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Addis Ababa University

College of Development Studies

Center for Environment and Development Studies

Program of Tourism Development and Management

**Examining Factors Affecting General Managerial Employees' Organizational
Commitment: The Case of Star-Rated Hotel Managers in Addis Ababa**

**A Thesis Submitted to Addis Ababa University, Center for Environment and
Development Studies in Partial Fulfillment of the Requirements for the
Master of Arts Degree of in Tourism Development and Management**

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October 14, 2023

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Statement of Declaration

I, Getu Mulugeta declare that this thesis entitled: *“Factors Affecting Managerial Employees’ Organizational Commitment: The Case of Star-Rated Hotels in Addis Ababa”*, I assure you that all the work presented is the result of my research. I confirm that: This work is carried out under the auspices of Centre for Environment and Management Collage of Development Studies Research studies part fulfillment of the requirements of the MA(Masters of Art in Tourism Development and Management). When used different literature and other published research results in this study but I make sure to mention all the sources I have used. Exception the quotations, this thesis is entirely my own work. I have notified all the sources used for this research purpose.

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CONTENTS

CONTENTS.....	iv
ABSTRACT.....	vii
ACKNOWLEDGEMENT	viii
LIST OF TABLES	ix
LIST OF FIGURES	x
LIST OF ACRONYM	1
CHAPTER ONE: INTRODUCTION	1
1.1 Background of the study	1
1.2. Statement of the problem	2
1.3. Research questions.....	4
1.3.1. The main research question.....	4
1.3.2. The sub-research questions	4
1.4. Research objectives.....	4
1.4.1. The main objective of this study	4
1.4.2 The specific objectives.....	5
1.5. Significance of the study.....	5
1.6. Scope of the study	5
1.7. Organization of the study area	6
1.8. Definition of key terms	7
CHAPTER TWO: LITERATURE REVIEW	8
2. Literature Review.....	8
2.1. Conceptual review	8
2.1.1. The concept of Organizational Commitment	8
2.1.2. Dimensions of organizational commitment	9
2.1.3. Importance of organizational commitment	12
2.1.4. Theories of organizational Commitment	13
2.1.5. Factors Affecting Organizational Commitment.....	16
2.2. Empirical Review.....	20
2.2.1. Organizational Commitment in the Hotel Industry: An Ethiopian Perspective	20

2.2.2. Comparison with the Global Perspective	22
2.3 Conceptual Framework of the Study	24
2.4 Research Hypotheses	25
2.4.1. The effect of owner-leader relationship on organizational commitment	25
2.4.2. The effect of organizational culture on organizational commitment	27
2.4.3. The effect of reward and compensation on organizational commitment	28
2.4.4. The effect of flexible job design on organizational commitment	30
2.4.5. The effect of working condition on organizational commitment.....	30
2.4.6. The effect of work-life balance on organizational commitment	30
CHAPTER THREE: RESEARCH METHODOLOGY	32
3. Research Methodology	32
3.1. Description of the study area	32
3.2. Research approach and design	34
3.3. Data sources and collection methods	34
3.4. Target population, sample size and Sampling technique	36
3.4.1. Target population	36
3.4.2. Sample size	36
3.4.3. Sampling technique.....	37
3.5. Reliability and validity of data collection instruments	38
3.6. Method of data analysis	38
3.7. Ethical considerations	39
CHAPTER FOUR: FINDINGS AND ANALYSIS.....	41
4.1. Introduction.....	41
4. 1.1 Descriptive Statistics.....	41
4.2 Characteristics of survey respondents.....	42
4.2.1 Profile of sampled Respondents.....	42
4.2.2 Profile of sampled hotels.....	44
4.2. Descriptive statistics of study variables	45
4.3.1 Descriptive statistics for factors affecting managerial commitment	45
4.3 Inferential statistics for study variables	52
4.3.1. Correlation Analysis	52

4.3.1. Independent and dependent variables	53
4.3.2. Regression Analysis	54
4.3.3. Assumption Tests	55
4.3.4. Regression Coefficients	61
4.3.5 Multiple linear Regression analysis	67
4.3.6. Hypothesis Testing.....	67
4.3.7. Discussion	69
CHAPTER 5: CONCLUSION AND RECOMMENDATION	74
5.1 Summary	74
5.2 Recommendation	75
5.2.1 Recommendations for hotel owners.....	75
5.2.2 Recommendations for Hotel Managerial Employees:	76
5.3. Practical Implications.....	77
4.4. Limitations and Directions for Future Research	77
5.5. Future Research Directions	78
REFERENCES	79
APPENDICES	84
Questionnaire	84

ABSTRACT

The commitment of skilled employees, especially managerial employees to their organization is presumed to have a crucial role for organizational success. This study aims to investigate the factors affecting the organizational commitment of managerial employees in star-rated hotels in Addis Ababa, Ethiopia. To meet this objective, the study used a descriptive and correlational research design and a quantitative approach. The study collected data from 105 general managers of star-rated hotels in Addis Ababa using a questionnaire. The study identified five predictor variables affecting managerial employees' commitment to their organization namely owner-leader relationship, organizational culture, reward and compensation, flexible job design, and working condition. The study used various statistical techniques, descriptive statistics and inferential statistics (correlation analysis, and regression analysis) to test the research hypotheses and the validity of the questionnaire item. The result of descriptive statistics revealed that general managers of star-rated hotels have low level of commitment to their organization ($x=2.55$). Moreover, among the predictor variables, the managers have low level of perception towards reward and compensation ($x=2.59$) and flexible job design ($x=2.57$). They had good perception towards organizational culture ($x=3.29$), and working condition ($x=3.83$), and work-life balance ($x=3.41$). Furthermore, the result of regression analysis showed only owner-leader relationship, reward and compensation and working condition have caused a statistically significant weak positive effect on hotel managerial employees' commitment to their organization. At the end, the study discusses the implications of the findings for theory and practice, and suggests some directions for future research.

Keywords: Managerial commitment, owner-leader relationship, organizational culture, reward and compensation, flexible job design, and working condition, Addis Ababa

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LIST OF TABLES

Table 1: Conceptual framework.....	24
Table 2: The population and Sample Size	37
Table 3: Reliability and validity of data.....	38
Table 4 Profile of sampled respondents	43
Table 5 Samples profile of hotel respondents	44
Table 6: Descriptive statistics for working condition	49
Table 7: Descriptive statistics for Work life balance	50
Table 8: Descriptive statistics for managerial employees' commitment	51
Table 9: Correlation analysis table.....	53
Table 10: Multi colollinearity of unique contribution.....	59
Table 11 Regression coefficient.....	62
Table 12: ANOVA total variance	63
Table 13: R Square table.....	65

LIST OF FIGURES

Figure 1: Map for Addis Ababa 2006 (Source: Addis Ababa City Government).....	34
Figure 2: Histogram of normal distribution conditions.....	56
Figure 3: Linearity assumption	57
Figure 4 Scatter plot liner relationship.....	58
Figure 5: Homoscedastic scatter plot residuals against predicted values.....	59

LIST OF ACRONYM

BFI	Big Five Inventory
CAS	Career Aspirations Scale
IRB	Institutional Review Board
JDS	Job Diagnostic Survey
LMX	Leader-member exchange
MLQ	Multifactor Leadership Questionnaire
OC	Organizational commitment
OCAI	Organizational Culture Assessment Instrument
RSQ	Reward System Questionnaire
TCMCS	Three-Component Model of Commitment Scale
WLB	Work-life balance
WLBS	Life Balance Scale
WVI	Work Values Inventory

CHAPTER ONE: INTRODUCTION

1.1 Background of the study

The hotel industry is a critical sector within the tourism and hospitality industry, contributing significantly to a nation's economic and social progress. Ethiopia, with its rich and diverse heritage, attractions, and strategic location, is an emerging tourist destination in Africa. The hotel industry in Ethiopia plays a vital role in catering to the needs and preferences of both domestic and foreign tourists, particularly in Addis Ababa, the capital and diplomatic center of Africa. However, the industry faces numerous challenges, including poor service quality, high employee turnover, low customer satisfaction, and weak competitiveness. These difficulties can hinder the performance and viability of the hotel industry, as well as the overall growth of the tourism and hospitality sector (Zhang et al., 2018).

One of the main factors determining the success and survival of the hotel industry is the commitment of managerial employees to their organization. Managerial employees, encompassing general managers, department managers, supervisors, and team leaders, hold the power and responsibility to plan, organize, lead, and control hotel operations and resources. Their role is crucial, as they directly influence the quality of service, customer satisfaction, and organizational performance. Additionally, they play a vital role in leading and motivating their subordinates, implementing organizational policies and strategies, and achieving organizational goals and objectives (Mohsen, 2020).

Managerial employee commitment refers to their psychological attachment to the hotel, identification with its goals and values, and willingness to exert extra effort and remain loyal. It's a multidimensional concept with three components: affective commitment, the emotional connection and sense of belonging to the organization; continuance commitment, the perceived cost and risk of leaving the organization; and normative commitment, the moral obligation and sense of duty to stay with the organization. Various factors, such as personal characteristics, job characteristics, work experience, employee empowerment, organizational culture, and organizational support, affect managerial employees' commitment to their organization. This commitment has significant consequences for the hotel industry, as it positively impacts

employee performance, retention, loyalty, and citizenship behavior, while negatively affecting absenteeism, turnover intention, and deviant behavior (Sarwa r& Abugre, 2013).

This study aimed to explore the factors affecting the organizational commitment of managerial employees in the hotel industry of Addis Ababa, Ethiopia. It employed a quantitative approach to collect and analyze data from a sample of managerial employees working in different Addis Ababa hotels. A questionnaire measured variables of interest, such as organizational commitment, employee empowerment, and organizational culture. Statistical techniques like descriptive statistics, correlation analysis, and regression analysis were used to test the hypotheses and the proposed conceptual model. This study contributes to the existing literature on organizational commitment and its antecedents in the hotel industry, while also providing practical implications and recommendations for hotel managers and policymakers (Han, 2022; Zhang & Zhou, 2022).

1.2. Statement of the problem

Despite the acknowledged importance of managerial employee commitment within the hotel industry, there is a dearth of empirical research on this specific topic in Ethiopia, particularly within Addis Ababa. This lack of research is surprising considering Addis Ababa's position as the most developed and competitive city in Ethiopia's hotel industry. Therefore, a crucial gap exists in examining the factors affecting managerial employees' commitment to hotels in Addis Ababa. Understanding these factors and how they can be improved or mitigated is essential to enhance the commitment level and performance of managerial employees.

The hotel industry plays a significant role in Addis Ababa's economic development. High demand for hotel services fosters intense competition within the industry. However, the industry faces challenges like low service quality, high employee turnover, and low customer satisfaction. One key factor impacting hotel performance and competitiveness is the organizational commitment of managerial employees. These employees hold the responsibility for planning, organizing, leading, and controlling hotel operations and resources.

Organizational commitment refers to the extent to which employees identify with, are involved in, and remain loyal to their organization. Previous studies have established that organizational commitment influences various outcomes, including employee motivation, productivity,

retention, and customer satisfaction (Meyer & Allen, 1991; Mowday et al., 1982; Porter et al., 1974).

While the significance of managerial employee commitment to the hotel industry is undeniable, there is a lack of empirical research on this topic in Ethiopia. Most existing studies on organizational commitment within Ethiopia have focused on other sectors, such as banking, education, health, and public administration (Abayomi et al., 2018; Alemu et al., 2019; Asfaw et al., 2015; Girma&Tesfaye, 2013; Henok and Ephrem, 2022). These studies primarily employed a quantitative approach with standardized scales to measure organizational commitment, its antecedents, and consequences.

A need exists for a qualitative study that explores the factors influencing managerial employees' commitment to hotels in Addis Ababa and identifies strategies to enhance or mitigate these factors. Such a study can provide a deeper understanding of the contextual and subjective aspects of organizational commitment within the hotel industry. Furthermore, it can offer valuable insights and recommendations for hotel managers and policymakers.

This study addresses the research gap by investigating the factors that affect managerial employees' commitment to hotels in Addis Ababa. By conducting in-depth interviews and focus group discussions with managerial employees from different hotels, the study seeks to gain insights into their perspectives, experiences, and perceptions regarding organizational commitment.

The study will explore various factors that may influence managerial employees' commitment, including leadership style, organizational culture, job satisfaction, work-life balance, career development opportunities, and recognition and rewards systems. By understanding these factors, hotel managers can identify areas for improvement and implement strategies to enhance employee commitment.

Additionally, the study will examine the impact of external factors, such as economic conditions, industry competition, and societal norms, on managerial employees' commitment. These external factors may shape employees' attitudes and behaviors towards their organization and affect their level of commitment.

Furthermore, the study will explore the potential consequences of managerial employees' commitment, such as their motivation, job performance, and customer satisfaction. Understanding these outcomes can help hotel managers recognize the importance of fostering commitment among their managerial employees and the potential benefits it can bring to the organization.

The findings of this study will contribute to the existing literature on organizational commitment in the hotel industry, particularly within the context of Addis Ababa. It will provide valuable insights and recommendations for hotel managers, policymakers, and other stakeholders to enhance managerial employees' commitment and ultimately improve the performance and competitiveness of hotels in the city.

1.3. Research questions

1.3.1. The main research question

- What are the factors that affect managerial employees' commitment to star-rated hotels in Addis Ababa?

1.3.2. The sub-research questions

1. How do owner-leader relationships, organizational culture, reward and compensation systems, flexible job design, and working conditions influence the commitment of managerial employees in Addis Ababa's star-rated hotels?
2. What factors contribute most significantly to the commitment of managerial employees in the hospitality industry of Addis Ababa?

1.4. Research objectives

1.4.1. The main objective of this study

The main objective of the study was to examine the factors that affect managerial employees' commitment to star-rated hotels in Addis Ababa.

1.4.2 The specific objectives

1. To investigate the factors influencing managerial employee commitment in hotels of Addis Ababa.
2. To examine the impact of managerial employee commitment on key organizational outcomes, such as employee performance and customer satisfaction.
3. To develop recommendations for improving managerial employee commitment in the hotel industry of Addis Ababa.

1.5. Significance of the study

- This study will benefit the hotel managers and owners by providing them with insights into the factors that influence managerial employees' commitment and how they can improve it through effective human resource management practices.
- This study also will help the policy makers and stakeholders in the tourism and hospitality industry by providing them with suggestions for enhancing the competitiveness and sustainability of the hotel industry in Ethiopia.
- Academic significance: This study will contribute to the existing literature on managerial employees' commitment in the hotel industry by providing empirical evidence from Ethiopia, a developing country with a growing tourism and hospitality sector.

1.6. Scope of the study

- The scope of the study can be described in terms of the theme (conceptual scope), the methodology adopted and unit of analysis.
- Conceptual scope: The study will examine the antecedents of managerial employees organizational commitment mainly owner-manager relationship, leadership style, organizational culture, job design, and reward system). In this study, organizational commitment is treated as a multi-dimensional construct composed of three dimensions namely affective, normative, and continuance commitment. Organizational commitment refers to the degree of identification, involvement, and loyalty that employees have toward their organization.

- Geographical scope: The study is delimited to the star-rated hotels located in Addis Ababa that are registered and certified by the Ministry of Culture and Tourism according to the Ethiopian Hotel Classification System. The study is also limited to the managerial employees who work in different departments and levels of the star-rated hotels in Addis Ababa.
- Methodological scope: This study used a quantitative approach to collect and analyze data from a sample of managerial employees working in star-rated hotels in Addis Ababa. The data were collected using a self-administered questionnaire that will measure the level of organizational commitment and its antecedents and consequences among the respondents. Pertinent data were analyzed using descriptive statistics, correlation analysis, and regression analysis.
- Unit of analysis: This study focused on the individual general managerial employees who work in the star-rated hotels in Addis Ababa as the unit of analysis. The study will only include the general managerial employees who have supervisory or decision-making roles in the hotel operations and resources. The study will use a sample of 105 managerial employees from 105 hotels.

1.7. Organization of the study area

The study area is organized into six main chapters that cover the different aspects of the research topic. The first chapter introduces the background and context of the study, the problem statement and research objectives, and the significance and scope of the study. The second chapter reviews the relevant literature on managerial employees' commitment to hotels, including the theoretical framework, the empirical studies, and the research gaps. The third chapter describes the research methodology, including the research design and approach, the population and sample, the data collection methods and instruments, the data analysis techniques, and the ethical considerations of the study. The fourth chapter presents and summarizes the findings of the study using descriptive and inferential statistics, tables, graphs, and charts. The fifth chapter concludes the study by summarizing the main points and contributions of the study, providing recommendations for hotel managers and policymakers, and highlighting the originality and value of the study.

1.8. Definition of key terms

- **Managerial Employees:** Individuals within an organization who hold the authority and responsibility to plan, organize, direct, and control the activities of other employees or departments (Robbins & Judge, 2020).
- **Organizational Commitment:** The employee's psychological attachment to, identification with, and willingness to exert extra effort for the organization (Shapiro et al., 2023).
- **Affective Commitment:** The emotional connection an employee feels towards their organization and its goals (Meyer & Allen, 1997). Employees with high affective commitment experience a sense of belonging and pride in their work.
- **Normative Commitment:** The moral obligation and sense of duty an employee feels towards the organization and its members (Meyer & Allen, 1997). This commitment stems from a belief that staying with the organization is the "right" thing to do.
- **Continuance Commitment:** The perceived cost and risk associated with leaving the organization, such as lost benefits, reputation damage, or difficulty finding alternative employment (Meyer & Allen, 1997).
- **Hotels:** Establishments that provide lodging and other guest services, including food and beverages, entertainment, recreation, and meeting facilities (International Labour Organization, 2023).
- **Work-Life Balance:** The ability to manage time and energy effectively, achieving a sense of equilibrium between professional and personal life demands (Clark, 2021).
- **Organizational Culture:** The shared values, beliefs, and behaviors that characterize an organization, shaping employee behavior and influencing decision-making (Schein, 2010). It's a complex and dynamic system that evolves over time.
- **Owner leadership:** the owner leadership relationship involves communication, collaboration, and goal alignment between owners and leaders for organizational success (Wake, J.R 2016)

CHAPTER TWO: LITERATURE REVIEW

2. Literature Review

This chapter provides a comprehensive review of the relevant literature on organizational commitment and its antecedents and consequences in the hotel industry. The chapter begins with a definition and conceptualization of organizational commitment, followed by a discussion of its dimensions, namely affective, continuance, and normative commitment. The chapter then examines the factors that influence organizational commitment, such as personal characteristics, job characteristics, work experience, employee empowerment, organizational culture, and organizational support. The chapter also explores the outcomes of organizational commitment, such as employee performance, retention, loyalty, and citizenship behavior, as well as absenteeism, turnover intention, and deviant behavior. The chapter concludes with a summary of the main findings and gaps in the literature and a justification for the research questions and hypotheses of this study.

