BUILDING EMPLOYEE COMMITMENT THROUGH ORGANIZATIONAL WORK CLIMATE IN HOTELS IN NIGERIA

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Abstract

This study focuses on the effect of organizational work climate on employee commitment in the tourism sector. The study's specific objectives are to ascertain the effect of job security on employee commitment, determine the influence of job design on employee commitment; and evaluate the effect of internal communication on employee commitment. The cross-sectional survey research design method was used for the study. The study adopted the stratified random sampling technique and used an instrument; a test-retest method was adopted. Descriptive statistics, correlation, and multiple regression analysis were used to analyze the study data. The study found that the organizational work climate brought about 59% of the change in employee commitment. Job security (ß = 0.312, P<0.05) and job design commitment (ß = 0.214, P<0.05). Job security has the highest positive effect on employee commitment. The study recommended, amongst others, that organizations should create a positive workplace climate to enhance employee motivation and raise the opportunity for employees to implement adequate efforts in doing their tasks. The study demonstrated job design enables organizations to achieve the harmonization needed between the employee and the job.

Keywords: Employee Commitment, Work Climate, Job Design, Job Security, Hotel.

1. Introduction

The level of service given by each firm determines success in the services sector, and this is determined to a considerable extent by employees who serve as the first point of contact with its customers. In the service industry, having unhappy employees may be associated with irresponsibility, because dissatisfied staff are prone to passing on their unhappiness to customers (Chengedzai, 2016). The members' opinion of their work environment is referred to as organizational climate (Zhang and Liu, 2010). Workers who bring out the best in each other lead to better outcomes for both staff members (who are energized to grow, develop, and perform better) and the organization (outcomes distinguished by profitability, innovation, and sustainability), according to empirical studies (Spreitzer and Cameron, 2012; Chen, 2014). The organizational climate can be unique to each company. It has the potential to set an organization apart from others and have an impact on employee work behavior. It has to do with employees' assessments of their own and their coworkers' efficacy in completing jobs and tasks.

Notable organizations have been motivated to adopt innovative practices and establish HR management units to strategically care for their manpower and energize their human capital to achieve performance excellence, achieve organizational goals, and bring about changes in the majority of business activities (Akif, 2013). Organizational climate, on the other hand, is a critical aspect in allowing the human element to interact efficiently, which has a positive impact on employee performance, productivity, work loyalty, and supervisor-subordinate trust. In this regard, the Hawthorne Studies, directed by behaviorist Elton Mayo, found that providing employees with a suitable and engaging work environment has a direct and positive impact on employee performance in terms of innovation and excellence for human resources and the firm as a whole (Kifordu, Eneh, Effiong and Etuk, (2022).

Furthermore, top managers should consider organizational climate as one of the crucial management and technical processes to achieve highly valuable outcomes. As a result, creating an appropriate organizational climate is not an afterthought for today's organizations; rather, it is critical to ensuring significant merit-based excellence in the face of intense global competition. Tourist enterprises typically deal with a diverse range of customers with differing psychological, cultural, and social features. Hotels also vary in terms of rating level, imposing an appropriate organizational climate that supports competitiveness and boosts positive employee performance while also assuring a more stable work environment with job security and a low turnover rate. Various research has been conducted on the relationship between

organizational atmosphere and its outcomes. Furthermore, one of these effects is organizational commitment, which has received a moderate amount of attention in the literature. Consequently, the relationship between organizational climate and employee commitment is also a widely discussed area of study.

The Problem

Organizational environment, as well as their culture, economic, and social growth, vary from one another in every way. In this setting, some of these organizations have complicated reporting lines that are difficult for employees to follow; for example, contradicting authority and obligations, making certain subordinates more accountable than their superiors. People management is an integral aspect of the management process. Some managers have failed to see that people are the most important aspects of organizations, and they have mistakenly assumed that they are synonymous with the organization. Job security, job design, internal communication, and workplace relationships are all factors that some companies in various industries ignore when it comes to employee commitment.

