However, very insignificant portion of sample size feel that present organizational support program is main reason behind their performance but most of determinants considered in present study showed positive trend between Organizational Support Program (OSP) and job satisfaction (JS).

Therefore, various distinctive attributes showed that employees organizational commitment (Affective, Normative, and Continuance Commitment) respectively are demonstrated when there is job related satisfaction. These attributes enhance job satisfaction. The OSP has a vital role in shaping organizational commitment thus there is a strong linkage (JS) and (OSP). Interestingly, there is no conclusive evidence that female employees have more normative commitment than male employees therefore differs from findings of Haque and Yamoah (2014) but consistent with

the work of Judeh (2014), Wickramasinghe and Wickramasinghe (2012), and (Colakoglu and Culha (2010) that there is strong linkage between OSP and JS. The findings partially support work of Shaukat et al., (2012) and Riggle et al., (2009) that supervision is important to enhance job satisfaction.

Research Q3: "How the performances of employee are influenced by existing organizational support program (OSP)?"

Through Interviews and survey questionnaire, researcher found that majority of participants (more than 70%) showed that OSP has a significant role in performances of employees. Though there is only 32% participants who had emotional attachment due to OSP towards hotel indicating low normative commitment in workforce but overall more than 70% has strong attachment towards organisation. This reflects that there is affective and normative commitment among workforce of Hotel Ramada Heathrow. Moreover, different types of facilities (compensation, appraisal, flexibility, training, etc) are found to be essential determinants in shaping employees' performances. These all-mentioned facilities are part of OSP therefore these study findings confirmed that OSP has impact on employees' performances. Interestingly, interview findings showed that different employees are motivated differently.

Findings indicated that more than 50% believed that new technology's role is essential in determining their performances. Moreover, 57% of sample size believed that promotion chances enhance due to OSP. In addition to that, 67% interview respondents showed that future responsibilities and rewards increase due to OSP. To different questions these findings showed almost similar notion that OSP has an impact on the employees' performances to certain extent. Thus, Present findings are aligned with the work of Eisenberger (2003), Colakaglu and Culha (2010), Alvi and Abbasi (2012), and Haque and Yamoah (2014). Hence, based on present facts and findings, this is interpreted from results that in hospitality sector the employees' performances are influenced by OSP through compensation, appraisal, training, promotion, and other job-related facilities.

Hypothesis: "Is there a linkage between Organizational support program (OSP) and Organizational Commitment (OC)?"

Majority of participants feel that they want to pursue with hotel in future which means that affective commitment (AC) among workforces. This also indicates that organizational commitment is high due to existing organizational support program. Interestingly, results from survey showed that normative commitment (NC) and continuance commitment (CC) are low because less than 50% feel that they are morally obliged to work in same organisation. However, the interview findings showed that employees have high NC and CC due to organizational support program. Furthermore, more than 70% of respondents believed that OC is direct product of OSP. In addition to that, majority 70% agreed that there is correlation between OC and OSP. Moreover, the t-test also showed that the correlation between Organizational Commitment (OC) and Organizational Support Program (OSP) as Pearson correlation showed 0.90 value that there is strong positive correlation between OC and OSP. Hence, this study results are aligned with the previous empirical research of Seidu and Boache-Mansah (2012).

Since present findings showed that perception and attitude of employees to some extents are influenced by existing organizational support program. Therefore, present study is aligned with the previous empirical research conducted by Fredrick et al., (2010). Moreover, present findings also indicated that organizational commitment are being shaped by perceived organizational support therefore in this regard this study support the work of Uchena et al., (2013). In addition to that, young workforce constitutes a major part of sample size in present study which means that the notion of Colakoglu and Culha (2010) that due to the strong presence of OSP, young workforce

tends to exhibit high performance. In addition to that, this study showed that employees tend to have more organizational commitment in hotel who received adequate organizational support program thus this study is similar to Kralj and Sonet (2011) findings. Interestingly, Kralj et al., study was also conducted at hotel sector.

Further analysis also showed that employees do attain their career objectives when they receive proper organizational support program which leads to develop strong organizational commitment. Therefore, this finding supports the past research of Mishra et al., (2013). Present research investigation and aforementioned study have found that employees' attitude and perception are determined through OSP. In addition to that, the researcher evaluated the relationship between Organizational Support Program and Job Satisfaction. Findings showed that JS is product of OSP. Furthermore, it is evident that high level of performance is exhibited by workers who are satisfied with their respective jobs and job satisfaction is driven through OSP.

The aforementioned evaluation means that present investigation is similar to the previous empirical research including; Colakoglu and Culha (2010), Wickramasinghe and Wickramasinghe (2012), and Judeh (2014) but oppose the work of Alvi and Abbasi (2012). In addition to that, present findings showed that motivation can emerge for some employees by letting them to work on their own while few stated that it is not good experience. Therefore, to some extent present study opposes the previous empirical studies including; Shaukat et al., (2012), Riggle et al., (2009), and Eisenberger et al., (2002). Present study has confirmed that JS, OC, and OSP are interlinked with each other in more than one dimension.

Furthermore, employees' majority stated that this job is due to the mixture of need and desire therefore, employees have demonstrated normative commitment (NC) and continuance commitment (CC). Hence, Martin and Coetzee (2007) study findings are confirmed and supported by present research investigation. In addition to that, to some extent the research findings are consistent with the work of Sempane et al., (2010) as both studies showed that OSP helps firm in increasing job satisfaction. Moreover, present study found that break is necessary for employees to have personal content and satisfaction towards assigned tasks. Therefore, the notion of Waqas et al., (2012) is supported by present finding that job satisfaction of employees will enhance when there are proper breaks during job as it affect their performances in positive way.

Since the sample size of present study was not very large thus the antecedents of organizational commitment could not be evaluated and generalized to large population but still the work of Zaic (1990), Steers (1997), and Angle and Perry (1981) is confirmed that all three attributes have different type of relation within gender aspects. However, there is no conclusive evidence to support the work of Haque and Yamoah (2014) that female employees have more normative commitment and continuance commitment, but large number of male participants has shown affective commitment. Thus, this study supports that OSP shape different OC among workforce which means work of Tan and Lau (2012) is confirmed. Furthermore, the findings of present study differ with previous work of Ahmed and Yekta (2010) as present study showed that employees' performance and job satisfaction is affected by normative commitment. Moreover, this study also differs the work of Hemdi (2009) that states that in hospitality sector all three attributes of organizational commitment (affective commitment, normative commitment, and continuance commitment) are positively linked with Organizational Support Program. In addition to that, the t-test result showed that P-value is greater than critical value ($P\text{-value} = 0.128453 > C.V = 0.05$) thus null hypothesis is not rejected. In other words, there exist correlation between Organizational Commitment (OC) and Organizational Support Program (OSP). Moreover, the correlation is significantly strong as derived value is 0.906885. Therefore, this study is aligned with the previous empirical research including Haque and Yamoah, (2014); Suleiman; (2013); Halepota and Irani, (2010); Fredrick et al., (2010); Eisenberger, (2003); Allen and Meyer, (1997); and Reichers,

(1985).