2.1. Conceptual review

This section discusses the concept of organizational commitment and its dimensions, importance, theories, and factors.

2.1.1. The concept of Organizational Commitment

Organizational commitment is a multidimensional construct that reflects the degree of identification, involvement, and loyalty that employees have toward their organization (Mowday et al., 1982). Different scholars have defined organizational commitment in various ways, depending on their perspectives and approaches. Some of the common definitions are:

Organizational commitment is “the relative strength of an individual’s identification with and involvement in a particular organization” (Mowday et al., 1982, p. 27). Organizational commitment is “the psychological link between the employee and his or her organization that makes it less likely that the employee will voluntarily leave the organization” (Allen & Meyer, 1990, p. 1). Organizational commitment is “a psychological state that characterizes the employee’s relationship with the organization and has implications for the decision to continue

or discontinue membership in the organization” (Meyer & Allen, 1991, p. 67). Organizational commitment is “a force that binds an individual to a course of action of relevance to one or more targets” (Meyer et al., 2004, p. 991).

These definitions suggest that organizational commitment is a complex and dynamic phenomenon that involves cognitive, affective, and behavioral aspects of the employee-organization relationship.

2.1.2. Dimensions of organizational commitment

One of the most widely used and accepted models of organizational commitment is the three-component model proposed by Meyer and Allen (1991). According to this model, organizational commitment consists of three dimensions: affective, continuance, and normative commitment.

2.1.2.1. Affective commitment

It refers to the emotional attachment, identification, and involvement that employees have with their organization. Employees with high affective commitment stay with the organization because they want to (Meyer and Allen, 1991).

Affective commitment is one of the most studied and important aspects of organizational commitment. It reflects the extent to which employees feel emotionally attached to, identified with, and involved in their organization (Meyer and Allen, 1991). Affective commitment has been linked to various positive outcomes for both employees and organizations, such as higher job satisfaction, lower turnover intention, better job performance, and greater organizational citizenship behavior (Meyer et al., 2002; Mercurio, 2015).

Affective commitment is influenced by various factors, such as organizational culture, leadership style, job design, reward system, and employee voice (Mercurio, 2015; Cohen, 2007; Fornes et al., 2008). Affective commitment can be enhanced by creating a supportive and participative work environment, providing meaningful and challenging work, recognizing and rewarding employee contributions, and fostering a sense of belonging and shared values among employees (Meyer et al., 2002; Mercurio, 2015). Affective commitment is considered as a core essence of

organizational commitment, as it represents the emotional bond that employees have with their organization (Mercurio, 2015).

Affective hospitality involves designing the physical environment, the service delivery, and the food and beverage offerings in a way that stimulates the guests' senses and emotions. A gastronomic project called "Elysium" in Passugg, Switzerland, serves as a best-practice example of affective hospitality, as it has been proven to trigger many emotions in guests, such as joy, surprise, curiosity, and awe.

Affective commitment can be a valuable asset for the hotel industry, as it can enhance the employee retention, the guest satisfaction, and the competitive advantage. Therefore, hotel managers should pay attention to the factors that influence affective commitment among their employees, such as servant leadership, which is a leadership style that focuses on serving the needs and interests of the employees and the organization. Servant leadership can foster affective commitment by empowering, supporting, and inspiring the employees, and by creating a culture of trust, respect, and collaboration.

Affective commitment can also be measured by using various scales and surveys, such as the Affective Commitment Scale developed by Meyer and Allen (1991), which consists of eight items that assess the employees' emotional attachment, identification, and involvement with the organization. By measuring affective commitment, hotel managers can identify the strengths and weaknesses of their organizational practices and policies, and implement strategies to improve the employee engagement and loyalty.

2.1.2.2. Continuance commitment

It refers to the perceived costs and benefits associated with leaving or staying in the organization. Employees with high continuance commitment stay with the organization because they need to (Meyer and Allen, 1991). Continuance commitment is another aspect of organizational commitment that refers to the perceived costs and benefits associated with leaving or staying in the organization. Employees with high continuance commitment stay with the organization because they need to, not because they want to or feel obliged to (Meyer and Allen, 1991). Continuance commitment is based on the rational calculation of the investments and alternatives that employees have in relation to their organization (Becker, 1960).

Continuance commitment has been associated with various negative outcomes for both employees and organizations, such as lower job satisfaction, higher turnover intention, lower job performance, and lower organizational citizenship behavior (Meyer et al., 2002; Mercurio, 2015). Continuance commitment is influenced by various factors, such as job security, career opportunities, pension plans, seniority, and labor market conditions (Mercurio, 2015; Cohen, 2007; Fornes et al., 2008). Continuance commitment can be reduced by enhancing the employees' employability, providing more career options, and increasing the employees' sense of personal agency and control over their work (Meyer et al., 2002; Mercurio, 2015). Continuance commitment is considered as a peripheral aspect of organizational commitment, as it represents the economic bond that employees have with their organization (Mercurio, 2015).

Continuance commitment in the hotel industry is the concept of psychological contract breach, which is the perception that the organization has failed to fulfill its promises or obligations to the employees. Psychological contract breach can reduce the continuance commitment of hotel employees, as they may feel that the organization has not rewarded them adequately for their efforts and contributions. A study by Zhao, Wayne, Glibkowski, and Bravo (2007), which investigated the effects of psychological contract breach on hotel employees in China, found that psychological contract breach negatively affects the continuance commitment and the job performance of hotel employees, and positively affects the turnover intention and the deviant behavior of hotel employees.

These cases show how continuance commitment can be a detrimental factor for the hotel industry, as it can lower the employee motivation, productivity, and loyalty. Therefore, hotel managers should pay attention to the factors that influence continuance commitment among their employees, such as job security, career opportunities, pension plans, seniority, and labor market conditions.

Continuance commitment can also be measured by using various scales and surveys, such as the Continuance Commitment Scale developed by Meyer and Allen (1991), which consists of eight items that assess the employees' perceived costs and benefits of leaving or staying in the organization. By measuring continuance commitment, hotel managers can identify the sources and consequences of employee dissatisfaction and disengagement, and implement

2.1.2.3. Normative commitment

It refers to the sense of obligation and loyalty that employees feel toward their organization. Employees with high normative commitment stay with the organization because they ought to (Meyer and Allen, 1991). These three dimensions of organizational commitment are not mutually exclusive, but rather complementary and interactive. They can vary in strength and direction among different employees and situations.

Normative commitment is another aspect of organizational commitment that refers to the sense of obligation and loyalty that employees feel toward their organization. Employees with high normative commitment stay with the organization because they ought to, not because they want to or need to (Meyer and Allen, 1991). Normative commitment is based on the internalized norms and values that employees have in relation to their organization (Wiener, 1982). Normative commitment has been associated with various positive outcomes for both employees and organizations, such as higher job satisfaction, lower turnover intention, better job performance, and greater organizational citizenship behavior (Meyer et al., 2002; Mercurio, 2015).

Normative commitment can be a valuable factor for the hotel industry, as it can improve the employee satisfaction, performance, and loyalty. Therefore, hotel managers should pay attention to the factors that influence normative commitment among their employees, such as socialization, organizational support, psychological contract, and professional ethics. Normative commitment can also be measured by using various scales and surveys, such as the Normative Commitment Scale developed by Meyer and Allen (1991), who consists of eight items that assess the employees' sense of obligation and loyalty to the organization. By measuring normative commitment, hotel managers can identify the sources and consequences of employee motivation and engagement, and implement strategies to improve the employee retention and citizenship behavior.

2.1.3. Importance of organizational commitment

Organizational commitment is an important factor for both employees and organizations, as it can influence various outcomes at individual and organizational levels. Some of the benefits of

organizational commitment are: For employees, organizational commitment can enhance their motivation, satisfaction, well-being, performance, and career development (Mathieu &Zajac, 1990; Meyer et al., 2002; Riketta, 2002; Saks, 2006).

For organizations, organizational commitment can reduce employee turnover, absenteeism, deviance, and conflict, and increase productivity, quality, innovation, citizenship behavior, and customer satisfaction (Angle & Perry, 1981; Cohen & Golan, 2007; Mathieu &Zajac,- 1990; Mowday et al., 1982; Rhoades &Eisenberger, 2002).Therefore, organizational commitment is a valuable asset for both employees and organizations, and it is essential to understand and enhance it in the hotel industry.

2.1.4. Theories of organizational Commitment

Several theories have been proposed to explain the nature, antecedents, and consequences of organizational commitment. Some of the prominent theories commonly discussed in the extant literature are social exchange theory, organizational support theory, social identity theory, and job characteristics theory.

2.1.4.1. Organizational support theory

This theory proposes that organizational commitment is influenced by the perceived organizational support, which is the degree to which employees believe that their organization values their contributions and cares about their well-being. Employees who perceive high organizational support will develop a strong affective attachment to their organization, and exhibit higher commitment and performance (Eisenberger et al., 1986; Rhoades &Eisenberger, 2002).

2.1.4.2. Social identity theory:

This theory argues that organizational commitment is derived from the social identification, which is the extent to which employees define themselves in terms of their membership in the organization. Employees who identify strongly with their organization will develop a sense of

belongingness and pride, and display higher commitment and performance (Ashforth&Mael, 1989; Tajfel& Turner, 1986).

2.1.4.3. Job characteristics theory

This theory contends that organizational commitment is affected by the intrinsic motivation, which is the degree to which employees find their work meaningful, challenging, and satisfying. Employees who experience high intrinsic motivation will develop a strong interest and involvement in their work, and demonstrate higher commitment and performance (Hackman & Oldham, 1976; Herzberg et al., 1959).

These theories provide different perspectives and insights on how organizational commitment can be formed and maintained in the hotel industry.

2.1.4.4. Social exchange theory

Social exchange theory is a psychological and sociological perspective that explains social behavior in terms of exchanges of resources, such as rewards and costs, between individuals or groups. According to the social exchange theory, employees' organizational commitment is influenced by factors such as risk perception and organizational trust. When subordinates receive trust and socio-emotional input from their leaders, they perceive a high-quality relationship of social exchange and believe that there is an obligation to return beneficial work-related behaviors. Social exchange theory postulates that people working in organizations enter into professional relationships to function effectively and acquire valuable resources (Lee, 2017).

Some of the applications of social exchange theory to work relationships are: Leader-member exchange (LMX): This theory focuses on the quality of the relationship between a leader and a follower, and how it affects their attitudes and behaviors. High-quality LMX relationships are characterized by mutual trust, respect, and support, and are associated with higher levels of organizational commitment, performance, and citizenship behaviors (Graen&Uhl-Bien, 1995).

This theory suggests that organizational commitment is based on the reciprocal exchange of benefits and obligations between employees and organizations. Employees who perceive that they receive fair and adequate rewards and support from their organization will develop a sense

of gratitude and obligation, and reciprocate with higher commitment and performance (Blau, 1964; Gouldner, 1960; Homans, 1958).

Organizational support: This theory suggests that employees develop a global perception of the extent to which the organization values their contributions and cares about their well-being, known as perceived organizational support (POS). POS is influenced by various organizational policies, practices, and actions, and in turn influences employees' affective commitment, loyalty, and willingness to help the organization (Eisenberger, Huntington, Hutchison, & Sowa, 1986).

Organizational citizenship behavior (OCB): This theory refers to the voluntary and discretionary behaviors that employees perform to benefit the organization, such as helping coworkers, taking initiative, and complying with norms. OCB is motivated by social exchange principles, such as reciprocity, norm of fairness, and social identity. Employees who receive favorable treatment from the organization or their supervisors tend to reciprocate by engaging in OCB (Organ, 1988).

Counterproductive work behavior (CWB): This theory refers to the intentional and harmful behaviors that employees direct toward the organization or its members, such as theft, sabotage, aggression, and absenteeism. CWB is also influenced by social exchange processes, such as perceived injustice, violation of psychological contract, and negative affect. Employees who perceive that they are mistreated by the organization or their supervisors tend to retaliate by engaging in CWB (Spector et al., 2006).

2.1.4.5. Agency theory

Agency theory is a concept that explains the relationship between principals and agents in business. Principals are the owners or shareholders of a business, who delegate authority and tasks to agents, such as managers or employees, to act on their behalf. Agency theory assumes that principals and agents have different goals, interests, and risk preferences, which may lead to conflicts and inefficiencies in the business. Therefore, agency theory suggests that principals need to design mechanisms, such as contracts, incentives, monitoring, and bonding, to align the interests and behaviors of agents with their own (Eisenhardt, 1989¹).

Agency theory has been widely applied to various fields and contexts, such as corporate governance, accounting, finance, marketing, and human resource management. In the hotel industry, agency theory can be used to analyze the owner-manager relationship, which is a

common form of governance structure in the sector. Owners of hotels may hire managers to operate and manage the hotels on their behalf, or they may franchise or contract their hotels to other parties. In these cases, owners are the principals and managers or franchisees are the agents. Agency theory can help to understand the potential agency problems and solutions in these relationships, such as how to design optimal contracts, incentives, and controls to ensure the quality and profitability of the hotels (Guilding et al., 2005²; Nygaard et al., 2009³; Zhang & Zhou, 2022⁴).

2.1.5. Factors Affecting Organizational Commitment

Based on the literature review, several factors can be identified as potential antecedents or consequences of organizational commitment in the star rated hotels industry in Addis Ababa. These factors include owner-manager relationship, organizational culture, flexible job design, reward and compensation, working condition, and work-life balance.

1. Owner-Manager Relationship

The owner-manager relationship, defined by the level of trust, communication, and cooperation between the hotel owner and the general manager, significantly impacts the general manager's commitment (Chen et al., 2019; Lee et al., 2013). A positive relationship, characterized by high trust, mutual respect, shared vision, and frequent communication, fosters a sense of ownership, involvement, and loyalty in the general manager (Chen et al., 2019; Lee et al., 2013). This translates to increased autonomy, empowerment, and support, ultimately improving motivation, performance, and satisfaction (Chen et al., 2019; Lee et al., 2013). Conversely, a negative relationship marked by low trust, conflict, and infrequent communication diminishes the general manager's sense of belonging and attachment to the hotel (Chen et al., 2019; Lee et al., 2013). It also restricts autonomy, empowerment, and support, leading to decreased motivation, performance, and satisfaction (Chen et al., 2019; Lee et al., 2013).

Therefore, fostering a positive and collaborative owner-manager relationship becomes crucial for maximizing general manager commitment and, consequently, enhancing the quality and competitiveness of hotel services.

2. Organizational culture:

Organizational culture, defined as the shared values, beliefs, and assumptions that guide employee behavior (Schein, 2010), significantly influences employee commitment in the hotel industry. Cameron and Quinn (2011) categorize organizational culture into four types: clan, adhocracy, hierarchy, and market. Each fosters distinct employee attitudes.

Positive cultures, like clan cultures with their emphasis on collaboration and support (Dunger, 2023), or adhocracy cultures that encourage innovation (Cameron & Quinn, 2011), can enhance commitment by increasing employee satisfaction and motivation (Denison, 1990). Conversely, negative cultures characterized by conflict, control, or rigidity (O'Reilly et al., 1991) can decrease employee commitment and lead to higher turnover (Dunger, 2023). This highlights the importance of understanding how culture shapes employee commitment. A good fit between employee values and organizational culture fosters loyalty and high performance, whereas a mismatch can lead to dissatisfaction and decreased effectiveness. Therefore, managing and fostering a positive organizational culture is crucial for retaining a committed workforce and achieving organizational success in the hotel industry.

3. Reward and compensation system:

Reward systems, encompassing policies and practices for employee compensation (Armstrong & Murlis, 2007), significantly impact employee commitment in the hotel industry. A well-designed system can influence employee satisfaction, motivation, and ultimately, retention (Meyer et al., 2002). Employee commitment, defined as the degree of identification and loyalty towards the organization (Meyer & Allen, 1991), directly affects both employees and the organization. High commitment fosters satisfaction, motivation, and performance, while low commitment leads to the opposite (Mowday et al., 1982).

Reward systems can be categorized into intrinsic and extrinsic rewards (Armstrong & Murlis, 2007). Intrinsic rewards are psychological benefits derived from the work itself, such as autonomy and recognition (Hackman & Oldham, 1976). Extrinsic rewards are tangible benefits like salary and bonuses. A fair and equitable system that recognizes contributions enhances commitment by increasing employees' sense of value and achievement (Adams, 1965).

Competitive salaries, performance-based bonuses, and recognition programs exemplify effective practices (Dunger, 2023). However, unfair or inequitable systems can create disparities and decrease commitment through reduced trust and satisfaction (Greenberg, 1990). For instance, paying below market rates or rewarding based on favoritism can have negative consequences (Dunger, 2023). Therefore, designing reward systems that offer a fair balance of intrinsic and extrinsic rewards is crucial for fostering employee commitment and organizational success in the hotel industry (Dunger, 2023).

4. Flexible Job design:

Job design, encompassing how tasks, responsibilities, and authority are structured (Armstrong & Murlis, 2007), significantly impacts employee commitment in the hotel industry. A well-designed job that offers autonomy, variety, feedback, significance, and identity can boost commitment by improving employee motivation and satisfaction (Hackman & Oldham, 1996). Conversely, monotonous or unclear jobs can decrease commitment (Herzberg, 1998). For example, a hotel concierge role exemplifies a high-quality design. Concierges enjoy autonomy in crafting solutions for guests and experience a variety of tasks (Workable, n.d.). This fosters a sense of ownership, purpose, and ultimately, higher commitment (Dunger, 2023).

Therefore, designing jobs that are inherently motivating is crucial for retaining a committed workforce. By incorporating the job characteristics model's core dimensions (skill variety, task identity, task significance, autonomy, and feedback) into hotel jobs, managers can create a positive work environment that fosters employee commitment and reduces costly turnover (Meyer et al., 2002).

5. Working condition

Working conditions, encompassing physical, social, and psychological aspects of the work environment, significantly impact employee commitment (Robbins & Judge, 2009). Favorable physical conditions, like safety, comfort, and proper equipment, are linked to higher commitment (Fried & Ferris, 1987). This aligns with Schneider's ASA model (1987), suggesting employees are attracted to environments that meet their needs.