Employees who are at risk of losing their jobs had higher levels of reported stress, anxiety, despair, negative feelings, and lower levels of pleasant sensations than those who are not. Employees who are insecure about their jobs are less likely to come up with fresh ideas or find solutions to organizational problems. Meanwhile, only large modern-day businesses have placed a premium on good workplace communication. Some management members believe that communication is the easiest responsibility for everyone to complete, however, research has proven that communication may make or break an organization's existence. Managers in most firms delegate internal communication to the human resource department because their primary focus is on operational tasks. Internal communication benefits may be used by some employees to quarrel with one another or with management. Tensions might rise and operations can be disrupted as a result of conflict. Enriched job design provides senior individuals with too much influence, which can lead to poor outcomes or conflicts with lower-level employees. When developing work for an employee, some tasks will be difficult to complete owing to a lack of skill, which will lower the organization's efficiency. Most managers have yet to grasp that encouraging pleasant, helpful, and courteous working relationships is essential if they want their staff to work successfully together.

Objectives

1. ascertain the effect of job security on employee commitment of hotels in Delta State.
2. determine the influence of job design on employee commitment of hotels in Delta State.

Research Hypotheses

H$_{O1}$: Job security has no significant effect on employee commitment to hotels in Delta State.

H$_{O2}$: Job design has no significant influence on employee commitment to hotels in Delta State.

2. Literature Underpinning

Conceptual Review

Organizational Work Climate (OWC)

The environment or total social system of employees in an organization, including their culture, values, traditions, behavior patterns, social beliefs, and various work styles, affects activities and human and economic interaction within the organization (Akif, 2013). Organizational work climate refers to the various factors and requirements that top management provides to employees to determine their job paths, such as organizational structure, organizational culture, regulations, management approach, communications styles, procedures, and work policies, all of which act as a driving force influencing employee performance and job behaviors positively or negatively. The degree to which such environmental factors are aligned with employee demands and requirements determines whether they have good or negative effects.

Numerous elements make up an organization's work climate, which can be divided into tangible and intangible categories (Kifordu, Ibegbulem, and Odita, (2023). Employees, their behaviors, and attitudes are all influenced by the organizational work climate components, whether positively or negatively. Positive attitudes, without a doubt, influence behavior, performance, satisfaction, excellence, and job loyalty, as well as cooperation between bosses and their employees, resulting in interchangeable benefits and, in general, achieving shared interests among the organization, employees, and stakeholders (Kifordu, 2022).). Negative attitudes, on the other hand, are translated into negative behaviors that ineffectively serve the

common interests of parties inside and outside the business, resulting in job conflicts, poor performance, and job loss, among other things (Singh, Chauhan, Agrawal, and Kapoor, 2011).

It has to do with the work environment's quality and suitability. It has to do with how much support employees believe they receive from the company. The level of employee motivation is reflected in the corporate work climate. Organizational work climate, according to Richa, Santosh, and Mukesh (2014), exists when psychological climate impressions are shared among employees of a work unit. It is a set of work environment characteristics that are seen directly or indirectly by employees and are thought to be a key influence on employee behavior (Ivancevich, Konopaske, and Matteson, 2007). There are two fundamental perspectives on the organizational work climate. The first is the macro mode, which focuses on how people perceive the organizational work climate in their overall work environment (Hunter, Bedell, and Mumford, 2007). The second mode is the micro mode, which is focused on a specific dimension or environment within the organization (Tang & Chen, 2016).

Only when there is perceptual agreement among employees should an aggregate measure of organizational work climate be produced and used as an organization-level measure of climate (Glisson and James, 2017). The contrast between organizational work atmosphere and culture is widely agreed upon. Despite some conceptual overlap, the notions are unique and distinguishable inside organizations (Moran and Volkwein, 2018; Schneider et al., 2013). The implicit underlying ideas, beliefs, and assumptions that guide employees' conduct are referred to as culture (Schneider Ehrhart and Macey, 2013). Climate, on the other hand, is concerned with the meaning employees attach to the actual policies, practices, and procedures they encounter at work (Schneider et al., 2013).

Second, OC can be defined in terms of organizational characteristics that can be applied to a variety of contexts and industries, or in terms of specific characteristics related to the topic of interest. The first method is known as a global approach to climate change (Patterson, West, Shackleton, Dawson, Lawthom, and Matlis, 2015) or as molar climates (Schneider et al., 2013). The latter method is known as a domain-specific approach (Patterson et al., 2015) or targeted climates (Schneider et al., 2013), and it focuses on specific types of climate, such as service climate, safety climate, or ethical climate.