5. Conclusion and Recommendations

This study confirmed that in the workforce of hospitality sector, the organizational commitment is to large extent influenced by operating organizational support program. Since this study has a very small sample size thus high generalization is not possible but in gender perspective there is no conclusive evidence to support work of Haque and Yamoah (2014) that female has more normative commitment than male employees. However, the notion that affective commitment (AC), normative commitment (NC), and continuance commitment (CC) are shaping employees' attitude in the organizational setting. Moreover, this study found that young employees are more active in showing their organizational commitment towards hotel. Therefore, Colakglu and Culha (2010) and Fredrick et al., (2010) studies are confirmed that young employees have more constructive attitude and perception in the organizational settings due to existing organizational support program (OSP).

Moreover, employees' perception is found to play essential role in developing organizational commitment that is shaped through organizational support program (OSP). Therefore, present study is aligned with the work of Kralj and Sonet (2011). In addition to that, Uchena et al., (2013), Mishra et al., (2013) findings are confirmed by present study that OSP is a driving force behind performances of employees. In hospitality sector, the attitude of employees along with their performances are found to be positive and constructive towards OSP. However, in this study normative commitment is less evident whereas affective commitment and continuance commitment are more visible in workforce. To very insignificant level it is evident that female employees have more normative commitment and continuance commitment while males have more affective commitment but overall, it can be stated on collective ground that the perception and attitude along with employees' performances are shaped by the existing organizational support program (OSP). In other words, it can be said that the efficiencies and attitudinal patterns of employees are strengthen by OSP to demonstrate affective, normative, and continuance commitment.

Hence, by the completion of this research, it is now clearly visible that first objective of research is accomplished because now it is visible that organizational commitment, performances of employees, and employees' positive professional attitude is shaped by OSP thus OSP is a significant tool for hotel in hospitality sector.

In this research investigation, researcher established that employees' performances are influenced by OSP to large extent as from available information it can be concluded that individual performances are affected by current operating OSP at Hotel Ramada Heathrow. In addition to that, this study support the work of Martin and Coetzee (2007) in this aspect as present study and aforementioned research both found that desire and need together compel employees to work within specific organisation. This indicates that the support program inside the organisation has a strong role in influencing employees' performances as a good organizational support program ensure that employees are doing their assigned tasks in effective, efficient, and corrective manner. Although, the organizational support's impact has variation due to fact that individuals' nature, working style, and perception varies. Present research project also revealed that young employees are more affected by OSP as compared to aged (old) employees. Despite that this study showed that OSP has a role, but performances of employees are not only restricted to OSP as other external factors have a role to offer in influencing the overall performances of employees. In addition to that, creativity and internal motivation of employees are evident in this study that determines the performances and different types of organizational commitment of employees. Thus, the work of Tan and Lau (2010) is confirmed by present research findings as non-financial rewards also help employees to exhibit their strong performances for hotel. Moreover, this research's findings oppose

the previous work of Eisenberger et al., (2001), Riggle et al., (2009), and Shaukat et al., (2012) that performances of employees are influenced by only specific type of formal OSP. Different informal type of support drives employees to perform well on job is important findings as it differentiates present study from other previous empirical research because all previous ones were single dimension whereas this study considered multivariate to measure employees' performances in relation with OSP.

In present research, strong positive correlation between dependent variable (Organizational Commitment) of employees and independent variable (Organizational Support Program) in the hospitality sector. The primary findings and statistical test revealed that null hypothesis cannot be rejected. Overall organizational commitment is revealed at different stages by employees; however, the affective commitment is confirmed in all aspects. Though normative commitment was low, but continuance commitment and affective commitment was evident clearly. Moreover, this study also supported the work of Tansky and Cohen (2001), Susskind et al., (2001), and Riggle et al., (2009) by confirming the notion that high commitment is demonstrated by employees who have high level of satisfaction towards their job and organisation, resulting from strong organizational support from their respective organisation. This further means that there is correlation between job satisfaction and organizational commitment with organizational support program. In other words, affective commitment, normative commitment, and continuance commitment are visible in employees due to organizational support program which leads to increase job satisfaction among employees.

The results supported by statistical test showed that organizational commitment of both male and female employees is the product of organizational support program (OSP) at hotel Ramada Heathrow. Although, findings showed that job loyalty is not evident too frequently in hospital sector which means that continuance commitment in this aspect is low. Moreover, the strong attachment towards hotel reflecting low normative commitment but interestingly the workforce of hotel is formed largely by young employees therefore there is high overall organizational commitment. Hence, it is revealed by study findings that in the early stages of career, employees have high level of organizational commitment. Moreover, this means that present findings differ from the work of Robin and Judge (2009) as present study does not find strong conclusive evidence that organizational support program is not always a reason for employee turnover. However, to some extent it confirmed that job loyalty can enhanced due to organizational commitment.

The organizational support program has a role in shaping the affective commitment of employees is being confirmed in this study. Thus, the findings are similar to the work of Eisberger et al., (1986 and 1990), Randall et al., (1999), and Rhodes and Eisenberger (2002). Moreover, the work of Allen and Myer (2001) is also confirmed as present study also found that employees having high level of organizational commitment demonstrate high quality performances due to the tools, methods, and techniques designed by management. Moreover, employees tend to exhibit high quality when their contributions are valued and supported by organisation.