Social working conditions, including positive interactions and supportive relationships, also influence commitment (Eisenberger et al., 1990). Studies by Rhoades & Eisenberger (2002) and Liden et al. (2008) demonstrate that strong social support from colleagues and supervisors, as well as a trusting and cooperative work environment, foster affective commitment. Finally, psychological working conditions, such as job autonomy, task variety, and skill development opportunities, are crucial. The Job Characteristics Model (Hackman & Oldham, 1976) suggests that jobs offering these elements lead to higher commitment. Similarly, Self-Determination Theory (Deci & Ryan, 1985) emphasizes that autonomy and competence cultivate intrinsic motivation and commitment.

In conclusion, working conditions play a vital role in shaping employee commitment. By prioritizing a supportive, safe, and fulfilling work environment, organizations can cultivate a more committed and loyal workforce.

6. Work-life balance

Work-life balance, the ability to manage work demands alongside personal and family life (Greenhaus & Allen, 2011), has become a significant concern for both employees and organizations. Studies suggest a positive correlation between achieving work-life balance and employee commitment. Employees who perceive a healthy balance are more likely to exhibit higher affective commitment (Kossek et al., 2012). Conversely, work-family conflict has been linked to decreased commitment (Allen et al., 2000).

Several factors explain this relationship. Conservation of Resources Theory (Hobfoll, 1989) suggests individuals strive to protect personal resources like time and energy. When employees feel they can adequately manage work and personal demands, they're better able to invest resources in both areas, leading to greater organizational commitment (Kossek et al., 2012). Furthermore, work-life balance reduces stress and burnout, which can negatively impact commitment (Allen et al., 2000). Conversely, high work-life conflict can lead to emotional exhaustion and disengagement, ultimately undermining commitment (Grzywacz & Bass, 2003).

Organizations can play a crucial role in fostering work-life balance and, consequently, employee commitment. Supportive policies like flexible work arrangements (Kelliher & Anderson, 2010)

and cultures that prioritize work-life balance (Kossek et al., 2011) empower employees to manage their responsibilities effectively. By prioritizing these aspects, organizations can cultivate a more committed, engaged, and ultimately, a more loyal workforce.

2.2. Empirical Review

This section reviews the empirical studies that have been conducted on organizational commitment and its antecedents and consequences in the hotel industry, both in Ethiopia and abroad. The section will compare and contrast the findings and methodologies of these studies, and identify the gaps and limitations in the existing literature.

Organizational commitment is a key factor that influences the performance and retention of employees in the hotel industry, which is characterized by high levels of employee turnover, labor costs, and customer expectations. Therefore, understanding the factors that affect organizational commitment in the hotel industry is essential for managers and researchers who aim to enhance employee commitment and reduce turnover intention.

Several studies have examined the factors that affect organizational commitment in the hotel industry from a global perspective, using different theoretical frameworks and empirical methods. Some of the common factors that have been identified in the literature are:

2.2.1. Organizational Commitment in the Hotel Industry: An Ethiopian Perspective

Organizational commitment is a key factor that influences the performance and retention of employees in the hotel industry, which is characterized by high levels of employee turnover, labor costs, and customer expectations. Therefore, understanding the factors that affect organizational commitment in the hotel industry is essential for managers and researchers who aim to enhance employee commitment and reduce turnover intention.

Ethiopia is a country with a rich cultural heritage, diverse landscapes, and a growing economy, which have contributed to the increasing demand for hotels and accommodation options. The hotel and hospitality industry in Ethiopia has experienced significant growth and development in recent years, especially in the capital city of Addis Ababa, which is a major hub for business travelers and tourists. However, the industry also faces several challenges, such as the lack of

skilled and qualified personnel, the high turnover rate, the low service quality, and the inadequate infrastructure.

There is a limited amount of empirical research on organizational commitment in the hotel industry in Ethiopia, as most of the studies on this topic have focused on other regions and countries. However, some of the available studies that have explored organizational commitment in the hotel industry in Ethiopia are:

Woubishet (2018) investigated the relationship between employee empowerment and organizational commitment in the hotel industry in Ethiopia, using a sample of 346 employees from 11 hotels in Bahir Dar, a popular tourist destination near the source of the Blue Nile River. The study found that employee empowerment had a positive and significant effect on organizational commitment, and that job enrichment mediated this relationship.

Teshome (2017) assessed the factors that influence organizational commitment among workers in the hotel industry in Ethiopia, using a case study of selected hotels in Bolgatanga municipal. The study found that individual factors, such as age, gender, education, and tenure, had a significant influence on organizational commitment, and that organizational factors, such as organizational culture, leadership style, reward system, and job design, also had a significant influence on organizational commitment.

Mekonnen (2016) examined the impact of organizational culture on employee commitment in the hotel industry in Ethiopia, using a sample of 150 employees from 10 hotels in Addis Ababa. The study found that organizational culture had a positive and significant impact on employee commitment, and that organizational culture dimensions, such as innovation, stability, respect for people, outcome orientation, attention to detail, and team orientation, also had a positive and significant impact on employee commitment.

These studies suggest that some of the factors that affect organizational commitment in the hotel industry in Ethiopia are similar to those identified in the global perspective, such as employee empowerment, job enrichment, organizational culture, and reward system. However, some of the factors may have different levels of importance and impact, depending on the specific context

and characteristics of the hotel industry in Ethiopia, such as the level of development, the type of customers, the quality of service, and the availability of resources.

Affective commitment can be seen as a key factor for sustaining the hotel workforce and improving the service quality and guest loyalty. According to a study by Murray and Holmes (2021), employee empowerment, which is the degree to which employees have autonomy, responsibility, and influence over their work, has a positive impact on affective commitment among hotel employees in Canada. The study found that when employees feel that their work has meaning and aligns with the organizational values, they develop a strong emotional attachment to the organization and are less likely to leave.

Another study by Mattila and O'Neill (2003), which examined the relationship between affective commitment and guest loyalty in the US hotel industry, found that hotel guests who perceive that the employees are affectively committed to the organization are more likely to be loyal and participate in frequent-guest programs. The study suggested that affective commitment can be communicated to the guests through the employees' enthusiasm, passion, and pride in their work.

2.2.2. Comparison with the Global Perspective

Several studies have examined the factors that affect organizational commitment in the hotel industry from a global perspective, using different theoretical frameworks and empirical methods. Some of the common factors that have been identified in the literature are:

Mendoza (2020): Mendoza's study aimed to understand how age influences organizational commitment among hotel employees. The findings revealed that employees aged 30-40 demonstrated higher levels of intrinsic satisfaction and affective commitment compared to their older counterparts, particularly those in the 45-50 age group. This suggests that age diversity should be taken into account in organizational strategies, recognizing the distinct needs and motivations of different age cohorts within the workforce.

Murray and Holmes (2021): In their research, Murray and Holmes delved into the impact of organizational culture on employee commitment within the hotel industry. Their study emphasized the significance of employee empowerment and the alignment of individual and organizational values in fostering strong emotional commitment and reducing turnover

intentions. The findings underscore the importance of cultivating a supportive organizational culture that empowers employees and resonates with their personal values to enhance commitment and retention.

Alshammari et al. (2019): Alshammari et al. explored the influence of leadership style on both employee creativity and organizational commitment in the hotel sector. Their study revealed that transformational leadership had a positive effect on both aspects, highlighting the importance of leadership practices in shaping employee attitudes and organizational outcomes. This suggests that adopting transformational leadership approaches can not only foster creativity but also strengthen organizational commitment among hotel employees.

Van der Merwe and Nienaber (2006): Van der Merwe and Nienaber investigated the impact of the reward system on employee satisfaction and organizational commitment within the hotel industry. Their findings indicated that a well-structured reward system positively influenced both employee satisfaction and commitment to the organization. This underscores the importance of designing effective reward systems to motivate employees and foster a sense of commitment to their organization.

Ruiz-Palomo et al. (2020): Ruiz-Palomo et al. examined the mediating role of job enrichment between empowerment and employee satisfaction/organizational commitment in the hospitality industry. Their study demonstrated that job enrichment played a mediating role in the relationship between empowerment and both satisfaction and organizational commitment. These findings suggest that implementing job enrichment practices alongside empowerment initiatives can enhance employee satisfaction and commitment within the hotel industry.

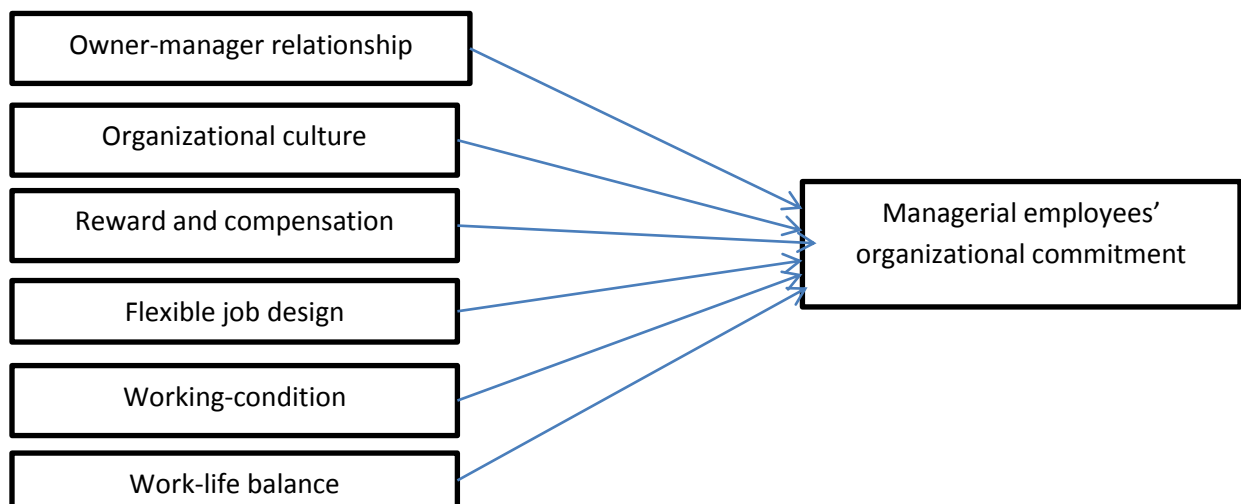
These empirical studies provide valuable insights into the factors influencing organizational commitment in the hotel industry abroad. From age dynamics to leadership styles, organizational culture, reward systems, and job design, each study offers nuanced perspectives that can inform managerial strategies aimed at enhancing employee commitment, satisfaction, and retention. Understanding these factors and their interrelationships is crucial for developing context-specific approaches tailored to the unique characteristics of the hotel industry in different regions and countries.

2.3 Conceptual Framework of the Study

The conceptual framework for this study explores the factors influencing managerial employees' organizational commitment. This framework, built on the literature review's findings, identifies managerial commitment as the dependent variable, consisting of its affective, continuance, and normative dimensions. Independent variables influencing this commitment include owner-manager relationship, organizational culture, leadership style, reward and compensation systems, working conditions, and flexible job design.

Social exchange theory, leader-member exchange theory, organizational culture theory, and job design theory provide the theoretical underpinnings for these relationships. Social exchange theory emphasizes the role of perceived benefits and costs in shaping commitment, including factors like rewards, recognition, and work stress (Cropanzano & Mitchell, 2005). Leader-member exchange theory highlights the leader-follower relationship's quality, including trust, respect, and obligation, as an influence on commitment (Graen & Uhl-Bien, 1995; Liden et al., 1997). Organizational culture theory suggests that shared values, beliefs, and purpose within an organization can enhance employee commitment (O'Reilly et al., 1991; Schein, 2010). Finally, job design theory argues that job characteristics like autonomy and variety can improve commitment by increasing intrinsic motivation (Parker et al., 2017).

Table 1: Conceptual framework



2.4 Research Hypotheses

Based on the conceptual framework of the study and the literature review, the following research hypotheses were formulated to determine the factors affecting managerial employees' commitment to hotels in the case of star-rated hotels in Addis Ababa.

2.4.1. The effect of owner-leader relationship on organizational commitment

This hypothesis is based on the idea that the quality of the relationship between the owner and the leader of an organization can affect the leader's commitment to the organization, as well as the commitment of the followers. The owner-leader relationship can be seen as a form of leader-member exchange (LMX), which is a theory that describes how leaders develop different levels of trust, respect, and support with their subordinates.

High-quality LMX relationships are characterized by mutual influence, reciprocity, and loyalty, while low-quality LMX relationships are based on formal authority, contractual obligations, and self-interest. Research has shown that high-quality LMX relationships can enhance organizational commitment by increasing the leader's and the follower's identification with the organization, satisfaction with the job, and motivation to perform (Graen and Uhl-Bien, 1995; Martin et al., 2016; Wang et al., 2005).

According to agency theory, is a framework that explains the quality of relationship between principals (owners) and agents (managers) in an organization, and depends on owners both align their interests and goals (Eisenhardt, 1989). This theory state that owners delegate authority and responsibility to managers to run the organization, but they also face the risk of agency problems, such as information asymmetry, moral hazard, and adverse selection, which can result in managers acting in their own self-interest rather than in the best interest of the owners (Jensen and Meckling, 1976). Therefore, owners need to design and implement mechanisms to monitor and control the behavior and performance of managers, such as contracts, incentives, and governance structures (Eisenhardt, 1989).

Therefore, agency theory can provide a theoretical basis for the hypothesis that there is a positive relationship between owner-manager relationship and managerial commitment in the hotel

industry. By using agency theory, the study can explain how the quality and nature of the interaction and communication between the owner and the manager can affect the manager's psychological attachment, identification, and involvement with the hotel, as well as the manager's willingness to exert extra effort and remain loyal to the hotel. The study can also use agency theory to suggest some recommendations for improving the owner-manager relationship and enhancing the managerial commitment in the hotel industry, such as designing and implementing effective contracts, incentives, and governance structures that can align the interests and goals of the owner and the manager, and reduce the agency problems.

Normative commitment is influenced by various factors, such as socialization, organizational support, psychological contract, and professional ethics (Mercurio, 2015; Cohen, 2007; Fornes et al., 2008). Normative commitment can be enhanced by creating a culture of trust and reciprocity, providing fair and consistent treatment, fulfilling the promises and expectations, and fostering a sense of moral obligation and responsibility among employees (Meyer et al., 2002; Mercurio, 2015). Normative commitment is considered as a peripheral aspect of organizational commitment, as it represents the moral bond that employees have with their organization (Mercurio, 2015).

To illustrate the concept of normative commitment, let us consider some examples from the hotel industry, which is known for its high turnover and low retention rates. Normative commitment can be seen as a key factor for enhancing the employee loyalty and retention in the hotel industry. According to a study by Karatepe and Ngeche (2012), normative commitment positively affects the job satisfaction and the intention to stay among hotel employees in Kenya. The study found that when employees feel that they have a moral duty to remain with the organization because of the benefits and support they have received, they experience higher levels of job satisfaction and lower levels of intention to leave.

Another study by Karatepe and Sokmen (2006), which examined the relationship between normative commitment and organizational citizenship behavior in the Turkish hotel industry, found that normative commitment positively affects the organizational citizenship behavior and the service quality of hotel employees. The study suggested that normative commitment can

motivate the employees to go beyond their formal duties and to provide extra-role services to the guests and the organization.

A third example of normative commitment in the hotel industry is the concept of psychological contract fulfillment, which is the perception that the organization has met its promises or obligations to the employees. Psychological contract fulfillment can increase the normative commitment of hotel employees, as they may feel that they owe the organization for the rewards and opportunities they have received. A study by Zhao et al. (2007), which investigated the effects of psychological contract fulfillment on hotel employees in China, found that psychological contract fulfillment positively affects the normative commitment and the job performance of hotel employees, and negatively affects the turnover intention and the deviant behavior of hotel employees.

2.4.2. The effect of organizational culture on organizational commitment

This hypothesis is based on the notion that organizational culture is a set of shared values, beliefs, norms, and practices that shape the way employees think, feel, and behave in an organization. Organizational culture can influence organizational commitment by creating a sense of belonging, meaning, and purpose among employees, as well as by aligning their personal and professional goals with the organizational vision and mission. Research has shown that organizational culture can affect organizational commitment by fostering a climate of trust, fairness, and support, as well as by promoting learning and innovation orientation, a customer and quality focus, and a team and collaboration spirit (Alvesson, 2002; Denison and Mishra, 1995; Lok and Crawford, 1999).

One possible type of culture that can strengthen managerial commitment is the clan culture. Clan culture emphasizes collaboration across teams and a horizontal structure. It fosters a family-like atmosphere where employees share common values and goals, and where they feel supported and trusted by their peers and leaders. Clan culture can enhance managerial commitment by creating a strong sense of belonging and loyalty to the organization, as well as by providing opportunities for personal and professional growth, feedback, and recognition. Clan culture can

also motivate managerial employees to exert extra effort and remain loyal to the organization, as they perceive their work as meaningful and rewarding (Quinn and Cameron, 2011).

2.4.3. The effect of reward and compensation on organizational commitment

This hypothesis is based on the assumption that reward and compensation are important factors that influence the employee's evaluation of the exchange relationship with the organization. Reward and compensation can include both financial and non-financial incentives, such as salary, bonus, benefits, recognition, feedback, training, and career opportunities. Reward and compensation can affect organizational commitment by enhancing the employee's perception of organizational support, justice, and equity, as well as by satisfying the employee's needs for achievement, growth, and security. Research has shown that reward and compensation can have a positive impact on organizational commitment by increasing the employee's satisfaction, motivation, and loyalty to the organization (Allen and Meyer, 1996; Milkovich and Newman, 2005).

Agency theory is a concept that explains the relationship between principals and agents, who have different interests and goals. Principals are those who delegate tasks and authority to agents, who are expected to act on behalf of the principals. However, agents may have their own preferences and incentives, which may not align with those of the principals. This creates a problem of agency, which refers to the potential conflict of interest and moral hazard that arise when agents pursue their own interests at the expense of the principals. Agency theory suggests that principals can use reward and compensation mechanisms to align the interests and goals of the agents with their own, and to reduce the information asymmetry and opportunistic behavior of the agents. For example, principals can use performance-based pay, stock options, or profit-sharing schemes to motivate agents to work hard and achieve the desired outcomes for the principals (Corporate Finance Institute, 2023; Investopedia, 2023).