In a review of OC measuring instruments, Gershon, Stone, Bakken, and Larson (2014) identified four primary components of the concept: (1) leadership traits, (2) group behaviors

and interactions, (3) communication, and (4) structural attributes of the quality of work life. One of the most significant aspects of the corporate environment is the climate, which has a direct impact on employee behavior. If organizational culture is defined as 'how things are done around here,' then organizational climate can be defined as 'how it feels to work around here,' according to Mullins (2010). Individual perceptions; recurring patterns of behavior, attitudes, and feelings of employees were defined by Griffin and Moorhead (2014) as organizational work climate. Additionally, according to Robbins and Judge (2013), organizational work climate can be considered an aspect of culture and defined as team spirit at the organizational level, and according to Uhl-Bien et al. (2014), organizational culture, which can be defined as the shared beliefs and values within the organization, is one of the most important aspects in an organization that influences how people behave. Employee well-being is influenced by the organization's work atmosphere, which has a direct impact on the quality and quantity of work completed (Mullins, 2017).

According to Permarupan, Al-Mamun, Saufi, and Zainol (2013), the organizational work climate as perceived by employees increases employee motivation, and motivation leads to higher production. As a result, a favorable climate is believed to encourage employee productivity and reduce turnover. Mullins (2017) claims that there is a link between organizational work atmosphere and employee commitment, as well as perceived organizational performance. However, even with organizational commitment, a healthy organizational work climate does not ensure increased organizational performance; other factors contribute to improved performance (Mullins, 2017). Chang, Wu, and Liu (2013) gathered information from 34 human resources managers and 354 employees in the industrial and service industries in China. Their findings show that work style and workplace events have an impact on employee job satisfaction. The organizational work atmosphere is one of the top five influencing variables of job satisfaction among employees, according to three-year research (2007, 2009, 2010) of 5656, 6274, and 5841 public employees conducted by the Ministry of Labor and Social Security of Spain (Sánchez and Sánchez, 2016). In research, Al-Moghrabi (2004) looked at work nature, authority styles, boss-employee relationships, reward/punishment styles, and job security as components of the organizational work atmosphere, as quoted by Akif (2013).

Job Security

Employment security refers to the likelihood that an employee will keep their job; a job with a high level of security means that the employee has a low danger of losing their job. Employees' expectations about the stability and durability of their jobs in a company are referred to as job security (Lu, Du, Xu, and Zhang, 2017). Some workers may demonstrate resilience, which is defined as "ways of feeling, thinking, and behaving that can allow for recuperative functioning" amid difficult working settings (McLarnon and Rothstein, 2013). Employees are nested inside multilayer systems (Bone, 2015), and as a result, individual resilience is influenced by environmental opportunities and resources.

Sudden environmental changes, such as the COVID-19 pandemic, are likely to act as a shock to the system, resulting in economic crises and recession. As a result, many businesses have undergone extensive reorganization and downsizing, leaving employees feeling insecure about their jobs (Lam, Liang, Ashford, and Lee, 2015; Lin, Chen, Ashford, Lee, and Qian, 2018), which is a perception of uncertainty about the continuity of employment (Lee, Huang and Ashford, 2018). Previous research has found that job uncertainty has a significant impact on a variety of employee and organizational outcomes by acting as a substantial workplace stressor. Job insecurity, for example, is associated with poor mental/physical health and work attitudes/behavior among organizational members (e.g., job satisfaction, organizational commitment, job involvement, work engagement, creativity, and extra-role behavior), as well as poor individual and organizational performance (Shin, Hur, Moon and Lee, 2019).

Although past research on job insecurity has looked into its impact on key organizational outcomes, there are still some study gaps in this field (Shoss, 2017). For starters, past research on the link between work insecurity and organizational outcomes hasn't looked into the implications of job insecurity on organizational performance in depth (Kim, 2020). Instead, they discovered that job instability had a significant impact on individual organizational members' attitudes/behaviors, as well as their physical and mental health. However, previous studies on the link between job uncertainty and performance have primarily focused on individual performance (Shin, et al. 2019; Shoss, 2017).