Organizational commitment is a very much visible where there is job related satisfaction is being observed among employees. Moreover, in this study, job satisfaction is being a significant predictor that has influenced all three attributes of organizational commitment, namely affective commitment (AC), normative commitment (NC), and continuance commitment (CC). Although, the study of Gunlu et al., (2010) found that job satisfaction affects only normative commitment whereas the study of Yang (2010) and Gunlu et al., (2010) found that affective commitment is influenced significantly by JS but present investigation revealed that JS has positively influenced the continuance commitment among workforce. Moreover, empirical studies considered individual satisfaction due to high level of obligation and intrinsic motivation whereas job satisfaction is influencing the continuance commitment among employees in the hospitality sector is being

evident in present research investigation. Interestingly this study researcher found that people with strong organizational support, the employees' attitude to quit organisation reduces however despite low emotional attachment still there is enough support from organisation that urges employees to pursue their career with the same organisation. Since, after recession of 2008, one of the few sectors that have maintained generating high revenue in UK is hospitality sector. Therefore, it is likely possible that the continuance commitment among employees is high in this sector. Therefore, this study supports the study findings of Eisenberger (1985) that job satisfaction (JS) and Organizational commitment (OC) are interlinked with each other. In other words, committed employees are one who have satisfaction and therefore work in organizational setting to accomplish organizational objectives and vice versa. Though, this study found that there is continuance commitment but at same time it also revealed that there is less emotional attachment which means that the notion of Sempene et al., (2009) cannot be excluded that employee at times switch jobs for fun rather than dissatisfaction.

This research investigation found that JS is product of organizational commitment therefore this study supports the previous empirical study of Gaertner (1999). Moreover, JS is linked with organizational support program and organizational commitment thus this study is aligned with the work of Porter et al., 1974; Buchanan, 1974; Reed et al., 1994; Tansky and Cohen, 2001; Bartlett and Kang, 2004; Aube et al., 2007; LaMastro; 2008; Riggle et al., 2009; and Gu and Siu, 2009.

The recommendations are made to selected case study based on present finding' critical evaluation. These recommendations are as following:

The management should consider the option of weekly job rotation in timing of employees. This means that employees working in different shifts should be managed in effective and efficient manner. Since, the employees working in hotel faces a situation of high overload in London, especially in tourism season (as this study was conducted between June-August which is a busy tourism season) there this strategy will help firm in managing the fatigue and boredom of the employees. This split will help hotel as employees will be not stressed and they will be exhibiting optimal level of working efficiency. Those working in management should also have quarterly job rotation which means that employees in management should rotate as this will give an opportunity to young people learn from experienced people in the hotel. Moreover, different skills and expertise will develop. For instance, those in marketing if being asked to work in marketing department for a while will be more versatile employee and asset for the organisation. There is also needed to have mentoring of new employees during job rotation which will increase employees' commitment and develop strong attachment due to effective organizational support program.

The management should consider the stress relief and management program. The interview with manager of hotel developed this recommendation as it was suggested that at times employee's performance look below par due to various stress. These various stresses are occurring due to workload, personal issues, minimum wages, etc. these different types of stress can affect negatively the behaviour and attitude of employees therefore the introduction of stress management program will help in making employees more effective and productive because of this program. Moreover, this program will work as ventilation therapy for employees as they will be willing to discuss their problems and job-related stress.

Moreover, there is need of improving working conditions at the hotel, especially for people working in kitchen department. The supportive condition will help hotel to retain their productive employees. For this reason, there should be inclusion of a system to enhance the safety of employees working in kitchen. The facilities for permanent employees should be given to contract employees too as this will increase comfort level towards performing job. At the same time the job loyalty and working efficiency of employees towards assigned task.

Although, in this research, it is ensured that appropriate tools and techniques are adapted in this study to investigate problem statement defined in first chapter but there are some limitations in the present research investigation. The biggest limitation of present study was that time factor. The time duration of three month was short to explore the research problem in more depth therefore due to this limitation, few other limitations emerged. Due to shortage of time, only one case study (Hotel Ramada Heathrow) was considered. The results are only limited to one specific case study as there was no comparative study undertaken in this project. The research problem might have been more visible and clearer if the research problem would have been evaluated in comparative analysis. Therefore, the generalization of present findings is only limited for selected case study.

Moreover, the time factor compelled the present study research design to be cross-sectional research design. As the study was conducted in short span of time. In addition to that, the sample size for present research is very small as only 28 employees participated in survey questionnaire whereas interviews with only six employees were taken. Hence, the results cannot be generalized to overall hospitality sector. Moreover, the survey questionnaire was matrix-based degree one, so the employees' own views were not evaluated. If open ended survey questionnaire was used there would have a possibility that more inner opinions of employees would have been explored.

The research is based on simple interviews through convenience sampling. There is no expert interview in the present study which is also a limitation because the expert/experts from hospitality sector would have further explored the research problem. Thus, most of the evaluation and interpretation is based on available respondents.

These implications are based on research limitations identified above. Those limitations that were found in this study should be considered by future researchers in their respective research investigations on same topic. The most important implication is that future researcher should consider longitudinal study to investigate the correlation between research variables. Since cross-sectional study was found to be limited to evaluate in more depth therefore research design should be longitudinal study. In addition to that, the research instruments should be further modified by including open-ended questions so that employees' views and opinions can be evaluated in more depth. This will give the researcher a chance to learn about how respondents feel and express their views.

Since researcher considered only face-to-face one-on-one interviews with participants so future researchers should consider focus group expert interviews also so that they have concrete idea about research problem. Moreover, the future researchers should consider the idea of comparative analysis by considering two case studies and evaluate the findings in two different settings so that there is more comprehensive approach to explore research problem. In addition to that, the sampling technique for this study was convenience (non-probability) sampling but future researcher should consider cluster (probability) sampling technique because it gives equal chances to all events in the sample. Moreover, the hospitality sector is spread in vast dimensions thus cluster sampling will be more effective to investigate the correlation between organizational commitment and organizational support program.

References

- Adamovich, V., Nadda, V., Kot, M., & Haque, A. U. (2021). Camping Vs. Glamping Tourism: Providers' Perspective. *Journal of Environmental Management and Tourism*, (Volume XII, Fall), 6(54), 1431-1441. DOI: 10.14505//jemt.v12.6(54).01
- Ahmad, Z. A., and Yekta, Z. A. (2010). Relationship between perceived organizational support, leadership behaviour, and job satisfaction: An empirical study in Iran. *Intangible Capital*. 6(2), 160-185.