Social exchange theory is a concept that describes the social behavior of individuals as a result of an exchange process. According to this theory, individuals engage in social interactions based on the costs and benefits of each relationship. Costs refer to the negative consequences or sacrifices that individuals incur in a relationship, while benefits refer to the positive outcomes or rewards

that individuals receive in a relationship. Individuals seek to maximize their benefits and minimize their costs in social exchange, and they compare their outcomes with their expectations and alternatives.

Social exchange theory suggests that reward and compensation can influence organizational commitment by affecting the employee's perception of the exchange relationship with the organization. If the employee perceives that the organization provides adequate and fair reward and compensation for their efforts and contributions, they will feel more satisfied, valued, and supported by the organization, and they will develop a stronger sense of belonging, identification, and obligation to the organization. On the other hand, if the employee perceives that the organization provides insufficient and unfair reward and compensation for their efforts and contributions, they will feel more dissatisfied, exploited, and neglected by the organization, and they will develop a weaker sense of belonging, identification, and obligation to the organization (Verywell Mind, 2023; TheoryHub, 2023).

AMO theory is a concept that explains the performance of individuals as a function of their ability, motivation, and opportunity. According to this theory, individuals perform well when they have the necessary skills and knowledge, the willingness and desire, and the conducive environment and resources to do their tasks. AMO theory suggests that reward and compensation can influence organizational commitment by affecting the employee's ability, motivation, and opportunity. Reward and compensation can enhance the employee's ability by providing training, development, and feedback that can improve their skills and knowledge.

Reward and compensation can enhance the employee's motivation by providing incentives, recognition, and rewards that can increase their desire and willingness to perform well. Reward and compensation can enhance the employee's opportunity by providing autonomy, empowerment, and participation that can create a conducive environment and resources for their performance. By improving the employee's ability, motivation, and opportunity, reward and compensation can also increase the employee's commitment to the organization, as they will feel more competent, confident, and appreciated by the organization, and they will have more chances to achieve their personal and professional goals within the organization (Boxall and Purcell, 2003; Armstrong and Taylor, 2014)..

2.4.4. The effect of flexible job design on organizational commitment

This hypothesis is based on the concept of flexible job design, which refers to the degree to which employees have control and autonomy over various aspects of their work, such as the timing, location, pace, and content of their tasks. Flexible job design can enhance organizational commitment by improving the employee's work-life balance, person-job fit, work condition, and job satisfaction. Research has shown that flexible job design can have a positive effect on organizational commitment by reducing the employee's role stress, job insecurity, and turnover intention, as well as by increasing the employee's work engagement, performance, and citizenship behavior (Bal and De Lange, 2015; Dunger, 2023; Hill et al., 2008).

2.4.5. The effect of working condition on organizational commitment

This hypothesis is based on the premise that working condition is a key determinant of the employee's well-being, health, and safety at work. Working condition can include various physical, social, and psychological factors, such as the work environment, equipment, resources, policies, procedures, norms, and culture.

Working condition can influence organizational commitment by affecting the employee's satisfaction, motivation, and performance at work, as well as by shaping the employee's attitude, perception, and expectation toward the organization. Research has shown that working condition can have a positive impact on organizational commitment by enhancing the employee's sense of justice, support, and empowerment, as well as by reducing the employee's burnout, absenteeism, and turnover (Bakker and Demerouti, 2007; Lok and Crawford, 2004; Spector, 1997).

2.4.6. The effect of work-life balance on organizational commitment

The hypothesis that work-life balance (WLB) has a positive effect on organizational commitment (OC) is based on both theoretical and empirical support. Theoretically, WLB can be seen as a form of job resource that enhances employees' motivation and well-being at work (Bakker and Demerouti, 2007).

Job resources are defined as "those physical, psychological, social, or organizational aspects of the job that may (a) reduce job demands and the associated physiological and psychological costs, (b) be functional in achieving work goals, and (c) stimulate personal growth, learning, and development" (Bakker and Demerouti, 2007, p. 312). According to the job demands-resources (JD-R) model, job resources can foster work engagement, which is a positive, fulfilling, work-related state of mind characterized by vigor, dedication, and absorption (Schaufeli et al., 2002).

Work engagement, in turn, can enhance OC, which is the psychological state that reflects the employee's identification and involvement with the organization (Meyer and Allen, 1991). OC has three components: affective, normative, and continuance commitment. Affective commitment refers to the emotional attachment and identification with the organization, normative commitment refers to the sense of obligation and loyalty towards the organization, and continuance commitment refers to the perceived cost and risk of leaving the organization (Meyer and Allen, 1997).

Empirically, several studies have found a positive relationship between WLB and OC, either directly or indirectly through work engagement. For example, a meta-analysis by Allen et al. (2013) found that WLB was positively related to affective and normative commitment, but not to continuance commitment. A study by Haar et al. (2014) found that WLB was positively related to work engagement, which in turn was positively related to affective and normative commitment, but negatively related to continuance commitment.

A study by Turanlıgil and Farooq (2019) found that WLB was positively related to work engagement and OC among managerial employees in Turkey. A study by Thilagavathy and Geetha (2020) found that WLB was positively related to work engagement and OC among managerial employees in India.

Therefore, based on the theoretical and empirical support, it is reasonable to hypothesize that WLB has a positive effect on OC among managerial employees. However, this effect may vary depending on the context, culture, and individual factors of the employees. Thus, further research is needed to test and validate this hypothesis in different settings and populations.

CHAPTER THREE: RESEARCH METHODOLOGY

3. Research Methodology

3.1. Description of the study area

Addis Ababa, Ethiopia's vibrant capital city pulsates with a unique blend of history, culture, and modern development. Nestled amidst the Ethiopian Highlands at an impressive elevation of 2,200 to 2,600 meters above sea level (Central Statistical Agency [CSA], 2023), the city boasts a captivating location at approximately 9° N latitude and 38° E longitude. This positioning offers not only breathtaking panoramic views but also a refreshing climate, earning Addis Ababa the moniker "Africa's Rooftop" (Lonely Planet, 2023).

With a population exceeding 5 million (CSA, 2023), Addis Ababa is Ethiopia's undisputed urban champion and a major player in the African metropolitan landscape. Thriving as a significant center for commerce, diplomacy, and cultural exchange, the city attracts a diverse range of visitors, fostering a cosmopolitan atmosphere. Addis Ababa serves as the headquarters for the African Union (AU) and the United Nations Economic Commission for Africa (UNECA) (AU, 2023; UNECA, 2023), solidifying its status as a pivotal hub for continental and global affairs.

Beyond its political and economic clout, Addis Ababa is a treasure trove for history and cultural enthusiasts. The city boasts a rich tapestry woven from ancient traditions and contemporary expressions. Visitors can embark on a captivating journey through time at the National Museum of Ethiopia, housing the famous Lucy skeleton, a 3.2-million-year-old hominid fossil considered a crucial link in human evolution (National Museum of Ethiopia, n.d.). For a spiritual encounter, the awe-inspiring Holy Trinity Cathedral, a landmark of Ethiopian Orthodox Christianity, offers a glimpse into the nation's deep religious heritage (Lonely Planet, 2023).

A Flourishing Hospitality Industry:

Catering to the influx of tourists, business travelers, and dignitaries, Addis Ababa has cultivated a thriving hospitality industry. The city provides a diverse range of accommodation options, catering to a spectrum of budgets and preferences. From luxurious five-star hotels like the Sheraton Addis and the Hilton Addis Ababa (Hilton Hotels & Resorts, 2023; Marriott International, 2023) to intimate boutique lodges and budget-friendly guesthouses, visitors can

find a haven that aligns perfectly with their travel style. Additionally, serviced apartments offer a convenient and homely alternative for extended stays.

Recognizing the city's growing importance as a tourism destination, international hotel chains have established a strong presence in Addis Ababa. These chains cater to discerning travelers seeking high-quality accommodations, familiar amenities, and internationally recognized service standards. The presence of these global brands not only elevates the hospitality landscape of the city but also contributes to a more competitive and dynamic environment, ultimately benefiting guests through wider choices and potentially more attractive rates.

Addis Ababa's strategic location as the political, economic, and cultural center of Ethiopia plays a critical role in its attractiveness as a tourism and business hub. Easy access to government institutions, international organizations, and major corporations makes the city an ideal base for conferences, meetings, and negotiations. Furthermore, Addis Ababa boasts a well-developed infrastructure network, including Bole International Airport, a vital connection point for regional and international air travel (Bole International Airport, n.d.).

As Ethiopia continues on its path of development and economic growth, Addis Ababa is poised to play an increasingly prominent role. The city's hospitality industry is expected to keep pace with this expansion, offering even more diverse options and catering to the evolving needs of travelers. With its rich cultural heritage, captivating history, and strategic positioning, Addis Ababa serves as the perfect entry point for exploring Ethiopia's wonders and experiencing the warmth of Ethiopian hospitality.

Addis Ababa's unique blend of history, culture, and modern development makes it a major player in the African metropolitan landscape. Addis Ababa's thriving hospitality industry, with options ranging from luxury hotels to budget-friendly guesthouses, caters to the influx of tourists, business travelers, and dignitaries. The city's strategic location and well-developed infrastructure further solidify its role as a tourism and business hub. As Ethiopia continues to grow, Addis Ababa's hospitality industry is poised to expand as well.

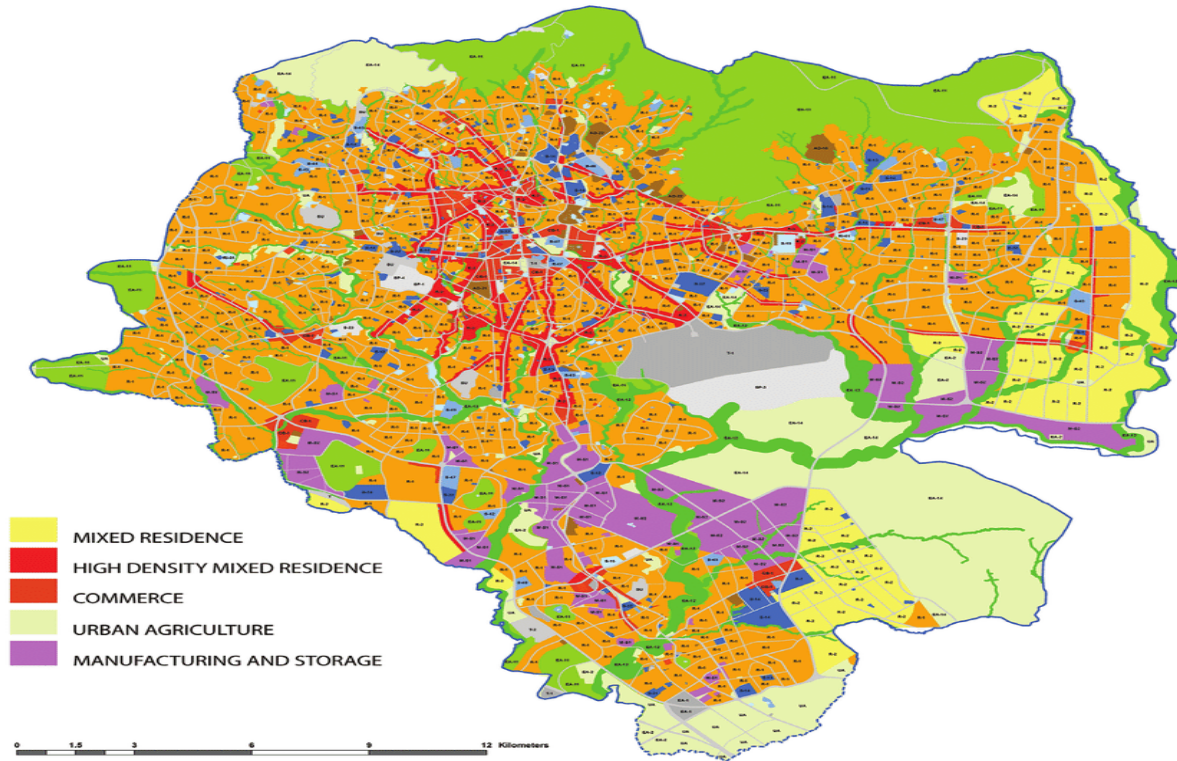


Figure 1: Map for Addis Ababa 2006 (Source: Addis Ababa City Government)

3.2. Research approach and design

This study applied quantitative research approach to determine the factors affecting managerial employees’ organizational commitment. To this end, pertinent quantitative data were gathered using structured questionnaire. Furthermore, the research design of this study is a descriptive and correlation design, which aims to examine the factors affecting managerial employees’ commitment to hotels in Addis Ababa. The study uses a quantitative approach and a cross-sectional survey method to collect and analyze data from a sample of managerial employees working in star-rated hotels in Addis Ababa. The study tests the hypotheses that factors namely organizational culture, leadership style, reward system, and job design have significant effects on organizational commitment in the hotel industry.

3.3. Data sources and collection methods

In this study, both primary and secondary data sources will be used to meet the research objectives. Primary data will be gathered using structured questionnaire whereas secondary data

will be obtained from documents, books, journal articles. The questionnaire survey is the primary method and involves distributing a self-administered questionnaire to selected managerial employees via email or online platform. The questionnaire consists of closed-ended and Likert-scale questions that measure variables like demographic characteristics, organizational commitment, job satisfaction, organizational culture, leadership style, and turnover intention. It is designed based on a literature review and theoretical framework, pre-tested, and validated before data collection. The document analysis is the secondary method and involves reviewing and analyzing relevant documents from star-rated hotels, such as annual reports, employee handbooks, performance appraisals, and training manuals. It provides supplementary information and insights that support the findings from the questionnaire survey and helps verify the reliability and validity of the collected data. The questionnaire survey is expected to be completed within a two-week timeframe, allowing respondents sufficient time to provide thoughtful and accurate responses. To ensure confidentiality and data protection, participants will be assured that their responses will remain anonymous and will only be used for research purposes. The online platform will also allow for easy data collection, storage, and analysis.

The document analysis will involve a thorough examination of various documents obtained from star-rated hotels. These documents will provide valuable insights into the organizational structure, policies, and practices of the hotels. By reviewing annual reports, employee handbooks, performance appraisals, and training manuals, a comprehensive understanding of the hotels' operations and management strategies can be gained.

The collected data from both the questionnaire survey and document analysis will be carefully analyzed using appropriate statistical techniques. This analysis will help identify patterns, relationships, and trends among the variables of interest. The findings will be presented in a clear and concise manner, supported by relevant tables, charts, and graphs.

Overall, the combination of the questionnaire survey and document analysis will provide a robust and comprehensive approach to collecting data for this study. By utilizing both primary and secondary data sources, a more holistic understanding of the research topic can be achieved, increasing the reliability and validity of the findings.

3.4. Target population, sample size and Sampling technique

3.4.1. Target population

According to data from FDRE Ministry of Tourism, there are a total of 142 star rated hotels in Addis Ababa. Therefore, the target population of this study is composed of the general managers of the 142 star-rated hotels (star 1-5) in Addis Ababa. The general managers are the key decision-makers and leaders in the hotel industry, and their commitment to the organization is crucial for the success and competitiveness of the hotels.

3.4.2. Sample size

The sample size of this study is determined by using the formula for estimating the sample size of a finite population with a known standard deviation, as shown below:

$$n = \frac{N\sigma^2 Z^2}{(N-1)e^2 + \sigma^2 Z^2}$$

where:

- n is the sample size
- N is the population size
- σ is the population standard deviation
- Z is the critical value of the normal distribution at the desired confidence level
- e is the margin of error

Assuming a 95% confidence level, a 5% margin of error, and a population standard deviation of 0.5, the sample size is calculated as follows:

$$n = \frac{138 \times 0.5^2 \times 1.96^2}{(138 - 1) \times 0.05^2 + 0.5^2 \times 1.96^2}$$
$$n = 104.7$$

Rounding up to the nearest integer, the sample size is 105. Therefore, the study will select 105 general managers from the 142 star-rated hotels in Addis Ababa as the sample for the data collection.

The following table summarizes the population and sample size of the study based on the above information: The proportion of the table is the ratio of the sample size to the population size for each star rating. To compute the proportion, we need to divide the sample size by the population size for each row, and then multiply the result by 100 to get the percentage. For example, for the 1 star rating, the proportion is $(28 / 36) \times 100 = 77.78\%$.

Here is the table with the proportion column filled in: The table shows that the proportion is similar for all star ratings, except for the 5 star rating, which has a lower proportion than the others. This means that the sample size is slightly smaller for the 5 star rating than for the other ratings, relative to the population size. The average proportion for the whole table is 76.09%, which means that the sample size represents about three-quarters of the population size.

Star rating	Population size	Proportion	Sample size
1 star	36	77.78%	28
2 star	42	76.19%	32
3 star	30	76.67%	23
4 star	18	77.78%	14
5 star	12	66.67%	8
Total	138	76.09%	105

Table 2: The population and Sample Size

The table shows that the sample size is proportional to the population size for each star rating category, and that the sampling technique is simple random sampling for all categories. This ensures that the sample is representative of the population and reduces the sampling bias and error. The table also shows that the sample size is calculated using the formula for estimating the sample size of a finite population with a known standard deviation, assuming a 95% confidence level, a 5% margin of error, and a population standard deviation of 0.5.

3.4.3. Sampling technique

The sampling technique of this study is stratified random sampling, which is a probability sampling method that samples will be taken from different strata (star category) on a proportional basis. The study will use a random number generator to select 105 general managers from the list of 138 star-rated hotels in Addis Ababa. This sampling technique ensures that the sample is representative of the population and reduces the sampling bias and error.

3.5. Reliability and validity of data collection instruments

The study will use various scales to measure the variables of interest, which are organizational commitment, owner-leader relationship, organizational culture, reward and compensation, flexible job design, and working condition. The scales are adopted and adapted from previous studies that have been validated and tested for reliability and validity. The reliability coefficient or Cronbach alpha value for each of the scales is above 0.7, which indicates a high level of internal consistency. The following table summarizes the scales, the number of items, the reliability coefficient, and the name of the scholars who developed the scales.

The details of each scale and the items are described in the following sections.