Staufenbiel and König (2017), for example, used self-rating and supervisor-rating performance scales to show how job insecurity affects individual employee performance. Wang, Lu, and Siu (2015) used supervisor-rating performance indicators to investigate the link between job

instability and individual-level performance. Individual performance of organizational members is, without a doubt, a critical aspect of organizational performance. With government employment embargoed in Nigeria and the government's neoliberal policies, the private sector is increasingly becoming the engine of growth and a source of employment. According to the IDS Pay Report (2011), as referenced by Udeobasi (2018) the private sector employs a diverse range of workers, including a high proportion of unskilled people with minimal degrees and professionals at the top of their fields. It employs the highest-paid employees (in banking and business services) as well as the lowest-paid employees (in retailing, hotels and restaurants, and cleaning), as well as everyone in between. These structural disparities result in predictably diverse income distributions and alter the relative importance of various types of compensation to each employee (Udeobasi, 2018). However, the restructuring and downsizing that private companies have undertaken to decrease labor costs and increase profits has created a sense of unease and anxiety among employees, since no one knows who will be next. Employees expect that they will be treated fairly.

Workers will not go the extra mile or bring in their innovation if they don't know what their standing is since there are no clear standards by which those who stay in the organization can be judged, which has an impact on their performance (Udeobasi, 2018). Job security, according to James (2012), has a substantial impact on individuals' overall performance as well as the organization's overall performance. He pointed out that working in a company with inadequate job security causes individuals to lose faith in their future, which hurts performance. He claims that the more secure a person feels, the more likely he is to perform his job well, which is reflected in the company's overall performance. Workers with permanent positions have job security and psychological well-being, and they are less concerned and stressed about losing their work (Al Moghrabi, 2004 as cited by Akif, 2013). Permanent positions have a direct impact on job performance and loyalty. Workers anticipate their workplace to be a haven where they may escape some of life's hardships, such as economic and social difficulties that can arise as a result of losing their employment (Abolade, 2018). Job security, which ensures peace of mind, is one of the most crucial things an employee requires in a working relationship. An employee's job security means that his or her job is not in jeopardy and that he or she will be able to stay on the job for as long as they want, with no feelings or reasons, objective or subjective, that he or she will be fired.

Employees may not be certain that they will be employed for a longer period due to the current situation, which includes many layoffs, early retirement, contract staff, and part-time employees. Many employers of labor are now laying off their staff members due to economic reasons and the inability of some staff to keep up with the evolving changes that are occurring in the world of work (Abolade, 2018). The circumstance could offer a barrier and a threat to workers in many occupations who are unsure of what their fate will be in this period of layoffs and even early retirement, and this could have an impact on the organization's performance.

Job Design

Job design is a key component of human resource management, and it entails defining the contents, techniques, and relationships of occupations to meet technological and organizational needs as well as the social and personal needs of the job holder or employee. The process of good job design enables companies to obtain the needed coordination between the worker and the job, which in turn leads to the individual's mental health being maintained, avoiding distress or mental fatigue, and increasing job satisfaction (Panatik, 2017). Job design is the process of altering the content and processes that make up a job to improve the degree of motivation, job satisfaction, and productivity of the person who does the task (Zareen, Razzaq, and Mujtaba, 2013). According to Alqirdhadji (2013), job design is a set of actions that are arranged and organized in the workplace to increase the level of consistency between employees and jobs by improving job conditions, thereby increasing efficiency and productivity and reducing the time it takes to achieve the organization's goals.

According to Khan (2012), job characteristics are a significant aspect in overcoming the challenges faced by human resources departments in diverse firms. When a work's features are thought to have a positive impact, they influence one's attitude and contribute to engagement with the job. Employees are fulfilled, intrigued, and happy to accomplish numerous jobs as a result of this. Some employees try to do a variety of tasks to broaden their knowledge, capabilities, and experience, whereas others excel at specific tasks. Furthermore, some people prefer to work in groups, interact, and communicate, and others prefer to work alone. Other employees are motivated by their supervisors' empowerment, expertise, and accountability, while others may join a team as assistants. It is critical to have occupations and responsibilities that are designed effectively if workers are to improve their performance (Huselid and Becker, 2019).