- Al-Gasawneh, J., AlZubi, K. N., Anuar, M. M., Padlee, S. F., Haque, A. U., & Saputra, J. (2022). Marketing Performance Sustainability in the Jordanian Hospitality Industry: The Roles of Customer Relationship Management and Service Quality. *Sustainability*, 14(2), 803. <https://doi.org/10.3390/su14020803>
- Allen, J.N. and Meyer, P.J. (1990). The measurement and antecedents of affective, continuance and normative commitment to the organization, *Journal of Occupational Psychology*, 63, 1-18.
- Allen N. J, and Meyer, J. P. (1996). Affective, Continuance, and Normative Commitment to the Organization: An Examination of Construct Validity. *Journal of Vocational Behaviour*. 49(3), 250-278.
- Allen, M. W., Armstrong, D. J., Reid, M. F. and Riemenschneider, C. K. (2008), "Factors impacting the perceived organizational support of IT employees", *Information & Management*, 45, 556-563.
- Alvi, A. K., and Abbasi, A. S. (2012). Impact of Organizational Justice on Employee Engagement in Banking Sector of Pakistan. *Middle-East Journal of Scientific Research*. Vol. 12(5), 643-649.
- Angle, H. L., and Perry, J. L. (1981). An Empirical Assessment of Organizational Commitment and Organizational Effectiveness. *Administrative Science Quarterly*, 26(1), (Mar. 1981), 1-14.
- Aselage J. and Eisenberger, R. (2003). Perceived organizational support and psychological contracts: a theoretical integration. *Journal of Organizational Behaviour*, 24, 490-505.
- Aube, C., Rousseau, V. and Morin, M.E. (2007), "Perceived organizational support and organizational commitment: The moderating effect of locus of control and work autonomy", *Journal of Managerial Psychology*, 22(5), 479-495.
- Bartlett, K. R., & Kang, D. S. (2004). Training in organizational commitment in response to industry and organizational change in New Zealand and the United States. *Human Resource Development International*, 7(4), 423-440.
- Bateman, T. & Strasser, S. (1984). A longitudinal analysis of the antecedents of organizational commitment. *Academy of Management Journal*, 21, P. 95.
- Boehman, R. (2006). *Affective, Continuance, and Normative Commitment among Student Affairs Professionals*, Unpublished Doctoral Dissertation, North Carolina State University, Raleigh, NC.
- Bolon, D.S. (1993). Organizational Citizenship Behaviour Among Hospital Employees: A Multidimensional Analysis Involving Job Satisfaction and Organizational Commitment. *Hospital & Health Services Administration*, 42(2), 221-241.
- Brown, R. B. (2006). *Doing Your Dissertation in Business and Management: The Reality of Research and Writing*, Sage Publications
- Buchanan, B.II. (1974). Building organizational commitment: The socialization of managers in work organizations, *Administrative Science Quarterly*, 19(4), 533-546.
- Bulut, C., Nazli, M., Aydin, E., & Haque, A. U. (2021). The effect of environmental concern on conscious green consumption of post-millennials: the moderating role of greenwashing perceptions, *Young Consumers*, 22(2), DOI: 10.1108/YC-10-2020-1241
- Canipe, (2006). *Relationships among Trust, Organizational Commitment, Perceived Organizational Support, and Turnover Intentions*, Unpublished Doctoral Dissertation.

- Carroll. S. (2013). *Types of Research you can use for your Dissertation*. Available at: <http://www.dissertation-statistics.com/research-designs.html>.
- Chen, Y.J. (2007), Relationship among service orientation, job satisfaction, and organizational commitment in the international tourist hotel industry, *Journal of American Academy of Business*, 11(2), 71-82.
- Creswell, J.W. (2007). *Qualitative inquiry and research design: Choosing among Ive approaches* (2nd ed.). Thousand Oaks, CA: Sage.
- Colakglu, U., and Culha, O. (2010). The Effects of Perceived Organizational Support on Employees' Affective Outcomes: Evidence from hotel Industry. *Tourism and Hospitality Management*. 16(2), 125-150.
- Currivan, D. B. (1999). The causal order of job satisfaction and organizational commitment in models of employee turnover, *Human Resource Management Review*, 9(4), 495-524.
- Denzin, N. K., & Lincoln, Y. S. (2005). Introduction: The discipline and practice of qualitative research. In N. K. Denzin & Y. S. Lincoln (Eds.), *The SAGE handbook of qualitative research* (3rd ed., P. 1–32). Thousand Oaks, CA: Sage.
- Eisenberger, R., Stinglhamber, F., Vandenberghe, C. Sucharski, I.L. and Rhoades, L. (2001). Perceived supervisor support: Contributions to perceived organizational support and employee retention, *Journal of Applied Psychology*, 87(3), 565-573.
- Eisenberger, R. Cummings, J. Armeli, S. and Lynch, P. (1997). Perceived organizational support, discretionary treatment, and job satisfaction, *Journal of Applied Psychology*, 82(5), 800-825.
- Eisenberger, R., Huntington, R., Hutchison, S. and Sowa, D. (1986). Perceived organizational support, *Journal of Applied Psychology*, 71(3), 05
- Eriksson, P., and Kovalainen, A. (2008). *Qualitative Methods in Business Research*. SAGE Publications, 30 Mar 2008 - Business & Economics.
- Europe, A. (2013). *The Four main Approaches - Types of Research*. Available at: <http://www.alzheimer-europe.org/Research/Understanding-dementia-research/Types-of-research/The-four-main-approaches>.
- Etzioni, A., and Gross, E. (1985). *Organizations in society*. Englewood Cliffs, NJ: Prentice-Hall.
- Faizan, R., and Haque, A. U. (2015). Bullwhip effect phenomenon and mitigation in logistic firm's supply chain: Adaptive approach by Transborder Agency, Canada. *International Journal of Supply Chain Management*, 4(4), 43-51.
- Faizan, R., and Haque, A.U. (2016). The Relationship between Societal attributes, Feminine Leadership & Management Style: Responses from Pakistan's Urban Region Female-Owned Businesses. *European Journal of Business and Management*, 8(23), 171-191.
- Faizan, R., & Haque, A.U. (2019). Working Efficiency of Contrasting Genders under Eustress, Distress, Hyper-Stress, and Hypo-Stress, *Prabandhan: Indian Journal of Management*, 12(11), 32-46.
- Faizan, R., Haque, A.U., Cockrill, A., and Aston, J. (2019). Females at Strategic Level affecting Logistics Firms' Competitiveness: Qualitative Comparative Analysis, *Forum Scientiae Oeconomia*, 7(1), 57-71.
- Faizan, R., Nair, S.L.S., and Haque, A.U. (2018). The Effectiveness of Feminine and Masculine Leadership Styles in Relation to Contrasting Genders' Performances, *Polish Journal of Management Studies*, 17(1), 78-91.