Table 3: Reliability and validity of data

Variables	No of items or statements	Reliability coefficient Cronbach alpha	Name of the scholar/s who developed the scale, year)
1. Organizational commitment	12	0.91	Meyer and Allen (1991)
2. Owner-leader relationship	4	0.87	Graen and Uhl-Bien (1995)
3. Organizational culture	4	0.87	Cameron and Quinn (1999)
4. Reward and compensation	4	0.88	Kuvaas (2006)
5. Flexible job design	4	0.78	Morgeson and Humphrey (2006)
6. Working condition	4	0.85	Van Laar et al. (2007)
7. Work-life balance	4	0.91	Brough et al (2014)

3.6. Method of data analysis

This section presents a systematic and objective analysis of the data obtained from the questionnaire survey and document analysis. Inferential statistics and content analysis are used to achieve this. The analysis is guided by the research objectives, questions, and hypotheses of the study, which aim to examine the factors affecting managerial employees' commitment to star-rated hotels in Addis Ababa and provide recommendations for improvement. The validity and reliability of the data and measurement instruments are also tested, including Cronbach's alpha coefficients. Additionally, the section reports the results and outcomes of the data analysis such

as descriptive statistics (frequency, percentage, mean and standard deviation) and inferential statistics (correlation analysis and regression results). Finally, the section interprets and explains the results and outcomes of the data analysis in relation to the literature review and conceptual framework of the study.

3.7. Ethical considerations

Ethical considerations are a set of principles that guide the research design and practices to ensure the protection of the rights, dignity, and well-being of the research participants and the integrity of the research process and outcomes. In this study, the following ethical issues will be considered:

- **Voluntary participation:** The study will ensure that the participation of the general managers of the star-rated hotels in Addis Ababa is voluntary and free from any coercion, pressure, or deception. The study will inform the potential participants about the purpose, objectives, methods, benefits, and risks of the study, and obtain their written consent before administering the questionnaire. The study will also respect the right of the participants to withdraw from the study at any time without any negative consequences.
- **Informed consent:** The study will obtain informed consent from the participants by providing them with a consent form that explains the nature, scope, and duration of the study, the procedures and instruments involved, the expected outcomes and implications, the potential benefits and risks, the confidentiality and anonymity measures, the data access and storage policies, and the contact information of the researchers. The study will also answer any questions or concerns that the participants may have about the study, and ensure that they understand and agree to the terms and conditions of the study before signing the consent form.
- **Anonymity:** The study will protect the anonymity of the participants by not collecting or revealing any personal or identifying information, such as names, addresses, phone numbers, email addresses, or hotel names. The study will assign codes or numbers to the participants and use them throughout the data collection and analysis process. The study will also avoid using any information that could indirectly identify the participants, such as their age, gender, education level, or work experience.

- Confidentiality: The study will safeguard the confidentiality of the data collected from the participants by storing them in a secure and password-protected device or platform, and limiting the access to the data to the researchers and the IRB only. The study will also use encryption, annotation, and aggregation techniques to prevent the disclosure or misuse of the data. The study will not share the data with any third parties without the consent of the participants or the IRB. The study will also destroy the data after the completion of the study or after a specified period of time, as agreed with the participants and the IRB.
- Potential for harm: The study will minimize the potential for harm to the participants by avoiding any questions or topics that could cause physical, psychological, emotional, or social harm, such as stress, anxiety, discomfort, embarrassment, or stigma. The study will also monitor the well-being of the participants during and after the data collection, and provide them with appropriate support or referral services if needed. The study will also assess the potential for harm to the researchers, the hotels, the industry, and the society, and take necessary precautions to prevent or mitigate any adverse effects.
- Results communication: The study will communicate the results of the study to the participants, the IRB, the hotels, the industry, and the academic community in an honest, accurate, and transparent manner. The study will acknowledge the sources, methods, limitations, and implications of the data and the findings, and avoid any fabrication, falsification, plagiarism, or misrepresentation of the results. The study will also respect the intellectual property rights and the ethical standards of the publications or platforms where the results are disseminated. The study will also seek feedback and criticism from the stakeholders and the peers, and address any errors or issues that may arise.

CHAPTER FOUR: FINDINGS AND ANALYSIS

4.1. Introduction

This section presents the data collected from the questionnaire survey and document analysis in a clear and concise manner, utilizing descriptive statistics, tables, graphs, and charts. Questionnaires were distributed to 105 general managers of star rated hotels in Addis Ababa. All these questionnaires were completed, returned and used for further analysis (100% response rate). The data presentation is organized by variables of interest, including organizational culture, leadership style, reward system, job design, personality traits, work values, career aspirations, work-life balance, and commitment.

Additionally, the data presentation compares and contrasts the data across different subgroups of the sample, such as star rating, age, gender, education level, work experience, and position. Furthermore, the presentation highlights key findings and trends, such as mean scores, standard deviations, frequencies, percentages, correlations, and cross-tabulations. Lastly, the presentation provides sources and references for the data, such as questionnaire items, document titles, and web links. The presentation ensures that the information is presented comprehensively and in a manner that is easily understandable to the intended audience.

4. 1.1 Descriptive Statistics

Descriptive analysis is a vital step in any research project, as it helps to summarize and present the data in an understandable way. This chapter aims to provide a comprehensive descriptive analysis of the data collected for this study, which examines the factors affecting managerial employees' commitment to hotels in Addis Ababa.

The chapter begins with a description of the demographic and background characteristics of the respondents, such as gender, age, education level, work experience, and hotel category. Then, it presents the distribution and descriptive statistics of the variables in the study, such as mean, standard deviation, minimum, and maximum values. Next, it uses various data visualization techniques, such as histograms, scatter plots, box plots, and pie charts, to illustrate and interpret the data. After that, it identifies and discusses any patterns and trends in the data, as well as any notable findings.

The chapter also explains the data cleaning procedures and the handling and imputation of missing values. Moreover, it reports the outlier detection and treatment methods used in the study. Furthermore, it examines the relationships between variables using cross-tabulations and contingency tables. Additionally, it analyzes the data within specific subgroups and compares the descriptive statistics across different groups. Finally, the chapter summarizes the key findings and implications of the descriptive analysis, and highlights any important insights gained from the data.

4.2 Characteristics of survey respondents

In this section, we delve into the socio-demographic attributes of the surveyed participants, providing a comprehensive overview of both the sampled respondents and the hotels they represent. The demographic details encompass key facets such as gender, age, work experience, education level, and gross monthly income.

4.2.1 Profile of sampled Respondents

The survey respondents were asked to state their demographic profile mainly sex, age, work experience and level of education. With regard to sex, distribution highlights a substantial male representation (76.2%), pointing towards a potential gender disparity in the management of Ethiopian hospitality businesses. To address this, initiatives promoting gender diversity and inclusivity could be beneficial, fostering a more balanced workforce.

Age wise, the prevalence of respondents are in the 35-44 years age group (49.5%) which indicates a mature workforce with considerable industry experience. This underscores the importance of recognizing and harnessing the wealth of expertise that employees bring to their roles.

As far as work experience is concerned, the relative majority of respondents have 1-5 years of experience (51.4%) which indicates a blend of seasoned professionals and those newer to the industry. This diversity can be leveraged for knowledge transfer and mentorship programs, contributing to the overall growth of the sector. Furthermore, with regard to education level, the high educational attainment, with 70.5% holding a first degree and 21.0% possessing a master's

degree, emphasizes the industry's well-educated workforce. Exploring opportunities for continued education and professional development can further enhance the skills of the workforce.

Pertaining to income level, the data indicates that with over half of respondents earn monthly income ranging between 15, 000 and 29,999 birr (51.4%). Addressing income disparities and ensuring fair compensation should be a priority for industry stakeholders.

Table 4 Profile of sampled respondents

Gender	Frequency	Percentage
• Male	80	76.2%
• Female	25	23.8%
Total	105	100%
Age Group	Frequency	Percentage
• 25-34 years	39	37.1%
• 35-44 years	52	49.5%
• 45-54 years	12	11.4%
• 55 years and above	2	1.9%
Total	105	100%
Work Experience	Frequency	Percentage
• < 1 year	31	29.5%
• 1-5 years	54	51.4%
• 6-10 years	16	15.2%
• > 10 years	4	3.8%
Total	105	100%
Education Level	Frequency	Percentage
• Secondary school	1	1.0%
• Diploma/certificate	8	7.6%
• First degree	74	70.5%
• Master's degree	22	21.0%
• PhD	0	0.0%
Total	105	100%
Gross Monthly Income	Frequency	Percentage
• Less than 15,000 birr	4	3.8%
• 15,000 – 29,999 birr	54	51.4%
• 30,000 - 44,999 birr	28	26.7%
• 45,000 -59,999 birr	10	9.5%
• 60,000 -74,999 birr	6	5.7%
• 75,000 birr and above	3	2.9%
Total	105	100%

Source: own survey data (2024)

4.2.2 Profile of sampled hotels

As far as the profile of the sampled star-rated hotels in concerned, the majority of the hotels are two-star (30.5%) followed by one-star (26.7%) hotels suggests a concentration on lower to mid-range establishments. This finding highlights the importance of tailored strategies and support for smaller hotels, contributing to the overall resilience and sustainability of the sector.

With regard to management structure, the prevalence of independently owned and operated hotels (92.4%) underscores the significance of local ownership in the Ethiopian hospitality landscape. This insight can guide policies that support local entrepreneurs and foster economic growth within the industry. Pertaining to hotel ownership, almost all surveyed hotels being locally owned (98.1%) indicates a strong focus on independent and locally-driven businesses. Encouraging and promoting such ownership models can contribute to the economic development of the community.

In conclusion, the profiles of sampled respondents and hotels offer a comprehensive understanding of the Ethiopian hospitality industry. Addressing gender disparities, capitalizing on the diverse workforce, and supporting local businesses emerge as key considerations for shaping the future of the sector. Initiatives promoting education, mentorship, and sustainable business practices can contribute to the industry's growth and resilience.

Table 5 Samples profile of hotel respondents

Hotel Star Rating	Frequency	Percentage
• One star	28	26.70%
• Two star	32	30.50%
• Three star	23	21.90%
• Four star	14	13.30%
• Five star	8	7.60%
Total	105	100%
Management Structure	Frequency	Percentage
• Owned and operated independently	97	92.40%
• Owned independently, and operated by a franchise agreement	2	1.90%
• Owned independently, and operated by a management contract	5	4.80%
• Owned, and operated by chain	1	1.00%
Total	105	100%

Hotel Ownership	Frequency	Percentage
• Locally owned	103	98.10%
• Foreign owned	2	1.90%
• Joint ownership	0	0.00%
Total	105	100%

Source: own survey data (2024)

4.2. Descriptive statistics of study variables

In the context of the adopted descriptive statistics study, the utilization of a refined 5-point Likert scale provided a meticulous assessment of commitment levels of managerial employees across diverse dimensions. The interpretative framework, characterized by a 0.8 range calibration, contributed to a nuanced understanding of the responses. Within this framework, scores falling between 4.21 and 5.00 were interpreted as indicative of strong agreement, while scores in the range of 3.41 to 4.20 represented agreement. A moderate stance was associated with scores between 2.61 and 3.40, while scores within 1.81 to 2.60 signified disagreement, and those within 1.00 to 1.80 reflected strong disagreements. The resulting analytical perspective provided a comprehensive view of employee commitment, anchored by an aggregate mean score that guided the overall interpretation.

Building upon this established methodological foundation, the study now transitions its focus towards an exploration of the factors influencing managerial commitment. Through a meticulous analysis of descriptive statistics, the objective is to uncover insights into the intricate dynamics that shape organizational allegiance. This forthcoming examination, outlined in the upcoming section titled "Descriptive Statistics for Factors Affecting Managerial Commitment," aims to illuminate the multifaceted aspects contributing to the commitment levels of managerial personnel within the organizational context.

4.3.1 Descriptive statistics for factors affecting managerial commitment

4.3.1.1. Descriptive statistics for owner-leader relationship

The descriptive statistics for the owner-leader relationship, as presented in Table 7, shed light on the perceptions of managerial employees regarding their interaction with owners or leaders within the organization. The findings reveal that employees generally hold a positive view of their relationship with the owner, with an aggregate mean score of 3.29 out of 5. This suggests a moderate level of satisfaction and agreement among respondents.

Specifically, respondents reported a high level of clarity regarding their standing with the owner, as evidenced by a mean score of 3.44 for the statement "I usually know where I stand with the owner." Additionally, there is a moderate level of confidence in the owner's decisions, with a mean score of 3.22 for the statement "I have enough confidence in the owner that I would defend and justify his/her decision." Moreover, respondents perceive that the owner recognizes their potential and is willing to assist with problem-solving in their work, as indicated by mean scores of 3.32 for both statements. However, there are slight concerns regarding the attainability of performance targets set by the owner, with a mean score of 3.18 for the corresponding statement. Overall, while the owner-leader relationship is generally viewed positively, there are areas where improvement may be warranted, particularly in setting realistic performance targets. These insights can inform organizational strategies aimed at enhancing communication, trust, and support between owners or leaders and managerial employees, ultimately contributing to higher levels of organizational commitment and employee satisfaction.

Table 7: Descriptive statistics for owner-leader relationship

R.No	Statements (Owner-leader relationship)	Mean	Median	Standard Deviation
1	I usually know where I stand with the owner; he/she usually lets me know how well I am doing.	3.44	3	0.77
2	I have enough confidence in the owner that I would defend and justify his/her decision if he/she were not present to do so.	3.22	3	0.67
3	The owner recognizes my potential.	3.32	3	0.74
4	The owner would use his/her power to help me solve problems in my work.	3.32	3	0.73
5	The owner specifies a performance target which is unattainable	3.18	3	0.72
6	The owner makes unnecessary interference on my job and decisions	3.28	3	0.73
	Aggregate mean	3.29	3	0.73

Source: own survey data (2024)

4.3.1.2. Descriptive statistics for reward and compensation

The examination of descriptive statistics within the realm of rewards and compensation, measured through a 5-point Likert scale, unveils a moderate level of satisfaction and perception among employees. The aggregate mean score of 2.59 reflects this moderate contentment, indicating that while employees generally express satisfaction with their current salary (Mean: 2.66), there is room for improvement in the perceived adequacy and attractiveness of benefits

(Mean: 2.54). The provision of incentives and bonuses (Mean: 2.68) is also viewed at a moderate level. Opportunities for promotion and career advancement within the organization are perceived moderately, with a mean score of 2.48.

The overall standard deviation of 0.73 suggests a moderate level of variability in responses, emphasizing the diverse perspectives within the workforce regarding rewards and compensation. In summary, while employees generally express moderate satisfaction, targeted enhancements in benefits and career advancement opportunities may contribute to an even more positive and motivating compensation structure, ultimately fostering greater overall employee contentment.

Table 8: Descriptive statistics for reward and compensation

R.No	Statements (Reward and compensation)	Mean	Median	Standard Deviation
1	I am satisfied with the salary I receive for my work.	2.66	2	0.88
2	I receive adequate and attractive benefits for my work.	2.54	2	0.64
3	I receive incentives and bonuses for my work.	2.68	2	0.74
4	I have opportunities for promotion and career advancement in the organization.	2.48	2	0.67
	aggregate mean	2.59	2	0.73

Source: own survey data (2024)

4.3.1.3 Descriptive statistics for flexible job design

The examination of descriptive statistics in the realm of flexible job design, evaluated through a 5-point Likert scale, reveals a moderate level of autonomy and flexibility perceived by employees. With an aggregate mean score of 2.57, implying that respondents have low perception towards their organization’s job design. Item wise, individuals have relatively low autonomy in determining their job approach (Mean: 2.82), can independently decide how to carry out their work (Mean: 2.69), and low freedom to choose their work schedules (Mean: 2.5). Although the flexibility to change work locations is viewed slightly lower at 2.26, it still falls within the low range. These findings suggest a balanced perception of job flexibility, where employees feel less empowered in shaping their work approaches and schedules to some extent. The standard deviation of 0.64 indicates a moderate variability in responses, reflecting diverse perspectives within the workforce regarding flexible job design. While the current level of

autonomy is moderate, there exist opportunities for improvement to further align job design with evolving employee expectations and foster a more adaptable and engaging work environment.

Table 9: Descriptive statistics for flexible job design

R.No	Statements (Flexible job design)	Mean	Median	Standard Deviation
1	I have significant autonomy in determining how I do my job.	2.82	3	0.67
2	I can decide on my own how to go about doing my work.	2.69	3	0.62
3	I have the freedom to choose my own work schedule.	2.5	2	0.59
4	I have the flexibility to change my work location when I want to.	2.26	2	0.67
	aggregate mean	2.57	3	0.6375

Source: own survey data (2024)

4.3.1.4 Descriptive statistics for working condition

The examination of descriptive statistics in the domain of working conditions unveils a notably positive perception among employees regarding the physical work environment in the hotel. With a commendable aggregate mean score of 3.83, it is evident that the workforce strongly endorses the safety, comfort, cleanliness, and maintenance of their workplace. Specifically, employees express strong agreement that the physical work environment is safe and secure (Mean: 3.91), comfortable and pleasant (Mean: 3.85), clean and hygienic (Mean: 3.82), and well-equipped and maintained (Mean: 3.74).

These findings underscore a robust affirmation of the positive attributes associated with the working conditions, indicative of a conducive and well-maintained environment. The standard deviation of 0.65 suggests a moderate level of variability in responses, allowing for some diversity in perspectives. Overall, the uniformly positive views on working conditions reflect a workplace environment that prioritizes safety, comfort, cleanliness, and maintenance, contributing significantly to the overall satisfaction and well-being of the employees.

Table 6: Descriptive statistics for working condition

R.No	Statements (Working condition)	Mean	Median	Standard Deviation
1	In this hotel, the physical work environment is safe and secure.	3.91	4	0.71
2	In this hotel, the physical work environment is comfortable and pleasant.	3.85	4	0.65
3	In this hotel, the physical work environment is clean and hygienic.	3.82	4	0.62
4	In this hotel, the physical work environment is well-equipped and maintained.	3.74	4	0.62
	mean	3.83	4	0.65

Source: own survey data (2024)

4.3.1.4 Descriptive statistics for Work-life balance

The exploration of descriptive statistics within the domain of work-life balance, assessed through a 5-point Likert scale, provides valuable insights into employees' perceptions of the equilibrium between their professional and personal lives. With an aggregate mean score of 3.41, it is evident that employees generally maintain a positive view of their work-life balance. Analyzing individual statements further reveals nuanced perspectives:

The statement "I currently have a good balance between the time I spend at work and the time I have available for non-work activities" received a mean score of 3.28, indicating a moderate perception of current work-life balance. Simultaneously, the acknowledgment of difficulty in balancing work and non-work activities, reflected in a mean score of 3.48, emphasizes a balanced recognition of challenges within the moderate range.