Work nature refers to the duties that employees execute in the workplace that must be vivid, elastic, non-routine, or frequent since monotonous tasks kill creativity, boring people, discourage them from thinking, and limit their ability to achieve perfection (Al Moghrabi, 2004 as cited by Akif, 2013). Through motivating processes in the form of critical psychological states, the Job Characteristics Model influences performance (outcomes) (Hussein, 2020). According to the job characteristics model, how jobs are seen in terms of the five fundamental job qualities (autonomy, task relevance, task identity, skill variety, and job feedback) influences three distinct psychological reactions to the job (Hussein, 2020). Experienced meaningfulness of work (the level to which the employee feels responsible for his or her work), felt responsibility (the extent to which the worker assumes responsibility for his or her work), and knowledge of results (the extent to which the worker is aware of the quality of his or her work) are all examples of critical psychological states (Kahya, 2016).
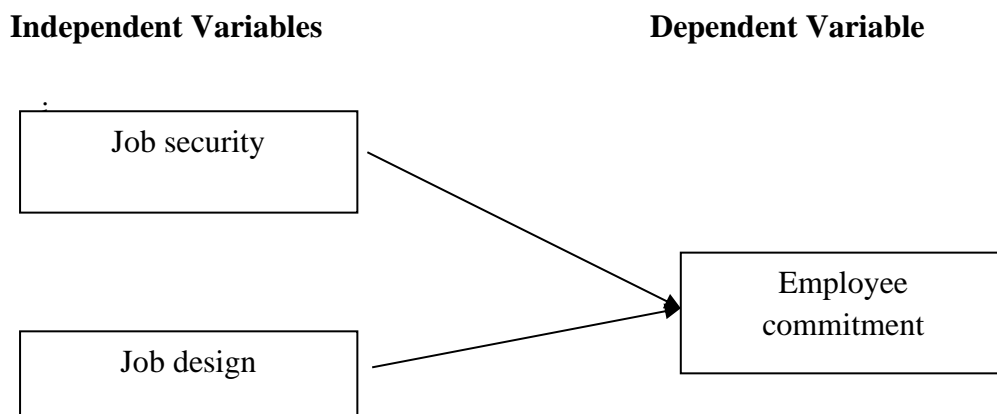
Organizational Commitment

It is the emotional attachment that an employee has to their company as a result of their previous experiences. It might reveal an employee's degree of pleasure and engagement. Employee commitment is critical to corporate performance; thus, it must be assessed. In the existing literature, there have been different categories of employee attitudes and connections to their firms, such as loyalty, devotion, and commitment. Allen and Meyer (2014) defined organizational commitment as having three components: "Affective" (AC), "Continuance" (CC), and "Normative" (NC). Employees with higher levels of affective commitment stay in their organizations because they "want to," those with high levels of continuance commitment stay in their organizations because they "need to," and those with high levels of normative commitment stay in their organizations because they "ought to." The idea of organizational commitment, according to Allen and Meyer (2014), is a psychological condition that characterizes the employee's relationship with the organization and has implications for the decision to continue or terminate participation in the organization.

Personal characteristics, organizational structure, tenure, rewards, training, and work values are the most frequently encountered antecedents in a recent review of literature for antecedents and consequences of organizational commitment, while the consequences are primarily increased employee performance, motivation, and lower turnover intentions (Tufail, Zia, Khan and Irfan, 2012; Naz, Ali, Afzal and Zia-ur-Rehman, 2012). Job motivation is the antecedent of organizational commitment in the health sector. Extrinsic motivation leads to emotional and

normative commitment, whereas intrinsic motivation leads to normative commitment (Altndiş, 2015). Furthermore, demographic indicators such as workers' marital status and degrees of affective and normative commitment are shown to be positive, indicating that there is a statistically significant difference in normative commitment levels regarding respondents' educational status (Somunoglu, Erhan, and Erdem, 2012). The measures of organizational commitment used for the study are affective, continuance, and normative commitment.

Figure 1: Conceptual model of components and their hypothesized relationships

Independent Variables   **Dependent Variable**

Source: Researcher's Model (2022)

The adopted variables of organizational work climate which include job security, job design, internal communication, and workplace relationships affect employee commitment. Security is a powerful motivator that allows people to progress in life; it gives them a sense of satisfaction and fulfillment when they know they are secure or safe in whatever endeavor they are engaged in. When a person feels safe and secure, he can pursue other goals (Abolade, 2013). When a person is assured of security, particularly in his career, and sees it in action, he may be inspired to be the best he can be because nothing poses a threat to him in this way. A systematic assessment that offers feedback on how employees experience differences in inspiring job qualities across the various work activities they conduct during the workday could be beneficial to them (Wido and Arnold, 2018). Employees may select how to schedule their work activities based on such thorough input, or they may seek out fresh, challenging job tasks with high motivational potential.