- Farooq, K., Yusliza, M. Y., Wahyuningtyas, R., Haque, A. U., Muhammad, Z., & Saputra, J. (2021). Exploring Challenges and Solutions in Performing Employee Ecological Behaviour for a Sustainable Workplace. *Sustainability*, 13, 9665. <https://doi.org/10.3390/su13179665>
- Foster, B., Muhammad, Z., Yusliza, M. Y., Faezah, J. N., Johansyah, D., Yong, J. Y., Haque, A. U., Saputra, J., Ramayah, T., and Fawehinmi, O. (2022). Determinants of Pro-Environmental Behaviour in the Workplace, *Sustainability*, 14(8), 4420. DOI: 10.3390/su14084420
- Frederick J. S., Orife, J. N., and Anderson, F. P. (2010). Effects of Commitment to Corporate Vision on Employee Satisfaction with Their Organization: An Empirical Study in the United States, *International Journal of Management*, 27(3).
- Fuller, J. B., Barnett, T., Hester, K. and Relyea, C. (2003). A social identity perspective on the relationship between perceived organizational support and organizational commitment, *The Journal of Social Psychology*, 143(6), 789-791.
- Gaertner, S. (1999). Structural determinants of job satisfaction and organizational commitment in turnover models, *Human Resource Management Review*, 9(4), 479-493.
- Gingery, T. (2009). *Communicating the Use of Results and Respondent Data*. Available at: <http://survey.cvent.com/blog/research-questionnaire/page/31>.
- Gokul. A (2012). *The study on work engagement, perceived organizational support and affective commitment among employees of a petrochemical industry*. Unpublished MBA project dissertation, University of Madras.
- Greenberg, J. (2005). *Managing Behaviour in Organizations*, 4th ed., Prentice-Hall, Englewood.
- Gu, Z. and Siu, R.C.S. (2009). Drivers of job satisfaction as related to work performance in Macao casino hotels: An investigation based on employee survey, *International Journal of Contemporary Hospitality Management*, 21(5), 561-578.
- Gunlu, E., Aksaraylı, M. and Perçin, N. S. (2000). Job satisfaction and organizational commitment of hotel managers in Turkey, *International Journal of Contemporary Hospitality Management*, 22(5), 693-717.
- Gunlu, E., Aksaraylı, M. and Perçin, N.S. (2010). Job satisfaction and organizational commitment of hotel managers in Turkey, *International Journal of Contemporary Hospitality Management*, 22(5), 693-717.
- Gusakov, A., Haque, A.U., & Jogia, A.V. (2020). Mechanisms to Support Open Innovation in Smart Tourism Destinations: Managerial Perspective and Implications, *Polish Journal of Management Studies*, 21(2), 142-161.
- Hair, J. F., Babin, B., Money, A. H., and Samouel, P. (2007). *Research Methods for Business*, John Wiley and Sons, Ltd.
- Halepota, J. A., and Irani, Z. (2010). *The Impact of Organizational Antecedents on Employee Job Satisfaction. An empirical Evaluation of Public Sector Employees in Pakistan*. European, Mediterranean & Middle Eastern Conference on Information Systems 2010 (EMCIS2010). Available at: <http://202.154.59.182/ejournal/files/C103.pdf>.
- Haque, A. U. (2022). No One Wants to be a Host of Ghost Sessions: Techniques to Improve Student Engagement and Active Participation, In: Fayed, I., Cummings, J. (eds) *Teaching in the Post COVID-19 Era*. Springer, Cham. https://doi.org/10.1007/978-3-030-74088-7_43
- Haque, A. U. (2021). The Age and Time of No Retirement: Global Lens Exploring the Social and Economic Impact of Aging - Chapter 3, In Y. Bayar (Ed.). *Handbook of Research on Economic and Social Impacts of Population Aging*, IGI Global Publishers, DOI:

10.4018/978-1-7998-7327-3.ch003

- Haque, A. U., Basuki, B., Aston, J., & Widyanti, R. (2021). Do Different Stressors Affect Working Efficiency of Public University Personnel Differently? *Polish Journal of Management Studies*, 23(1), 172-187. DOI: 10.17512/pjms.2021.23.1.11
- Haque, A. U., & Yamoah, F. A. (2021). The Role of Ethical Leadership in Managing Occupational Stress to Promote Innovative Work Behaviour: A Cross-Cultural Management Perspective. *Sustainability*, 13, 9608. <https://doi.org/10.3390/su13179608>
- Haque, A.U. (2012). *Theoretical Perspective of Local Government - Literature Review*. Research Institute of Behavioural Psychology. MPRA Paper No. 46301. Retrieved from: https://mpra.ub.uni-muenchen.de/80754/1/MPRA_paper_80754.pdf
- Haque, A.U., Aston, J., and Kozlovski, E. (2016). Do causes and consequences of stress affect genders differently at operational level? Comparison of the IT sectors in the UK and Pakistan. *International Journal of Applied Business*, 1(1), 1-7.
- Haque, A.U., and Aston, J. (2016). A Relationship between Occupational Stress and Organizational Commitment of I.T Sector's Employees in Contrasting Economies. *Polish Journal of Management Studies*, 14(1), 95-105.
- Haque, A.U., Aston, J., and Kozlovski, E. (2018). The impact of stressors on organisational commitment of managerial and non-managerial personnel in contrasting economies: Evidences from Canada and Pakistan, *International Journal of Business*, 23(2),152-168.
- Haque, A.U., Aston, J., Kozlovski, E., & Caha, Z. (2020). Role of External CSR and Social Support Programme for Sustaining Human Capital in Contrasting Economies, *Polish Journal of Management Studies*, 22(1), 147-168.
- Haque, A.U., Aydin, E., and Uysal, E. (2017), A Comparison of Effectiveness of Global Leaders and Domestic Leaders in Electronic Retail Industry, *Global Journal of Management and Business Research (G)*, 17(3), version 1, 11-20.
- Haque, A.U., Faizan, R., and Cockrill, A. (2017). The relationship between female representation at strategic level and firm's competitiveness: evidences from cargo logistic firms of Pakistan and Canada, *Polish Journal of Management Studies*, 15(2), 69-81.
- Haque, A.U., Faizan, R., Zehra, N., Baloch, A., Nada, V., and Riaz, F. (2015). Leading Leadership Style to motivate cultural oriented female employees in developing country: I.T staff responses from Pakistan. *International Journal of Academic Researches in Business and Social Sciences*, 5(9), 280-302.
- Haque, A.U., Kot, S., and Imran, M. (2019). The moderating role of environmental disaster in relation to microfinance's non-financial services and women's micro-enterprise sustainability, *Journal of Security and Sustainability Issues*, 8(3), 355-373.
- Haque, A.U., Nair, S.L.S., & Kucukaltan, B. (2019). Management and Administrative Insight for the Universities: High Stress, Low Satisfaction and No Commitment, *Polish Journal of Management Studies*, 20(2), 236-255.
- Haque, A.U., & Oino, I. (2019). Managerial Challenges for Software Houses related to Work, Worker and Workplace: Stress Reduction and Sustenance of Human Capital, *Polish Journal of Management Studies*, 19(1), 170-189.
- Haque, A.U., Sher, A., & Urbański, M. (2020). Is the role of Authentic Leadership Effective in Managing Occupational Stress and Psychological Capital? *Forum Scientiae Oeconomia*, 8(2), 59-77.