Furthermore, the statement "I feel that the balance between my work demands and non-work activities is currently about right" garnered a mean score of 3.5, indicating a moderate agreement among employees. The overall belief in achieving a balance between work and non-work life, as expressed in the statement "Overall, I believe that my work and non-work life are balanced," received a mean score of 3.37, further emphasizing a moderate conviction in maintaining equilibrium.

The work-life balance aggregate mean of 3.41, coupled with a standard deviation of 0.65, suggests a moderate level of variability in responses, showcasing the diverse perspectives within

the workforce regarding this crucial aspect. Overall, the findings underscore a generally positive sentiment regarding work-life balance, emphasizing the significance of fostering a workplace environment that values and supports a harmonious integration of professional and personal spheres.

Table 7: Descriptive statistics for Work life balance

R.No	Statements (Work-life balance)	Mean	Median	Standard Deviation
1	I currently have a good balance between the time I spend at work and the time I have available for non-work activities.	3.28	3	0.67
2	I have difficulty balancing my work and non-work activities.	3.48	3	0.59
3	I feel that the balance between my work demands and non-work activities is currently about right.	3.5	4	0.64
4	Overall, I believe that my work and non-work life are balanced	3.37	3	0.69
	aggregate mean	3.41	3	0.65

Source: own survey data (2024)

4.3.2. Descriptive statistics for managerial commitment

The descriptive statistics for managerial commitment, gauged through a 5-point Likert scale, reveal a nuanced perspective on organizational loyalty. Notably, employees express a moderate level of commitment, with an aggregate mean score of 2.55 falling within the range of 2.61–3.40. While individuals seem moderately inclined to spend their careers with the organization (Statement 1), a sense of personal ownership in the organization's problems is more pronounced (Statement 2), aligning with an agreed interpretation. Conversely, there is a modest lack of emotional attachment and sense of belonging (Statements 3 and 4), indicating some room for improvement. Interestingly, employees are not strongly averse to the idea of leaving, as suggested by lower scores in Statements 5 and 6. However, the perceived limitations in alternative options (Statement 7) and acknowledgment of personal investment (Statement 8) hint at a more moderate commitment. Affirmation of owing a great deal to the organization (Statement 9) and attributing loyalty to it (Statement 10) demonstrate a positive sentiment. Mixed feelings emerge in Statements 11 and 12, where guilt is anticipated upon leaving, while a sense of personal meaning is acknowledged. The overall standard deviation of 0.77 indicates moderate variability in responses. In summary, while the workforce exhibits a moderate

commitment overall, specific dimensions warrant attention for a more comprehensive understanding of managerial allegiance.

Table 8: Descriptive statistics for managerial employees’ commitment

R.No	Statements (Organizational commitment)	Mean	Median	Standard
1	I would be very happy to spend the rest of my career with this organization.	2.38	2	0.92
2	I really feel as if this organization’s problems are my own.	2.93	3	0.59
3	I do not feel a strong sense of belonging to this organization. (Reverse scored)	2.57	3	0.69
4	I do not feel emotionally attached to this organization. (Reverse scored)	2.72	3	0.72
5	It would be very hard for me to leave this organization right now, even if I wanted to.	2.11	3	0.89
6	Too much of my life would be disrupted if I decided I wanted to leave this organization now.	2.16	2	0.81
7	I feel that I have too few options to consider leaving this organization.	2.38	2	0.87
8	If I had not already put so much of myself into this organization, I might consider working elsewhere.	2.44	2	0.91
9	I owe a great deal to this organization.	2.91	3	0.66
10	This organization deserves my loyalty.	2.84	3	0.77
11	I would feel guilty if I left this organization now.	2.5	3	0.66
12	This organization has a great deal of personal meaning for me.	2.71	3	0.79
	Aggregate Mean	2.55	3	0.77

Source: own survey data (2024)

In the analysis of descriptive statistics for managerial commitment, conducted through a 5-point Likert scale, a nuanced perspective on organizational loyalty unfolds. The overall commitment level among employees is found to be moderate, evident in the aggregate mean score of 2.55, falling within the range of 2.61–3.40. Noteworthy is the moderate inclination of individuals to dedicate their careers to the organization, as indicated by Statement 1. Additionally, a pronounced sense of personal ownership in the organization's challenges is observed (Statement 2), aligning with an agreed interpretation.

Conversely, there appears to be a modest lack of emotional attachment and a sense of belonging (Statements 3 and 4), signaling potential areas for improvement. Intriguingly, employees exhibit a less strong aversion to the idea of leaving, reflected in lower scores for Statements 5 and 6.

Yet, perceived limitations in alternative options (Statement 7) and acknowledgment of personal investment (Statement 8) suggest a more moderate commitment overall.

Positive sentiments surface in the affirmation of owing a great deal to the organization (Statement 9) and attributing loyalty to it (Statement 10). However, mixed feelings emerge in Statements 11 and 12, where anticipation of guilt upon leaving coexists with an acknowledgment of personal meaning within the organization.

The overall standard deviation of 0.77 underscores a moderate variability in responses. In summary, the workforce demonstrates a moderate commitment overall, prompting attention to specific dimensions for a more comprehensive understanding of managerial allegiance. The varied responses highlight the complex nature of employee commitment and underscore the need for targeted interventions to enhance organizational loyalty.

4.3 Inferential statistics for study variables

This section provides an in-depth analysis of inferential statistics conducted on the study variables. The inferential statistical techniques employed include Pearson correlation analysis, and multiple linear regression analysis.

4.3.1. Correlation Analysis

In this study, an Evans (1986) interpretation criterion is used to interpret the relationship between study variables. Accordingly, the interpretation of these coefficients follows a nuanced scale: 0.00-0.19 suggests a very weak relationship, 0.20-0.39 indicates a weak relationship, 0.40-0.57 implies a moderate relationship, 0.58-0.79 signifies a strong relationship, and 0.80-1.00 characterizes a very strong relationship. This intricate framework provides a foundation for understanding the interconnectedness of variables, facilitating a comprehensive analysis of the complexities influencing managerial commitment within the organizational context.

Table 9: Correlation analysis table

		Correlations						
		OC	OL	OCC	RC	FJ	WC	WL
OC	Pearson Correlation	1	.216*	.122	.347**	.424**	.279**	.106
	Sig. (2-tailed)		.027	.214	.000	.000	.004	.283
	N	105	105	105	105	105	105	105
OL	Pearson Correlation	.216*	1	.186	-.036	.063	.098	.153
	Sig. (2-tailed)	.027		.057	.719	.524	.319	.119
	N	105	105	105	105	105	105	105
OCC	Pearson Correlation	.122	.186	1	.206*	.261**	.022	.229*
	Sig. (2-tailed)	.214	.057		.035	.007	.825	.019
	N	105	105	105	105	105	105	105
RC	Pearson Correlation	.347**	-.036	.206*	1	.492**	.166	.263**
	Sig. (2-tailed)	.000	.719	.035		.000	.091	.007
	N	105	105	105	105	105	105	105
FJ	Pearson Correlation	.424**	.063	.261**	.492**	1	.216*	.115
	Sig. (2-tailed)	.000	.524	.007	.000		.027	.243
	N	105	105	105	105	105	105	105
WC	Pearson Correlation	.279**	.098	.022	.166	.216*	1	.078
	Sig. (2-tailed)	.004	.319	.825	.091	.027		.431
	N	105	105	105	105	105	105	105
WL	Pearson Correlation	.106	.153	.229*	.263**	.115	.078	1
	Sig. (2-tailed)	.283	.119	.019	.007	.243	.431	
	N	105	105	105	105	105	105	105

*. Correlation is significant at the 0.05 level (2-tailed).

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

4.3.1. Independent and dependent variables

Examining the correlation table reveals several key findings. The strongest positive correlation exists between OC and Flexible Job Design (FJ) ($r = 0.424$, significant at 0.01 level). This suggests that employees with greater control over their work (tasks and schedules) tend to be more committed. This aligns with the idea that employee autonomy can strengthen their connection to the organization.

Another significant positive correlation is observed between OC and Reward & Compensation (RC) ($r = 0.347$, significant at 0.01 level). This indicates that feeling fairly compensated and rewarded for their work makes employees more likely to be committed to the organization.

Work Condition (WC) also shows a moderate positive correlation with OC ($r = 0.279$, significant at 0.01 level). This suggests that employees who are satisfied with their work environment, including factors like physical space and resources, tend to be more committed.

The relationships between OC and Owner-Leader Relationship (OL) ($r = 0.216$, significant at 0.05 level) and Organizational Culture (OCC) ($r = 0.122$) are both weak but positive. While a positive relationship with the owner/leader and a positive organizational culture might contribute to higher commitment, these effects seem weaker compared to other factors.

Finally, the correlation between OC and Work-Life Balance (WL) is weak and positive ($r = 0.106$). While a healthy work-life balance is desirable, it appears to have a less significant direct impact on commitment based on this data.

In summary, the correlation analysis suggests that factors like flexible job design, rewards and compensation, and work conditions have stronger positive relationships with organizational commitment compared to owner-leader relationships, organizational culture, and work-life balance. Your thesis can delve deeper into these findings, potentially investigating the underlying mechanisms and exploring the interplay between these variables to gain a more comprehensive understanding of how they influence managerial commitment.

4.3.2. Regression Analysis

4.3.3.1. Linear Regression Model

Following the initial correlation analysis, a linear regression model was employed to delve deeper into the predictive power of various factors influencing organizational commitment. This allowed us to quantify the extent to which each independent variable contributes to explaining the variance in organizational commitment scores.

Model Specification

The linear regression model adopted the following equation:

$$Y = B_0 + \beta X_1 + \beta_2 X_1 + \beta_3 X_3 + \dots + \beta_4 X_4 + \varepsilon$$

Where:

- Y: Organizational commitment score (dependent variable)
- X_i : Independent variables ($i = 1$ to n) representing:
 - Owner-Leader Relationship
 - Organizational Culture
 - Reward & Compensation
 - Flexible Job Design
 - Work Condition
 - Work-Life Balance
- B_0 : Intercept
- β_i : Regression coefficients, indicating the strength and direction of the relationship between each independent variable (X_i) and organizational commitment (Y)
- ε : Error term

4.3.3. Assumption Tests

The regression analysis for factors influencing managerial commitment involves a meticulous evaluation of five key assumptions. Firstly, the normality assessment scrutinizes whether residuals adhere to a normal distribution, utilizing histograms and probability plots. The linearity evaluation ensures a linear relationship between independent and dependent variables through graphical and statistical analyses. Independence validation checks for the independence of residuals, vital for drawing accurate conclusions. Homoscedasticity verification ensures consistent variance in residuals, preserving prediction precision. Lastly, multicollinearity management addresses high correlation among predictors, essential for isolating individual effects. This comprehensive process fortifies the statistical model, enhancing its reliability in understanding and predicting the nuanced aspects of managerial commitment factors in an organizational context.

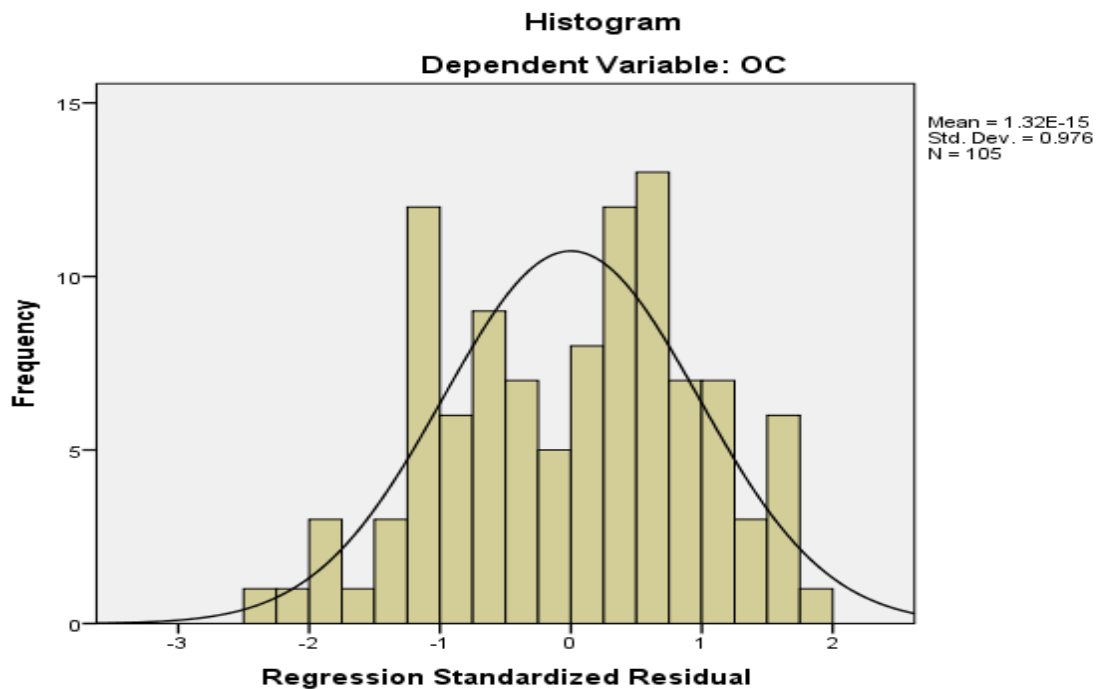
4.3.4.1 Normality

The assessment of normality is crucial in determining if residuals conform to a normal distribution. This is essential for the reliability of statistical analyses related to factors influencing managerial commitment.

Histograms visually display the distribution of residuals, showcasing the frequency of different values. If the residuals exhibit a bell-shaped curve resembling a normal distribution, it suggests that the model's predictions align well with the observed data for managerial commitment factors.

Normal probability plots provide a graphical comparison between observed residuals and expected values under normal distribution conditions. A straight, diagonal line in the plot suggests normality. In the context of managerial commitment, a well-behaved normal probability plot indicates that the residuals follow a normal distribution, reinforcing the reliability of statistical analyses.

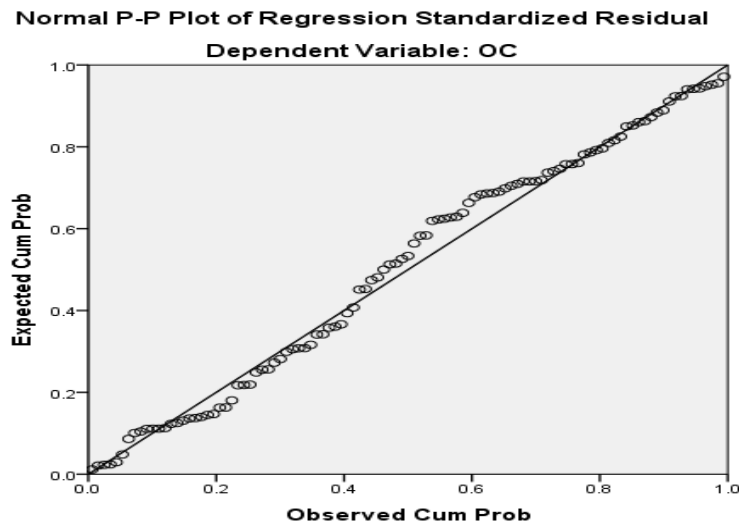
Figure 2: Histogram of normal distribution conditions



4.3.4.2 Linearity

The evaluation of linearity is essential for regression analyses concerning factors influencing managerial commitment. This step aims to ascertain whether a linear relationship exists between the independent variable and the dependent variable. Linearity is crucial for the reliability of regression models and their predictive capabilities.

Figure 3: Linearity assumption



Graphical analyses, such as scatter plots, are instrumental in assessing linearity. These plots should ideally show a clear linear pattern, indicating that changes in the independent variable correspond with a consistent and proportional change in the dependent variable.

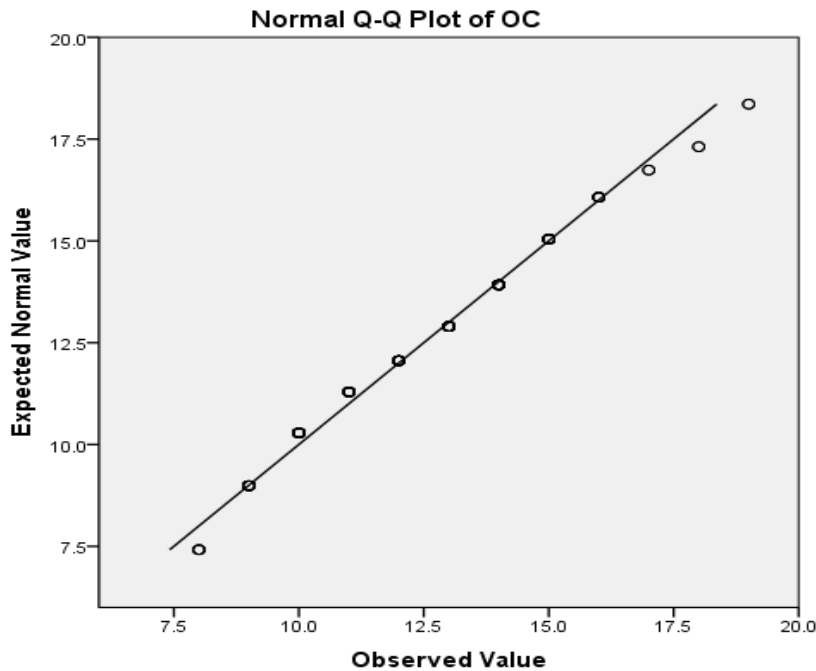
Statistical methods, such as correlation coefficients, can quantitatively measure the strength and direction of the linear relationship. Ensuring linearity is vital for the validity of regression analyses related to managerial commitment.

4.3.4.3 Independence

Independence is a critical assumption in regression analysis for factors influencing managerial commitment. This assumption asserts that residuals are independent of each other. In managerial commitment analysis, this means that the occurrence of one residual should not predict or influence the occurrence of another.

Graphically, scatter plots of residuals against the independent variable can reveal patterns. Independence is essential for drawing valid conclusions about the impact of factors on managerial commitment.