Theoretical Review

Adaptation-Level Theory

The adaption-level theory was propounded by the US Psychologist Harry Helson in 1947. Individuals habituate to new settings, according to Adaption-Level Theory (ALT; Bowling, Beehr, Wagner, and Libkuman, 2005; Helson, 1964; Sheldon and Lyubomirsky, 2012), and psychological systems react to departures from one's present adaptation level. Automatic habituation mechanisms are adaptive in that they allow consistent stimuli to fade into the background, allowing individuals to focus on fresh stimuli that require rapid attention (Fredrick and Loewenstein, 1999). This hypothesis suggests that emotional responses such as happiness during specific work activities are influenced by the degree to which motivating job characteristics perceived during specific work activities are also present in the general work environment, rather than the overall favorable circumstances (Sheldon and Lyubomirsky, 2012).

Employee happiness during a certain work-related activity, according to ALT, is dependent on (a) how motivating job characteristics are perceived during that work activity, and (b) how similar stimulating job characteristics already exist at the job level (i.e., across all work experiences). Let's take skill variety as an example, and investigate the combined influence of job level and activity level changes in skill variety on employee pleasure during a particular work activity. A carpenter may operate in an organization where the majority of his responsibilities are simple and repetitive (e.g., installing wooden floors or baseboards). Another carpenter, on the other hand, might work in a position where he or she is constantly challenged to create sophisticated and distinctive items employing a variety of talents (e.g., continuously producing unique types of furniture). Consider an operation that requires the carpenter to employ a variety of abilities, such as when constructing a complex product (e.g., a staircase, dormer, or unique furniture).

The theory is important to the study because it demonstrated that when equivalent motivational job attributes at the job level are bad, ALT predicts that the carpenter will feel a considerable and positive change in happiness. When employment skill variation is limited, one specific action that requires a lot of skill variety at the activity level can boost happiness during that activity because it enriches the work episode. When a job already has a lot of activities that demand a lot of skill variety, one single action that (also) requires a lot of skill variety will not

be observed as different from the others, and so will not result in improved enjoyment during that particular work activity. The process through which a person grows insensitive to the effects of constant stimulation is described by adaptation-level theory. The idea explains why the early effects of being exposed to constant sensory stimuli fade away with time.

Empirical Review

Asmaa, Azza, and Zaineb (2019) explored the relationship between leadership behaviors, organizational climate, and innovative work behavior among nurses at Zagazig University Hospitals, Egypt. For this investigation, a descriptive correlation design was adopted. A stratified random sample of 384 nurses was chosen from the above-mentioned situations. The information for this study was gathered using a questionnaire sheet that included three tools: The modified multifactor leadership behaviors questionnaire, the organizational climate questionnaire, and the modified innovative work behavior questionnaire are all part of the study. According to the findings, 83.9 percent of nurses had a favorable opinion of transformational leadership behavior. On the other hand, 81 percent of nurses had a favorable impression of their workplace. Similarly, 49.2 percent of nurses engaged in very innovative work practices. Furthermore, the organizational atmosphere was found to be very significant and positively connected to laissez-faire leadership conduct, with a p-value of less than 0.001. Furthermore, all multifactor leadership characteristics and organizational climates had strong and favorable relationships with innovative work behavior. Transformational leadership was found to be the most impactful and predictive of innovative work behavior in the study. Furthermore, there was a strong and favorable link between organizational atmosphere and innovative work behavior. According to the findings, a workshop on creative thinking and design approaches should be held to improve and promote nurse innovation behavior.