- Haque, A.U., and Yamoah, F. (2014). Gender Employment Longevity: I.T staff response to Organisational Support Programme in Pakistan. *International Journal of Academic Research in Business and Social Science (IJ-ARBSS)*, 4(12), 324-347.
- Haque, A.U., Yamoah, F., and Sroka, W. (2020). Willingness to Reduce Food Choice in Favour of Sustainable Alternatives: The Role of Government and Consumer Behaviour (chapter 3), In: W. Sroka (ed), *Perspectives on Consumer Behaviour*, Springer.
- Hassan, S., Hassan, M.U., and Shoaib. M. (2014). Measuring the Impact of Perceived Organization Support, Psychological Empowerment and Rewards on Employees' Satisfaction: Testing the Mediating Impact of Employee Engagement. *World Applied Sciences Journal* 30 (5): 652-660. Available at: [http://www.idosi.org/wasj/wasj30\(5\)14/20.pdf](http://www.idosi.org/wasj/wasj30(5)14/20.pdf). Viewed: 13-06-2015.
- Hassan, M.U., Bano. T., Shaukat, S., and Nawaz, M. S. (2013). Antecedents of Organizational Commitment: A Case of Banking Sector of Pakistan. *World Applied Sciences Journal*, Vol. 24 (12). 1621-1628.
- Hatch, M. J. and Cunliffe, A. L. (2006). *Organization Theory*, 2nd ed, Oxford University Press, Oxford.
- Hazer, J. T., and Williams, L. J. (1986). Antecedents and consequences of satisfaction and commitment in turnover models: a re-analysis using latent variable structural equation methods, *Journal of Applied Psychology*, 72(1), 215-235.
- Hemdi, M. A. (2009). Investigating Hotel Employees' Organizational Commitment: The Influence of Human Resource Management Practices and Perceived Organizational Support. *Journal of Tourism, Hospitality & Culinary Arts*, 1(3), 1-20.
- Hunt, J., and Morgan, P. (1994). Organizational Commitment: One of Many Commitments or Key Mediating Construct, *The Academy of Management Journal*, 37(6), 1568-1587.
- Imran, M., Hameed, W.U., and Haque, A.U. (2018). Influence of Industry 4.0 on the Production and Service Sectors in Pakistan: Evidence from Textile and Logistics Industries, *Social Sciences*, 7(12), 246.
- Imran, M., Jian, Z., Haque, A.U., Urbański, M., and Nair, S.L.S. (2018). Determinants of Firm's Export Performance in China's Automobile Industry, *Sustainability*, 10(11), 1-23.
- Imran, M., Haque, A.U., and Rebilas, R. (2018). Performance Appraisal Politics and Employees' Performance in Distinctive Economies, *Journal of Polish Management Studies*, 18(2), 135-150.
- Islam, T., Khan, S.R., Alia, G., Ahmed, I., and Bowrad, Z. A. (2014). *Turnover Intentions: The Influence of Perceived Organizational Support and Organizational Commitment*. 103(26), 1238-1242.
- Ivancevich, J. M., and Matteson, M. T. (2002). *Organizational Behavior and Management*. 6th Ed. New York. McGraw-Hill Companies. 20-75.
- Janis, N. A. (1989). Organizational commitment, career factors and career/life stage. *Journal of Organizational Behavior*; 10, 247-266.
- Javed, B., Abdullah, I., Haque, A. U., and Rubab, U. (2018). Inclusive Leadership and Innovative Work Behavior: The Role of Psychological Empowerment, *Journal of Management & Organization*, 1, 1-8.
- Javed, B., Khan, A.K., Arjoon, S., Mashkoo, M., and Haque, A.U. (2018). Openness to Experience, Ethical Leadership and Innovative Work Behavior, *Journal of Creative Behavior*, 1-13.

- Judeh, M. (2014). *Mediating Effects of Organizational commitment on the relationship between perceived organizational support and job satisfaction*. Presented in Business-Related-Scientific-Research Conference Press.
- Kanter, R.M. (1968). Commitment and social organizations: A study of commitment mechanisms in Utopian communities, *American Sociological Review*, 33(4), 499-517.
- Karatepe, M.O. and Uludag, O. (2007). Conflict, exhaustion, and motivation: A study of frontline employees in Northern Cyprus hotels, *International Journal of Hospitality Management*, 26(3), 645-665.
- Karrasch, R. (2003). Antecedents and Consequences of Organizational Commitment, *Military Psychology*, 15(3), 225-36.
- Kot, S., Haque, A.U., and Baloch, A. (2020). Supply Chain Management in SMEs: Global Perspective, *Montenegrin Journal of Economics*, 16(1), 87-104.
- Kot, S., Haque, A.U., and Kozlovski, E. (2019). Mediating Effect of Strategic Supply Chain Management on Social and Environmental Sustainability: Evidence from SMEs of Canada, Iran and Turkey, *International Journal of Supply Chain Management*, 8(6), 105-117.
- Kot, S., Haque, A.U., and Kozlovski, E. (2019). Strategic SCM's Mediating Effect on the Sustainable Operations: Multinational Perspective, *Organizacija*, 52(3), 219-235.
- Kralj A. L., and Solnet, D. J. (2011). *The influence of perceived organizational support on engagement: a cross-generational investigation in the hospitality industry*. 2011 ICHRIE Conference. Available at: <http://scholarworks.umass.edu/cgi/viewcontent.cgi?article=1811&context=refereed>.
- Kumar, R. (2009). *Research Methodology: A Step-by-Step Guide for Beginners*. SAGE Publications, 330-332.
- LaMastro, V. (2008). Commitment and perceived organizational support, *National Forum*, 19(1), 03.
- Lam, T. and Zhang, H.Q. (2003). Job satisfaction and organizational commitment in the Hong Kong fast food industry, *International Journal of Contemporary Hospitality Management*, 15(4), 214-220.
- Lio, K. (1995). Professional orientation and organizational commitment among public employees: an empirical study of detention workers. *Journal of Public Administration Research and Theory*, 5, 241.
- Locke, E.A. (1977). The nature and causes of job satisfaction, In Dunnette, M.D. (Ed.), *Handbook of Industrial and Organizational Psychology*, McGraw-Hill, New York, 1297-1349.
- Lok, P. and Crawford, J. (2001). Antecedents of organizational commitment and the mediating role of job satisfaction, *Journal of Managerial Psychology*, 16(8), 594-613.
- Madi M., and Dr. Jarad, I. S. (2012). Employees' Perception and Organizational Commitment: A Study on the Banking Sector in Gaza, Palestine. *International Journal of Business and Social Science*, 3(16).
- Malik, M. E., Dr. Nawab, S., Naeem, B., and Danish, R. Q. (2010). Job Satisfaction and Organizational Commitment of University Teachers in Public Sector of Pakistan. *International Journal of Business and Management*, 5(6).
- Martins, N., & Coetzee, M. (2007). Organizational culture, employee satisfaction, perceived leader emotional competency and personality type: An exploratory study of a South African