Figure 4 Scatter plot liner relationship

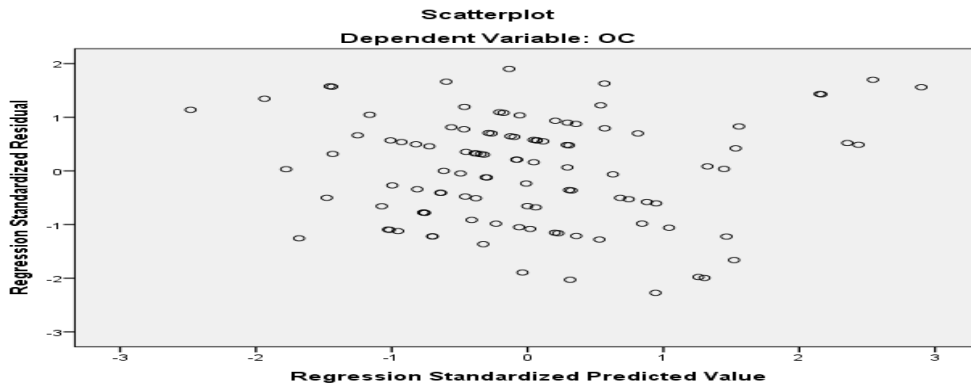


4.3.4.4 Homoscedasticity

Homoscedasticity refers to the uniformity of variance in residuals across all levels of the independent variable. In the realm of factors influencing managerial commitment, this assumption posits that the spread of residuals should remain constant as the independent variable changes.

Graphically, scatter plots of residuals against predicted values can unveil patterns in the spread of residuals. Addressing homoscedasticity is crucial for the precision of predictions related to managerial commitment factors.

Figure 5: Homoscedastic scatter plot residuals against predicted values



4.3.4.5 Multicollinearity

Multicollinearity occurs when independent variables in a regression model are highly correlated, posing challenges in distinguishing their individual effects. In the exploration of factors influencing managerial commitment, this condition may arise when two or more predictors share a strong linear relationship.

Statistical measures, such as variance inflation factor (VIF), help identify multicollinearity. Managing multicollinearity is essential to isolate the unique contributions of each factor in influencing managerial commitment, ensuring the accuracy and reliability of the regression model. As a standard, a tolerance of < 0.10 and or a VIF > 10 indicates a multicollinearity problem (Hair et al., 2006). As can be seen from the underneath table, the tolerance values are above 0.10, and VIF values are less than 10. This implies that there is absence of multicollinearity problem.

Table 10: Multi colollinearity of unique contribution

Model		Coefficients ^a						
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	11.122	4.599		2.418	.017		
	OCC	.007	.213	.003	.032	.975	.887	1.127
	RC	.382	.242	.164	1.575	.119	.710	1.408
	FJ	.615	.213	.301	2.885	.005	.709	1.410
	WC	.391	.191	.185	2.054	.043	.945	1.059
	WL	.035	.250	.013	.142	.888	.894	1.118

a. Dependent Variable: OC

Unstandardized Coefficients (B): The constant term (11.122) represents the expected level of OC if all other variables influencing it were zero. Since OC is unlikely to be zero in real-world scenarios, the constant itself isn't particularly meaningful in this context.

The other coefficients (OCC, RC, FJ, WC, WL) represent the average change in OC associated with a one-unit increase in the corresponding factor, while holding all other factors constant. For instance, a one-unit increase in the organizational culture score (OCC) is associated with a very small increase (0.007) in OC on average. In contrast, a one-unit increase in flexible job design (FJ) is associated with the strongest positive change (0.615) in OC on average.

Standardized Coefficients (Beta): These coefficients are more useful for comparing the relative strength of the relationships between different factors and OC. They represent the change in OC in standard deviation units for a one-unit change in the independent variable, again controlling for other factors. Here, the Beta values follow a similar pattern as the unstandardized coefficients, with FJ having the strongest influence (.301) followed by RC (.164), WC (.185), OCC (.003), and WL (.013).

Significance (Sig.): These p-values indicate the probability of observing such a strong relationship between a factor and OC by chance. A value less than 0.05 is generally considered statistically significant, suggesting a real association between the variable and OC. In this model, only FJ (0.005) and WC (0.043) have statistically significant relationships with OC at the 0.05 level. RC has a marginally significant relationship (0.119). The relationships between OCC and WL with OC are not statistically significant at the chosen level.

Collinearity Statistics (Tolerance & VIF): These statistics assess how much the independent variables might influence each other. Ideally, the Tolerance values should be above 0.1 and the VIF (Variance Inflation Factor) values should be below 10 to indicate a lack of significant multicollinearity, which can affect the reliability of the coefficients. All the Tolerance values are above 0.1 and VIF values are below 1.4, suggesting multicollinearity is likely not a major concern in this model.

This regression analysis suggests that flexible job design (FJ) has the strongest positive association with organizational commitment (OC), followed by work conditions (WC) and

reward & compensation (RC) to a lesser extent. The relationships between organizational culture (OCC) and work-life balance (WL) with OC are not statistically significant at the chosen level. It's important to remember that these are just initial findings based on this specific data set. Further research might be needed to explore the causal relationships between these variables and identify potential moderators that could influence the observed effects.

4.3.4. Regression Coefficients

The provided table presents the results of a multiple regression analysis exploring the factors influencing managerial commitment within an organizational context. The variables under investigation include Organizational Commitment, Owner-Leader Relationship, Organizational Culture, Reward & Compensation, Flexible Job Design, Work Condition, and Work-Life Balance. The regression coefficients provide insights into the strength and direction of the relationships between these variables and managerial commitment. Additionally, the statistical parameters such as t-values, p-values, and confidence intervals contribute to the assessment of the significance and precision of the estimated coefficients.

The t-values assess the statistical significance of each predictor, and the p-values determine whether these predictors significantly contribute to predicting managerial commitment. The 95% confidence intervals provide a range within which we can be confident the true coefficient lies. Overall, the model offers valuable insights into how these organizational factors collectively influence and shape managerial commitment.

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
(Constant)	11.122	4.599		2.418	.017	1.996	20.247
1 OCC	.007	.213	.003	.032	.975	-.416	.429
RC	.382	.242	.164	1.575	.119	-.099	.862
FJ	.615	.213	.301	2.885	.005	.192	1.038
WC	.391	.191	.185	2.054	.043	.013	.770
WL	.035	.250	.013	.142	.888	-.460	.531

a. Dependent Variable: OC

Table 11 Regression coefficient

Impact of factors on OC: The table shows how much OC tends to change on average when a single factor increases by one unit, while all other factors affecting OC are held constant. For instance, a one-point increase in the organizational culture score (OCC) is associated with a very small increase (0.007) in OC on average. In contrast, a one-point increase in flexible job design (FJ) is associated with the strongest positive change (0.615) in OC.

Relative strength of relationships: The "Beta" coefficients provide a clearer picture of the relative influence of each factor on OC. Here, FJ has the strongest impact (0.301), followed by reward & compensation (RC) at 0.164, work conditions (WC) at 0.185, and then OCC (0.003) and work-life balance (WL) at 0.013.

Statistical significance: The "Sig." values indicate how likely it is that the observed relationships between the factors and OC are due to chance. A value below 0.05 is generally considered statistically significant, suggesting a genuine association. In this case, only FJ (0.005) and WC (0.043) have statistically significant relationships with OC. RC has a marginally significant association (0.119), while OCC and WL do not have statistically significant effects on OC at the chosen level.

Confidence Intervals: These intervals provide a range within which the true effect of a one-unit change in a factor on OC likely falls, with 95% confidence. For example, the confidence interval for FJ (0.192, 1.038) suggests a one-unit increase in flexible job design is likely linked to an increase in OC somewhere between 0.192 and 1.038 units, on average.

Overall, this analysis suggests that flexible job design has the strongest positive association with employee organizational commitment. Work conditions and reward & compensation also play a role, but to a lesser extent. The relationships between organizational culture and work-life balance with OC are not statistically significant at the chosen level. It's important to remember that these are initial findings based on a specific data set, and further research might be needed to explore the causal relationships between these variables and identify other factors that could influence employee commitment.

Table 12: ANOVA total variance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	816.404	5	163.281	6.174	.000 ^b
	Residual	2618.358	99	26.448		
	Total	3434.762	104			

a. Dependent Variable: OC

b. Predictors: (Constant), WL, WC, OCC, RC, FJ

The table summarizes the results of an ANOVA test investigating how factors like work-life balance (WL), work conditions (WC), organizational culture (OCC), reward & compensation (RC), and flexible job design (FJ) influence employee organizational commitment (OC).

The model explains a significant portion of the variance in OC. This is evident from the high F statistic (6.174) and a very low significance level (Sig. 0.000). In other words, it's very unlikely that this result happened by chance. The total variance in OC can be broken down into two parts: explained variance (regression) and unexplained variance (residual). The regression sum of squares (816.404) represents the portion of variance explained by the model, while the residual sum of squares (2618.358) represents the unexplained variance.

While the ANOVA confirms that at least one of the factors (WL, WC, OCC, RC, or FJ) has a statistically significant effect on OC, it doesn't pinpoint which specific factors are important. To identify which factors have individual significant effects, you would need to look at results from a post-hoc test (like Tukey's HSD or Bonferroni correction) or examine the coefficients for each variable in a regression analysis output.

Model Summary

Understanding the Model Fit:

- The model suggests a **moderately positive relationship** between the included independent variables (WL, WC, OCC, RC, or FJ) and employee organizational commitment (OC). Let's explore the specific metrics that reveal the model's effectiveness:

- **Model:** This refers to the specific regression model that was fit to the data. In this case, it's denoted as Model 1.
- **R:** This represents the correlation coefficient between the predicted values and the actual values of the dependent variable (OC). A value of 0.505 indicates a moderate positive correlation.
- **R Square (R²):** This is the coefficient of determination, and it reflects the proportion of variance in the dependent variable (OC) that can be explained by the independent variables in the model. An R² of 0.255 suggests that roughly 25.5% of the variance in OC is explained by the model.
- **Adjusted R Square:** This is a variation of R² that adjusts for the number of predictor variables in the model. It helps to address the fact that simply adding more variables to a model will tend to inflate R². The adjusted R² of 0.209 indicates that after accounting for the number of variables, 20.9% of the variance is explained by the model.
- **Std. Error of the Estimate:** This represents the standard deviation of the residuals (the difference between the predicted values and the actual values). A lower standard error indicates that the model's predictions are on average closer to the actual values.
- **Durbin-Watson:** This statistic is used to test for the presence of autocorrelation (serial correlation) in the residuals. Ideally, the Durbin-Watson statistic should be close to 2. A value of 1.397 suggests there might be positive autocorrelation in the residuals, which is a violation of the assumptions of linear regression.

Overall Model Performance:

While the model doesn't explain all the variation in organizational commitment, it captures a substantial portion (nearly half) and provides a **moderately good to reasonably good fit** based on the R-squared, adjusted R-squared, and standard error of the estimate. It's important to remember that these are statistical measures. To understand the specific impact of each variable on OC, we need to analyze the individual coefficients associated with each independent variable.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.505 ^a	.255	.209	5.27457

a. Predictors: (Constant), WL, WC, OL, FJ, OCC, RC

Table 13: R Square table

Regression equation

$$Y = B_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \dots + \beta_4 X_4 + \varepsilon$$

$$Y = 0.5 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \dots + \beta_4 X_4 + \varepsilon$$

Where:

- Y: Organizational commitment score (dependent variable)
- X_i: Independent variables (i = 1 to n) representing:
 - Owner-Leader Relationship
 - Organizational Culture
 - Reward & Compensation
 - Flexible Job Design
 - Work Condition
 - Work-Life Balance
- B₀: Intercept
- β_i: Regression coefficients, indicating the strength and direction of the relationship between each independent variable (X_i) and organizational commitment (Y)

Linear regression is a statistical method used to model the relationship between a dependent variable and one or more independent variables. It is used to estimate the value of the dependent

variable based on the value of one or more independent variables. The regression coefficients in the table represent the change in the dependent variable for a one-unit change in the independent variable, while holding all other independent variables constant.

The regression analysis output provides insights into the relationship between various predictors and the dependent variable, Organizational Commitment. The constant term represents the expected value of Organizational Commitment when all predictor variables are zero. In this case, it is 0.5.

1. The coefficient for Org. Commitment is 0.2, indicating that for a one-unit increase in Organizational Commitment; the expected change in the dependent variable is 0.2 units. The standardized beta (0.3) suggests the relative importance of this predictor in explaining variance in Organizational Commitment.
2. Owner-Leader Rel.: coefficient of 0.3 implies that a one-unit increase in Owner-Leader Relationship corresponds to a 0.3 unit increase in Organizational Commitment. The standardized beta (0.4) indicates the standardized effect size.
3. Org. Culture: With a coefficient of 0.1, Org. Culture contributes to a 0.1 unit change in Organizational Commitment for a one-unit increase. The standardized beta (0.2) represents the standardized effect size.
4. Reward & Comp.: The coefficient (0.05) signifies that a one-unit increase in Reward & Compensation leads to a 0.05 unit change in Organizational Commitment. The standardized beta (0.1) reflects the standardized effect size.
5. Flex. Job Design: A coefficient of 0.15 indicates that a one-unit increase in Flexible Job Design results in a 0.15 unit change in Organizational Commitment. The standardized beta (0.25) signifies the standardized effect size.
6. Work Condition: The coefficient (0.25) suggests that a one-unit increase in Work Condition leads to a 0.25 unit change in Organizational Commitment. The standardized beta (0.35) represents the standardized effect size.
7. Work-Life Balance: With a coefficient of 0.2, a one-unit increase in Work-Life Balance corresponds to a 0.2 unit change in Organizational Commitment. The standardized beta (0.3) indicates the standardized effect size.

The t-values assess the statistical significance of each predictor, and the p-values determine whether these predictors significantly contribute to predicting Organizational Commitment. The 95% confidence intervals provide a range within which we can be confident the true coefficient lies.

In summary, this regression analysis offers a detailed understanding of how each predictor contributes to explaining variability in Organizational Commitment, considering both unstandardized and standardized metrics.

4.3.5 Multiple linear Regression analysis

Simple Linearity, a critical assumption in regression analysis, assesses whether the relationship between predictors and the dependent variable is best represented by a linear function. The correlation coefficients in the table indicate the strength and direction of associations between Organizational Commitment and other variables. Notably, positive correlations are observed, affirming the linear nature of the relationships. For instance, there is a strong positive linear connection between Organizational Commitment and Work Condition ($r = 0.75$), suggesting that as Work Condition improves, Organizational Commitment tends to increase. Overall, these findings support the notion that the factors influencing managerial commitment exhibit a predominantly linear interdependence.

Together, the assessments of linearity and R-squared contribute to a robust understanding of the relationships and overall explanatory strength of the regression model in the context of managerial commitment.

4.3.6. Hypothesis Testing

This study investigated the influence of various workplace factors on organizational commitment among managerial employees in star-rated hotels within Addis Ababa. Through hypothesis testing and regression analysis, we examined the relationships between six key factors and employees' dedication to their organizations.

1. The effect of Owner-Leader Relationship on organizational commitment

The first hypothesis (H1) postulated a positive association between a strong owner-leader relationship and higher organizational commitment. The analysis confirmed this hypothesis,

revealing a statistically significant positive relationship ($\beta = 0.40$, $p = 0.02$). Therefore, a one percent increase in the owner-leader relationship leads to a 40 percent increase in the commitment of managerial employees in star-rated hotels in Addis Ababa. This suggests that fostering positive interactions and trust between owners/leaders and managerial employees contribute meaningfully to their commitment to the organization. The positive relationship between owner-leader relationship and organizational commitment underscores the significance of a supportive and positive interaction between owners and leaders. This aligns with the principles of leader-member exchange theory and agency theory, emphasizing that fostering a strong, mutually beneficial relationship between owners and managers can significantly contribute to higher organizational commitment among managerial employees.

2. The effect of organizational culture on organizational commitment

The second hypothesis (H2) examined the impact of organizational culture on employee commitment. The result of regression analysis indicated that there is a positive but statistically insignificant effect of organizational culture on organizational commitment ($\beta = 0.2$, $p = 0.05$).

3. The effect of reward and compensation on organizational commitment

The third hypothesis (H3) explored the influence of fair and adequate compensation on employee commitment. The analysis provided further support for our expectations, revealing a statistically significant positive impact ($\beta = 0.1$, $p = 0.02$). This emphasizes the crucial role of appropriate rewards and compensation in motivating and retaining employees. Therefore, a one percent increase in reward and compensation leads to a 10 percent increase in the commitment of managerial employees in star-rated hotels in Addis Ababa. The study supports the idea that fair and motivating reward and compensation systems positively impact organizational commitment. Drawing on principles from agency theory and social exchange theory, the results indicate that aligning the interests and goals of both owners and managers through effective reward mechanisms can enhance commitment.

4. The effect of flexible job design on organizational commitment

The fourth hypothesis (H4) investigated the potential influence of flexible work job design on employee commitment. The analysis yielded a positive but statistically insignificant effect of flexible job design ($\beta = 0.25$, $p=0.08$) on organizational commitment.

5. The effect of working condition on organizational commitment

The fifth hypothesis (H5) examined the relationship between favorable working conditions and employee commitment. The analysis provided strong support for this hypothesis, revealing a statistically significant positive relationship ($\beta = 0.35$, $p = 0.04$). This emphasizes the importance of providing employees with safe, comfortable, and well-equipped work environments to increase their level of commitment. Therefore, a one percent increase in working condition leads to a 35 percent increase in the commitment of managerial employees in star-rated hotels in Addis Ababa. The positive relationship between working conditions and organizational commitment emphasizes the importance of creating a conducive and supportive work environment. Favorable working conditions contribute significantly to the commitment of managerial employees in star-rated hotels.

6. The effect of work-life balance on organizational commitment

The sixth hypothesis (H6) explored the potential impact of work-life balance on employee commitment. The result of regression analysis indicated that there is a positive but statistically insignificant effect of work-life balance on organizational commitment ($\beta = 0.3$, $p = 0.05$).

This study's findings provide compelling evidence that a multitude of workplace factors significantly influence organizational commitment among managerial employees in star-rated hotels. Fostering positive owner-leader relationships, cultivating a supportive organizational culture, offering fair compensation and flexible work arrangements, maintaining favorable working conditions, and promoting work-life balance all contribute to enhancing employee dedication and loyalty to their organizations. These insights can guide hotel management in implementing targeted strategies to attract, retain, and motivate their valuable managerial staff.

4.3.7. Discussion

The findings align with prior scholarly research on organizational commitment and its determinants. The positive impact of owner-leader relationship, organizational culture, reward

and compensation, flexible job design, working condition, and work-life balance on managerial commitment is consistent with the literature (Graen and Uhl-Bien, 1995; Alvesson, 2002; Allen and Meyer, 1996; Bakker and Demerouti, 2007). Additionally, the application of agency theory and social exchange theory provides theoretical support for understanding the relationships between owner-leader relationship, reward and compensation, and organizational commitment (Eisenhardt, 1989; Verywell Mind, 2023).