Massoud, Purevdulam, Weiming, and Wing-Keung (2019) examined organizational climate and work style: The missing pieces for long-term leadership and contented personnel. The goal of this study is to find out what characteristics are missing in the government sector of Mongolia that connect and preserve the sustainability of leadership style and employee satisfaction. The study's goal is to discover whether there is a link between leadership style and work satisfaction among Mongolian public sector employees. A synthesis of existing constructs in current relevant literature was used to create the questionnaire. The research sample comprised 143 officers who work in Mongolia's territory and administration's primary and middle units. The model's validity and reliability are confirmed by factor analysis, a

reliability test, a collinearity test, and correlation analyses. Multiple regression analysis with Structural Equation Modeling (SEM) is used to test the study's hypotheses. This study's sample is drawn from a public organization. Mongolia is still a developing nation. Good public leaders who can serve residents are desperately needed in this country. This research will be expanded upon. Mongolia also requires a substantial amount of research. According to the findings of this study, the organizational climate and work style both complement and fully mediate the relationship between leadership style and job satisfaction. The most effective leadership style is one that complements the organizational climate as well as the work style of the personnel. In addition, a positive company climate will boost employee satisfaction. If employees' work styles are acknowledged and considered, the leadership style can contribute to job happiness.

Acar, Yener, and Tayan (2018) examined the relationship between an ethical work climate and organizational identification. A sample of 122 employees from a renowned logistic firm in Turkey, which has branches in cities such as Zmir, Mersin, and Istanbul, participated in the study. The SPSS statistical package software was used to examine the data collected from the questionnaires. Two ethical work atmosphere aspects appear to have a favorable impact on organizational identity, according to the findings of the analysis. In today's competitive world, good organizational outcomes are linked to employee behavior and the elements that influence their sentiments toward the company.

3. Tools and Methods

The research design method that was employed for this study is the cross-sectional survey research design method. A population of 287 and a sample size of 167 using Taro Yamini. The probability sampling method that was employed in this study is the stratified random sampling method. The questionnaire used consists of a five (5) point Likert-scale question ranging from a 1-Strongly Disagree to 5- Strongly Agree. Copies of the questionnaire were given to the respondents for one week before it was retrieved for analysis.

Analysis of Other Research Data

The analysis of the other research data as well as the testing of the earlier postulated hypotheses in chapter one was done here to conclude.

Table 1: Inter-Correlations and Descriptive Statistics for Study Variables

Variable	M	SD	1	2	3	4	5
1. Job security	18.119	1.4512	1				
2. Job design	18.289	1.6162	.606**	1			

**. Correlation is significant at the 0.01 level (2-tailed).

Table 1 shows the inter-correlations and descriptive statistics for study variables. Job security showed a positive correlation coefficient with employee commitment (0.676^{**} $p < 0.01$) which means that job security is a very good measure of organizational work climate. The correlation coefficient between job security and job design showed a strong positive relationship ($r = 0.606^{**}$, $p < 0.01$). Similarly, it was exhibited that there was a positive correlation between job security and workplace relationships ($r = 0.565^{**}$, $p < 0.01$).

Job design showed a positive correlation coefficient with employee commitment (0.597^{**} $p < 0.01$) which implies that job design is a very good measure of organizational work climate.

Table 2: Regression Analysis of Organizational Work Climate and Employee Commitment

Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	1.025	1.140		.899	.370
Job security	.329	.076	.312	4.320	.000
Job design	.203	.062	.214	3.255	.001

a. Dependent Variable: Employee commitment

Table 2 displayed the multiple regression analysis result for organizational work climate significantly and employee commitment. It was indicated that job security which is the first variable has the highest positive effect on employee commitment (ß = 0.312, P<0.05). Job design which is the second variable has a positive effect on employee commitment (ß = 0.214, P<0.05).

Table 3: Fitness of the Model

ANOVAᵃ

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	222.301	4	55.575	57.676	.000ᵇ
	Residual	148.391	154	.964		
	Total	370.692	158			

a. Dependent Variable: Employee commitment
b. Predictors: (Constant), Workplace relationship, Job design, Job security,

The *F*-ratio in Table 3 tests whether the overall regression model is a good fit for the data. The table showed that the components of organizational work climate significantly predict employee commitment, $F(4, 154) = 57.676$, $p < 0.05$. The implication of this is that the regression model is a good fit for the data.

Table 4: Model Summary

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.774ᵃ	.600	.589	.9816

a. Predictors: (Constant), Workplace relationship, Job design, Job security

Table 4 indicates the extent to which the components of organizational work climate accounted for the change in employee commitment as shown by the R Square value, which indicated that 59% (0.589) of the change in employee commitment is brought about by organizational work climate. The R Square measures the proportion of the variance in the dependent variable that was explained by variations in the predictor variable.