- engineering company. *SA Journal for Human Resource Management/SA Tydskrif vir Menslikehulpbronbestuur*, 5(2), P. 20–32.
- Mathieu, J. E., & Zajac, D. M., (1990). A review and meta-analysis of the antecedents, correlates and consequences of organizational commitment. *Psychological Bulletin*, 108 (2), P. 171-194.
- Maxwell, G, and Steele, G. (2003). Organizational commitment: a study of managers in hotels. *International Journal of Contemporary Hospitality Management*, 15(7), 362-369.
- Meyer, J.P. and Allen, N. J. (1997). *Commitment in the Workplace: Theory, Research and Application*, Sage Publishes, London.
- Meyer, J. P., Stanley, D. J., Herscovitch, L., and Topolnytsky, L. (2002). *Affective, Continuance, and Normative Commitment to the Organisation: A Meta-analysis of Antecedents, Correlates, and Consequences*. Available at: <http://www.sciencedirect.com/science/article/pii/S0001879101918421>.
- Miarkolaei, H & Miarkolaei, H. (2014). An investigation on relationship between employees' job satisfaction and organizational commitment. *Management Science Letters*, 4(4), 669-678.
- Mishra, D., Kapse, S., and Bavad, D. (2013). Employee Engagement at Banks in Kutch. *International Journal of Application or Innovation in Engineering & Management (IJAEM)*. 2(7).
- Mowday, R. T., Steers, R. M., and Porter, L. W. (1982). *Employee-Organizational Linkages: The Psychology of Commitment, Turnover, and Absenteeism*, New York: Academic Press.
- Mowday, R. T., Steers, R. M. and Porter, L. W. (1979). The measurement of organizational commitment, *Journal of Vocational Behavior*, 14, 224-247.
- Nair, S. L. S., Rao, B., & Haque, A. U. (2021). Aging Population: Social and Economic Concerns and Complexities During COVID-19 - Chapter 8, In: Y. Bayar (Ed.). *Handbook of Research on Economic and Social Impacts of Population Aging*, IGI Global Publication, DOI: 10.4018/978-1-7998-7327-3.ch008
- Perry, J. (1997). Antecedents of Public Service Motivation. *Journal of Public Administration Research and Theory*, 7(2), 181-197.
- Porter, L. W., Steers, M. R., Mowday, T. R. and Boulian, V. P. (1974). Organizational commitment, job satisfaction, and turnover among psychiatric technicians, *Journal of Applied Psychology*, 59(5), 603-609.
- Rahman, M., Kamal, M. M., Aydin, E., & Haque, A.U. (2022). Impact of Industry 4.0 drivers on the performance of the service sector: comparative study of cargo logistic firms in developed and developing regions, *Production Planning and Control, The Management of Operations*, 33(2-3), 228-243. DOI: 10.1080/09537287.2020.1810758
- Randall, M.L., Cropanzano, R., Bormann, C.A., Birjulin, A. (1999). Organizational politics and organizational support as predictors of work attitudes, job performance, and organizational citizenship behavior, *Journal of Organizational Behavior*, 20(2), 159-174.
- Reed, S.A., Kratchman, S.H. and Strawser, R.H. (1994), "Job satisfaction, organizational commitment, and turnover intentions of United States accountants: The impact of locus of control and gender", *Accounting, Auditing & Accountability Journal*, 7(1), 31-58.
- Reichers, A. (1985). A review and reconceptualization of organizational commitment. *The Academy of Management Review*, 10(3), 465-476.

- Reyes, P., and Pounder, D. G. (1993). Organizational orientation in public and private elementary schools. *The Journal of Educational Research*, 87, 86-93.
- Rhoades, L. and Eisenberger, R. (2003). Perceived organizational support: A review of the literature, *Journal of Applied Psychology*, 87(4), 698-714.
- Rhoades, L., Eisenberger, R. and Armeli, S. (2002). Affective commitment to the organization: The contribution of perceived organizational support, *Journal of Applied Psychology*, 86(5), 825-836.
- Riggle, R.J., Edmondson, D.R. and Hansen, J.D. (2009). A meta-analysis of the relationship between perceived organizational support and job outcomes: 20 years of research, *Journal of Business Research*, 62(10), 1027-1030.
- Robins, S.P. and Judge, T.A. (2009), *Organizational Behavior*, Prentice Hall, New Jersey. P. 65.
- Robbins P., and Coulter, M. R. (2003). *Management*, 7th ed., Prentice-Hall, Englewood Cliffs, NJ.
- Robson, C. (1993). *Real World Research: A Resource for Social Scientists and Practitioners-Researchers*, Blackwell, Oxford.
- Rutherford, B., Boles, J. S., Hamwi, G. A., and Rutherford, L. G. (2010). Perceived organizational support and the seven facets of salesperson job satisfaction. *Journal of Selling & Major Account Management*. Winter Edition.
- Saari, L. M., and Judge, T. A. (2004). Employee Attitudes and Job Satisfaction. *Human Resource Management*, 43(4), 395–407.
- Samuels, T. (2004). *Qualitative methods in social research*. SAGE Publication.
- Saunders, M., Lewis, P. and Thornhill, A. (2003). *Research Methods for Business Students*, 2nd ed, Prentice Hall Financial Times, Harlow.
- Saunders, M., Lewis, P. and Thornhill, A. (2009), *Research Methods for Business Students*, 6th ed, Prentice Hall Financial Times, Harlow.
- Schwepker, C.H. (2001). Ethical climate's relationship to job satisfaction, organizational commitment, and turnover intention in the salesforce, *Journal of Business Research*, 54, 39-52.
- Seidu, P. A., and Boache-Mansah, F. O. (2012). Employees' Perception of Performance Appraisal System: A Case Study: Educational Sector. *International Journal of Business and Management*, 7(2)
- Sekaran, U., & Bougie, R. (2010). *Research methods for business: A skill building approach* (5th ed.). West Sussex, UK: John Wiley & Sons Ltd.
- Sempane, M. E., Rieger, H. S. & Roodt, G. (2002). Job satisfaction in relation to organizational culture. *South African Journal of Industrial Psychology*, 28(2). P. 23–30.
- Shaukat, M. Z., Dr. Senin, A. A., and Ahmed, I. (2012). An exchange perspective of job satisfaction: A study of banking sector of Pakistan. *Business Management Dynamics*. 1(2), June, P. 59-65.
- Sheldon, M. (1971). Investments and involvements as mechanisms producing commitment to the organization. *Administrative Science Quarterly*. 16, 143-150.
- Silva, P. (2006). Effects of disposition on hospitality employee job satisfaction and commitment, *International Journal of Contemporary Hospitality Management*, 18(4), 317-328.
- Ślusarczyk, B., & Haque, A.U. (2019). Public services for business environment: challenges for