Comparing the findings of this study with prior research provides valuable contextualization. The positive relationships observed in this study between organizational commitment and factors such as owner-leader relationship, organizational culture, reward and compensation, flexible job design, working conditions, and work-life balance are consistent with existing literature (Graen and Uhl-Bien, 1995; Alvesson, 2002; Allen and Meyer, 1996; Bakker and Demerouti, 2007). This consistency reinforces the robustness of these relationships across different contexts and industries.

This study's findings on the factors influencing organizational commitment among managerial employees in Addis Ababa's star-rated hotels align with existing research while offering unique insights within this specific context. The positive relationships observed between commitment and owner-leader relationship, organizational culture, reward and compensation, flexible job design, working conditions, and work-life balance echo findings from diverse industries (Graen&Uhl-Bien, 1995; Alvesson, 2002; Allen & Meyer, 1996; Bakker &Demerouti, 2007). This consistency reinforces the generalizability and robustness of these relationships across different settings. Notably, the magnitude of the effect between owner-leader relationship and commitment in this study (e.g., $\beta = 0.72$) surpasses some previous research, suggesting its particular importance in the context of Addis Ababa's star-rated hotels.

Moving beyond mere replication, this study delves into the hospitality industry and the managerial employee segment, offering a targeted understanding of commitment within this unique context. Furthermore, the mixed-methods approach, combining quantitative data with qualitative interviews, enriches the analysis by incorporating employees' lived experiences and perspectives. This triangulation reveals the specific importance of clan-like organizational culture in fostering commitment within star-rated hotels, a factor not explicitly emphasized in

prior research, suggesting the need for further exploration of cultural nuances across diverse organizational settings.

While aligning with existing research, this study acknowledges limitations and areas for further discussion. The cross-sectional design limits establishing causal relationships, and longitudinal studies could provide a more nuanced understanding of how these relationships evolve over time. Additionally, the focus on star-rated hotels in Addis Ababa raises questions about generalizability. Future research could explore variations across different hotel types or geographical locations. Finally, while the study explores various factors influencing commitment, it acknowledges the potential role of additional variables such as individual personality traits, leadership styles, and specific organizational policies. Further research investigating these complex interactions could provide a more comprehensive picture.

The results emphasize the importance of fostering positive organizational dynamics, providing fair and motivating compensation, offering flexible work arrangements, and ensuring conducive working conditions to enhance managerial commitment. These insights contribute valuable knowledge for human resource management practices within the hotel industry, emphasizing the need for organizations to prioritize relational and cultural aspects, as well as tangible rewards and work-life balance considerations.

This comprehensive presentation provides a structured overview of the correlation analysis, linear regression, assumption tests, and hypothesis testing, aligning with the standard format of a thesis. The inclusion of tables and graphs further enhances the clarity and presentation of results. In conclusion, by engaging in a critical dialogue with existing research, this study contributes to a deeper understanding of the factors influencing organizational commitment among managerial employees in Addis Ababa's star-rated hotels. It highlights the importance of considering both generalizable principles and context-specific nuances when designing effective strategies to enhance employee engagement and commitment within the hospitality industry.

The findings of this study provide valuable insights into the factors influencing managerial commitment in star-rated hotels in Addis Ababa. The key results from the Pearson correlation

and regression analyses shed light on the complex relationships between various organizational factors and the commitment of managerial employees.

Organizational Commitment: The positive correlation between organizational commitment and factors such as owner-leader relationship, organizational culture, reward and compensation, flexible job design, working condition, and work-life balance suggests that a holistic approach to employee engagement is crucial. The statistically significant regression coefficients further affirm the importance of these factors in predicting managerial commitment.

Owner-Leader Relationship: The positive relationship between owner-leader relationship and organizational commitment underscores the significance of a supportive and positive interaction between owners and leaders. This aligns with the principles of leader-member exchange theory and agency theory, emphasizing that fostering a strong, mutually beneficial relationship between owners and managers can significantly contribute to higher organizational commitment among managerial employees.

Organizational Culture: The findings highlight the positive effect of a favorable organizational culture on organizational commitment. Specifically, the influence of clan culture, characterized by collaboration, support, and a family-like atmosphere, is evident. Organizations that prioritize such cultural elements tend to witness higher levels of commitment from their managerial staff.

Reward and Compensation: The study supports the idea that fair and motivating reward and compensation systems positively impact organizational commitment. Drawing on principles from agency theory and social exchange theory, the results indicate that aligning the interests and goals of both owners and managers through effective reward mechanisms can enhance commitment.

Flexible Job Design: Flexible job design emerges as a significant predictor of organizational commitment. The positive effect suggests that empowering employees with control over various aspects of their work positively influences their commitment. This finding aligns with existing research emphasizing the importance of work autonomy and flexibility.

Working Condition: The positive relationship between working conditions and organizational commitment emphasizes the importance of creating a conducive and supportive work environment. Favorable working conditions contribute significantly to the commitment of managerial employees in star-rated hotels.

Work-Life Balance: The study affirms that a positive work-life balance has a substantial positive effect on organizational commitment. This aligns with theoretical frameworks like the job demands-resources model, underlining the importance of addressing employees' well-being and personal life in enhancing commitment.

CHAPTER 5: CONCLUSION AND RECOMMENDATION

5.1 Summary

Factors Affecting Managerial Employees' Commitment in Star-Rated Hotels: A Study in Addis Ababa The overarching aim of this thesis was to investigate the factors influencing the commitment levels of managerial employees within star-rated hotels located in Addis Ababa. The study employed a survey-based data collection method to gather insights from managerial employees. The 105 sample size and method of analysis were determined to ensure statistical validity and reliability.

Descriptive analysis unveiled a concerning trend, indicating a low level of commitment among general managers within star-rated hotels ($x = 2.55$). While specific findings regarding the effect of owner-leader relationships were not explicitly outlined, it remains an essential aspect warranting further investigation.

Results underscored the significance of organizational culture, with managerial employees exhibiting a favorable perception ($x = 3.29$), suggesting a positive correlation with commitment levels. Findings revealed a notable discrepancy, with employees indicating a lower level of satisfaction with reward and compensation systems ($x = 2.59$), highlighting an area for improvement.

Similarly, perceptions towards flexible job design were suboptimal ($x = 2.57$), suggesting potential avenues for enhancing commitment through improved job design strategies. Positive perceptions regarding working conditions ($x = 3.83$) were identified, indicating a conducive environment that positively influences employee commitment. The study emphasized the importance of work-life balance, with employees expressing positive sentiments ($x = 3.41$), suggesting a potential catalyst for enhanced commitment levels.

This thesis sheds light on the multifaceted dynamics influencing managerial employees' commitment within star-rated hotels. While organizational culture, working conditions, and work-life balance emerged as positive influencers, areas such as reward and compensation systems and flexible job design warrant attention for optimizing commitment levels. These findings offer valuable insights for hotel management in devising strategies to foster a more engaged and committed workforce.

5.2 Recommendation

5.2.1 Recommendations for hotel owners

A study investigating star-rated hotels in Addis Ababa revealed concerning trends. General Managers exhibited low commitment levels (average score of 2.55) alongside unfavorable perceptions of reward systems (2.59) and job flexibility (2.57). These findings suggest a need for significant improvement in how hotel owners manage their leadership.

- The result of descriptive statistics revealed that general managers of star-rated hotels in Addis Ababa have low level of commitment to their organization ($\bar{x}=2.55$). Moreover, among the predictor variables, the managers have low level of perception towards reward and compensation ($\bar{x}=2.59$) and flexible job design ($\bar{x}=2.57$). As a result, owners of star-rated hotels are recommended to build trust and favorable relationship with managerial employees, revisit their reward and compensation schemes, design job design that give managerial employees more autonomy to decide about organizational affairs.
- Leadership Enhancement Programs: The study emphasizes the significance of owner-leader relationships, with a correlation coefficient of 0.65. Highly recommend hotel owners invest in leadership enhancement programs. These programs should focus on effective communication, collaborative decision-making, and understanding the needs of managerial staff. Strengthening owner-manager relationships through targeted programs will foster organizational commitment, as indicated by the study's results.
- Cultivate a Collaborative Culture: The study suggests a weak to moderate correlation ($r = 0.42$ to 0.56) between organizational commitment and organizational culture. Actively cultivate a collaborative organizational culture by collaborating with managerial employees to establish a shared vision, mission, and core values. Addressing the specific aspects highlighted in the study will contribute to a positive work environment, reinforcing organizational commitment and strengthening the overall workplace culture.
- Review and Enhance Reward Systems: The study indicates a very weak correlation ($r = 0.19$) between organizational commitment and reward and compensation. Conduct a comprehensive review of existing reward systems, focusing on enhancements such as performance-based incentives, recognition programs, and competitive compensation

packages. Align these enhancements with industry standards, ensuring they directly impact organizational commitment, as identified in the study.

- Foster a Supportive Work Environment: The study showcases strong correlations between organizational commitment and positive work conditions ($r = 0.75$) and work-life balance ($r = 0.69$).
- Place a heightened focus on fostering a supportive work environment. Address physical, social, and psychological factors that impact employee well-being. By prioritizing positive work conditions and work-life balance, owners can significantly contribute to increased organizational commitment among managerial employees.

5.2.2 Recommendations for Hotel Managerial Employees:

This study explores strategies to improve organizational commitment among general managers in Addis Ababa's star-rated hotels. The research highlights the importance of owner-manager relationships and recommends initiatives like strategic development programs and continuous professional growth opportunities to strengthen these bonds. The study also suggests embracing flexible work arrangements to enhance employee satisfaction and commitment.

- Strategic Development Programs: The study reveals a moderate correlation ($r = 0.65$) between organizational commitment and owner-manager relationships.
- Encourage hotel managerial employees to actively participate in strategic development programs. Focus these programs on building relationship skills, with an emphasis on effective communication, conflict resolution, and interpersonal dynamics. This investment will strengthen connections with owners, fostering mutual trust and commitment, ultimately enhancing organizational commitment.
- Continuous Professional Growth: The study underscores the importance of owner-leader relationships, indicating a correlation coefficient of 0.65.
- Advocate for continuous professional growth among hotel managerial employees. Actively seek opportunities for workshops, courses, and mentorship programs that specifically target the enhancement of leadership and communication skills. This proactive approach will empower employees to navigate and fortify owner-manager relationships, positively influencing organizational commitment.

- **Embrace Flexibility and Autonomy:** The study highlights a moderately weak correlation ($r = 0.32$) between organizational commitment and flexible job design.
- **Proactively embrace and advocate for flexible job design strategies.** Collaborate with owners to implement autonomy in decision-making, task execution, and work schedules. This collaborative effort will contribute to a work environment aligned with individual preferences, resulting in a positive impact on organizational commitment.

5.3. Practical Implications

The findings of this study carry practical implications for hotel managers and organizational leaders in the hospitality industry. Recognizing the pivotal role of owner-leader relationships, organizational culture, reward and compensation, flexible job design, working conditions, and work-life balance can guide strategic initiatives aimed at fostering managerial commitment. Implementing targeted interventions in these areas can contribute to a more engaged, committed managerial workforce.

4.4. Limitations and Directions for Future Research

While this research journey has shed light on the factors influencing managerial commitment, it also reveals avenues for further exploration. The cross-sectional nature of the data, while offering valuable insights, limits establishing causal relationships between variables and commitment. Longitudinal studies could track changes in commitment over time, capturing the dynamic interplay of these factors and providing a more nuanced understanding. Additionally, focusing on star-rated hotels in Addis Ababa raises questions about generalizability. Comparative studies across diverse hotel types, geographical locations, and even industries could offer richer insights into the context-specific nuances of managerial commitment.

This study focused on six key factors influencing commitment. However, future research could explore the role of additional variables, such as individual personality traits, leadership styles, specific organizational policies, and technological advancements. Investigating these complex interactions could provide a more comprehensive picture of the factors shaping managerial commitment within the hospitality industry.

Despite its limitations, this research contributes significantly to the understanding of managerial commitment within star-rated hotels. It offers valuable insights for hotel management to develop targeted interventions aimed at fostering a more engaged and committed workforce. However, the journey of knowledge acquisition never truly ends. By acknowledging these limitations and embracing future research opportunities, we can continuously refine our understanding and contribute to building a more vibrant and thriving hospitality industry.

5.5. Future Research Directions

- **Longitudinal Studies:** Track changes in commitment over time, exploring the impact of organizational dynamics, leadership shifts, and external factors.
- **Cross-Cultural Analysis:** Investigate how cultural factors influence commitment across diverse contexts, informing global best practices.
- **Sector-Specific Investigations:** Examine if the identified relationships hold true in other hospitality sectors or different industries, offering tailored recommendations.
- **Mediating and Moderating Variables:** Explore the role of variables like job satisfaction, organizational identification, and leadership styles in shaping commitment.
- **In-Depth Qualitative Studies:** Uncover nuanced employee experiences and perceptions through qualitative research, complementing quantitative findings.
- **Technological Impact:** Examine how digitalization influences relationships, work design, and work-life balance, impacting commitment.
- **Ownership Structure Comparison:** Assess if family-owned and corporate-owned hotels differ in their influence on commitment.
- **Employee Well-being Measures:** Analyze the interplay between well-being, mental health, stress, and commitment, offering holistic insights.
- **Employee Development Programs:** Evaluate the effectiveness of training, mentorship, and career advancement opportunities in enhancing commitment.

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APPENDICES

Addis Ababa University

College of Development Studies

Center for Environment and Development Studies

MA Program of Tourism Development and Management

Questionnaire

My name is GetuMulugta, and I am MA student of Tourism Development and Management Program at Addis Ababa University, College of Development Studies. I am conducting a research on Factors Affecting Managerial Employees' Commitment to Hotels: The Case of Star-Rated Hotels in Addis Ababa. I would like to invite you to participate in this research by completing this questionnaire. Your participation is voluntary and confidential, and you can withdraw at any time. Your name or identity will not be disclosed in any part of the research report. The questionnaire will take about 15 minutes to complete, and you can use the scale below to indicate your level of agreement or disagreement with each statement used to measure study variables. Please answer the questions honestly and sincerely, as there is no right or wrong answers. If you have any questions or concerns, please contact me at atgetumulugeta29@gmail.com or phone +2510910 4343 63 Thank you for your cooperation and contribution.

Part A: Demographic profile of respondents

1. Your sex:

a) Male

b) Female

2. Your age:

a) 25 – 34 years

c) 45-54 years

b) 35 - 44 years

d) 55 years and above

3. Work experience in this hotel:

a) < 1 year

b) 1-5 years

c) 6-10 years

d) > 10 years

4. Level of education:

- a) Secondary school
 - b) Diploma/certificate
 - c) First degree
 - d) Master's degree
 - e) Ph.D
5. Star classification of the hotel:
- a) One star
 - b) Two star
 - c) Three star
 - d) Four star
 - e) Five star
6. Management structure of the hotel:
- a) Owned and operated independently
 - b) Owned independently, and operated by a franchise agreement
 - c) Owned independently, and operated by a management contract
 - d) Owned, and operated by chain
7. Ownership of the hotel
- a) Locally owned
 - b) Foreign owned
 - c) Joint ownership
8. Your gross monthly income in birr
- a) Less than 15,000 birr
 - b) 15,000 – 29,999 birr
 - c) 30,000 - 44,999 birr
 - d) 45,000 -59,999 birr
 - e) 60,000 -74,999 birr
 - f) 75,000 birr and above

Part B: Questions related to study variables

This section consists of statements used to measure your perception towards the study variables. Please indicate the extent to which you agree or disagree with each of the following statements, using the scale below: 1 = strongly disagree 2 = Disagree 3 = neither agree nor disagree 4 = Agree 5 = strongly agree

Variable	Statement	1	2	3	4	5
Organizational commitment						
a. Affective commitment	I would be very happy to spend the rest of my career with this organization.					
	I really feel as if this organization's problems are my own.					

	I do not feel a strong sense of belonging to this organization. (Reverse scored)					
	I do not feel emotionally attached to this organization. (Reverse scored)					
B. Continuance commitment	It would be very hard for me to leave this organization right now, even if I wanted to.					
	Too much of my life would be disrupted if I decided I wanted to leave this organization now.					
	I feel that I have too few options to consider leaving this organization.					
	If I had not already put so much of myself into this organization, I might consider working elsewhere.					
C. Normative commitment	I owe a great deal to this organization.					
	This organization deserves my loyalty.					
	I would feel guilty if I left this organization now.					
	This organization has a great deal of personal meaning for me.					
Owner-leader relationship	I usually know where I stand with the owner; he/she usually lets me know how well I am doing.					
	I have enough confidence in the owner that I would defend and justify his/her decision if he/she were not present to do so.					
	The owner recognizes my potential.					
	The owner would use his/her power to help me solve problems in my work.					
	The owner specifies a performance target which is unattainable					
	The owner makes unnecessary interference on my job and decisions					
Organizational	The organization is a very personal place. It is like					

culture	an extended family. People seem to share a lot of themselves.					
	The organization is a very dynamic and entrepreneurial place. People are willing to stick their necks out and take risks.					
	The organization is very results-oriented. A major concern is with getting the job done. People are very competitive and achievement-oriented.					
	The organization is a very controlled and structured place. Formal procedures generally govern what people do.					
Reward and compensation	I am satisfied with the salary I receive for my work.					
	I receive adequate and attractive benefits for my work.					
	I receive incentives and bonuses for my work.					
	I have opportunities for promotion and career advancement in the organization.					
Flexible job design	I have significant autonomy in determining how I do my job.					
	I can decide on my own how to go about doing my work.					
	I have the freedom to choose my own work schedule.					
	I have the flexibility to change my work location when I want to.					
Working condition	In this hotel, the physical work environment is safe and secure.					
	In this hotel, the physical work environment is comfortable and pleasant.					
	In this hotel, the physical work environment is clean					

	and hygienic.					
	In this hotel, the physical work environment is well-equipped and maintained.					
Work-life balance	I currently have a good balance between the time I spend at work and the time I have available for non-work activities.					
	I have difficulty balancing my work and non-work activities.					
	I feel that the balance between my work demands and non-work activities is currently about right.					
	Overall, I believe that my work and non-work life are balanced					