Hypotheses Testing

The multiple regression analysis was used as an analytical technique for testing the hypotheses. The p-values reported in the regression coefficient tables were used for testing the study hypotheses.

The Decision Rule

If the critical value calculated is greater than the probability level of significance, then the null hypotheses will be accepted while the alternate hypotheses will be rejected and vice versa. If the probability value of 0.000 is lesser than the critical value of 5% (i.e. 0.000 < 0.05), there is

a need to conclude that the given parameter is significant. In this case, it is fit to reject the null hypotheses and to accept the alternate.

H$_{O1}$: Job security has no significant positive effect on employee commitment

Since the p-value critical is at 0.05 (5%) i.e. the level of significance which is the tolerable error in estimation is lesser than the calculated level of significance (0.000 < 0.05) in Table 2 the null hypothesis was rejected while the alternate was accepted. This showed that job security has a significant positive effect on employee commitment.

H$_{O2}$: Job design has no significant positive influence on employee commitment

Table 2 indicates that the calculated level of significance is lesser than the p-value of 5% i.e. (0.001 < 0.05). Based on this result, the null hypothesis was rejected and the alternate was accepted. This indicated that job design has a significant positive influence on employee commitment.

4. Discussion of Results

By the data analysis done in chapter four and the review of the past literature in chapter two, the discussion of the findings of this study is presented as follows. The *F*-ratio test in Table 3 showed that the components of organizational work climate significantly predict employee commitment, $F(4, 154) = 57.676$, $p < 0.05$. The implication of this is that the regression model is a good fit for the data. Table 4 indicated that 59% (0.589) of the change in employee commitment is brought about by organizational work climate.

Job Security and Employee Commitment

Table 1 shows that job security has a positive correlation coefficient with employee commitment (0.676[**] $p < 0.01$) which means that job security is a very good measure of organizational work climate. Table 2 indicates that job security has a positive effect on employee commitment (ß = 0.312, P<0.05). Since the p-value critical is lesser than the calculated level of significance (0.000 < 0.05) in Table 2, the alternate hypothesis was accepted. This showed that job security has a significant positive effect on employee commitment. This agrees with James (2012) finding that job security has a tremendous impact on employee performance as well as the success of the firm. This means that working in an

organization with inadequate job security causes people to lose faith in their future, which hurts performance.

Job Design and Employee Commitment

Table 1 shows that job design has a positive correlation coefficient with employee commitment (0.597[**] $p < 0.01$) which implies that job design is a very good measure of organizational work climate. Table 2 shows that job design has a positive effect on employee commitment (ß = 0.214, P<0.05). Table 2 indicates that the calculated level of significance is lesser than the p-value of 5% i.e. (0.001 < 0.05). Based on this result, the alternate hypothesis was accepted. This indicated that job design has a significant positive influence on employee commitment. This supports the finding of Panatik (2017) that the process of effective job design enables enterprises to achieve the needed harmonization between employees and their jobs, which in turn allows individuals to retain their mental health, avoid situations of depression or mental tiredness, and raise their job happiness. This suggested that job characteristics are an essential component in overcoming the challenges that various organizations' human resources departments face.

5. Conclusion

The study concluded that organizational work climate affects employee commitment. Job security has the highest positive effect on employee commitment (ß = 0.312, P<0.05). Job security is a powerful motivation that allows a person to progress in life; it provides a sense of satisfaction and fulfillment when a person feels that he or she is secure or safe in whatever endeavor they are engaged in. When a person is assured of security, particularly in his career, and sees it in action, he is inspired to be the best he can be because nothing poses a threat to him in this way.

Recommendations

1. Hotels should create a supportive work environment where employees can voice their concerns and receive feedback constructively. This way, employees will feel that their well-being and job security are considered important.

2. Hotels should avoid overly repetitive tasks and incorporate a degree of task variety into their job design. This can prevent monotony and burnout, keeping employees motivated and engaged. Also, regular meetings, feedback sessions, and suggestion boxes encourage open communication internally between employees and management. A culture of open communication promotes transparency, trust, and teamwork.

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