- implementing Industry 4.0 in Polish and Canadian logistic enterprises. *Administrative si Management Public*, (33), pp. 57-76.
- Ślusarczyk, B., Tvaronaviciene, M., Haque, A.U., & Olah, J. (2020). Predictors of Industry 4.0 Technologies affecting logistic enterprises' performance: International perspective from economic lens, *Technological and Economic Development*, 26(2), 1-21, DOI:10.3846/tede.2020.13376.
- Stamper, C. L. and Johlke, M. C. (2003). The impact of perceived organizational support on the relationship between boundary spanner role stress and work outcomes, *Journal of Management*, 29(4), 569-588.
- Steers, R.M. (1977). Antecedents and outcomes of organizational commitment, *Administrative Science Quarterly*, 22(1), 46-56.
- Suleiman W. (2013). A Study of Causes of Poor Attitude to Work among workers of both Public and Private Sectors Organizations. *International Journal of Academic Research in Business and Social Sciences*. 3(7).
- Susskind, A.M., Borchgrevink, C.P., Kacmar, K.M. and Brymer, R.A. (2000). Customer service employees' behavioral intentions and attitudes: An examination of construct validity and a path model, *International Journal of Hospitality Management*, 19(1), 53-77.
- Tan, S. L.C., and Lau, C. M. (2012). The Impact of Performance Measures on Employee Fairness Perceptions, Job Satisfaction and Organizational Commitment. *JMAR*, 10(2).
- Tansky, W. J. and Cohen, J. D. (2001). The relationship between organizational support, employee development, and organizational commitment: An empirical study, *Human Resource Development Quarterly*, 12(3), 285-300.
- Tashakori, A., and Teddlie, C. (2003). *Handbook of mixed-methods in social and behavioural research* (pp. ix-xv). Thousand Oaks, CA: Sage.
- Turner and Chelladurai, 2005; Turner, Chelladurai, (2005). Organizational and Occupational Commitment, Intention to Leave, and Perceived Performance of Intercollegiate Coaches, *Journal of Sport Management*, 19, 93-211.
- Ucar, D., and Utken, A.B. (2010). *Perceived Organizational Support and Organizational Commitment: The Mediating Role of Organization Based Self-Esteem*. 25(2).
- Uchenna, O. C., Tolulope, A., & Ayeerun, O. T. (2013). *Perceived Organizational Support and Some Demographic Variables Predicting Organizational Commitment of Non-Teaching Employees in a State-Owned Nigerian*, 21(1).
- U-Hameed, W., Imran, M., Haque, A.U., and Ślusarczyk, B. (2019). The Moderating Role of Malaysian Government in Microcredit Organization and Quality of Women Self Sustainability, *Quality-Access to Success*, 20(S1), 481-486.
- Urbański, M., and Haque, A.U. (2020). Are You Environmentally Conscious Enough to Differentiate between Greenwashed and Sustainable Items? A Global Consumers Perspective, *Sustainability*, 12(5), 1-26.
- Urbański, M., Haque, A.U., and Oino, I. (2019). The Moderating role of Risk Management in Project Planning and Project Success: Evidence from Construction Businesses of Pakistan and the UK, *Engineering Management in Production and Services*, 11(1), 23-35.
- Urbański, M., Haque, A. U., Lang, J., & Kozlovski, E. (2021). The impact of total quality management and business networks on company export performance in emerging vs developed economies: evidence from furniture enterprises in Pakistan and the UK, *European*

Journal of International Management, 1(1), 1. DOI: 10.1504/EJIM.2021.10033182

- Walliman, N. (2001). *Your Research Project: a step-by-step guide for the first-time researcher*. London. SAGE. P. 194.
- Waqas, M., Qureshi, T. M., Anwar, F., and Haroon, S. (2012). Job Satisfaction of Educationists: An important Antecedent for Enhancing Service Quality in Education Sector of Pakistan. *Arabian Journal of Business and Management Review (OMAN Chapter)* 2(2).
- Weiner, Y. (1982). Commitment in Organization: A Normative View. *Academy of Management Review*, 7, 418-428.
- Wickramasinghe, D., and Wickramasinghe, V. (2012). Effects of perceived organizational support on participation in decision making, affective commitment and job satisfaction in lean production in Sri Lanka, *Journal of Manufacturing Technology Management*, 23(2), 157 - 177.
- Yanez, B. C., & Figueroa, A. J. (2011). *Psychological well-being perceived organizational support and job satisfaction amongst Chilean prison employees*. 13, 91-99.
- Yang, J. T. (2010). Antecedents and consequences of job satisfaction in the hotel industry, *International Journal of Hospitality Management*, 29(4), 609-619.
- Younas, A., Wang, D., Javed, B., & Haque, A. U. (2022). Inclusive leadership and voice behavior: The role of psychological empowerment, *The Journal of Social Psychology*, DOI: 10.1080/00224545.2022.2026283
- Yoon, J. and Thye, S. R. (2002). A dual process model of organizational commitment: Job satisfaction and organizational support, *Work and Occupations*, 29(1), 97-124.