



## ORGANIZATIONAL COMMITMENT AS A FACTOR IN IMPROVING HOTEL PRODUCTIVITY

Irena Čelić

*University of Kragujevac,  
Faculty of Hotel Management and Tourism in Vrnjačka Banja, Serbia*

✉ [irena.celic994@gmail.com](mailto:irena.celic994@gmail.com)

Jasmina Ognjanović

*University of Kragujevac,  
Faculty of Hotel Management and Tourism in Vrnjačka Banja, Serbia*

✉ [jasmina.lukic@kg.ac.rs](mailto:jasmina.lukic@kg.ac.rs)

UDC  
640.4:658.15:  
005.32

Original  
scientific  
paper

Received:  
24.12.2024  
Accepted:  
24.04.2025

**Abstract:** One of the main problems that hotels face is low productivity. To overcome or at least mitigate this perceived problem, it is necessary to improve organizational commitment by developing affective, continuance, and normative commitment. The paper aims to identify the contribution of organizational commitment and its components to hotel productivity in Serbia. The research was conducted among 44 hotels. The testing of research hypotheses was performed using multiple linear regression. The research results show that affective, continuance, and normative commitment contribute to hotel productivity. The paper's contribution is that it expands the understanding of the role and the importance of organizational commitment to productivity growth at hotels since the observed relationship in the hotel industry has not been sufficiently explored.

**Keywords:** organizational commitment, hotel productivity, hotels, employees

**JEL classification:** L83, O15

### 1. Introduction

In the service sector and hotel businesses, one of the management goals is to achieve an appropriate level of productivity (Brown & Dev, 2000). This task poses a particular challenge for hotel management since low productivity is a major

problem in this industry (Sigala & Mylonakis, 2005; Sigala et al., 2005). Improving the productivity levels, at the individual and organizational levels, contributes to the development of the hotel (Durdyev et al., 2014) and its competitiveness (Breda et al., 2019).

Productivity is the ratio between the amount of resources invested and received (Joppe & Li, 2016). In the hotel industry, productivity is the ratio between the invested resources and the value created for the hotel and customers (Grönroos & Ojasalo, 2004). The research shows that the hotel productivity depends on the employee performance (Andri et al., 2021). Consequently, it is necessary to encourage employees to perform work tasks efficiently and effectively (International Labour Organization, 2015) and to encourage loyalty to the hotel (Ugoani, 2016). Hotels need to develop employee commitment to the organization and its goals to increase productivity (Mirić & Slavković, 2023).

Robbins & Judge (2015) define organizational commitment as “the degree to which an employee identifies with the organization and its goals” (p. 75). Organizational commitment provides benefits in terms of higher employee satisfaction and lower absenteeism (Aladwan et al., 2013), as well as in achieving better business performance (Maxwell & Steele, 2003). Accordingly, the paper aims to identify the contribution of organizational commitment and its components to hotel productivity in Serbia.

To investigate the impact on hotel productivity in more detail, organizational commitment will be observed through three components - affective, continuance, and normative, defined based on a paper by Meyer & Allen (1991). The literature has identified the impact of organizational commitment on productivity (Ebikeseye & Dickson, 2018; Stackhouse et al., 2022; Tripathi et al., 2023). The above studies analyzed productivity quantitatively, identified as the first research gap. Therefore productivity will be measured qualitatively. The literature has confirmed the influence of the components of organizational commitment on productivity, namely: affective (Anwar, 2016; Nwachukwu, 2022), continuance (Dixit & Bhati, 2012), and normative (Dixit & Bhati, 2012). In domestic literature (Đorđević et al., 2020) the impact of organizational commitment and its components on productivity was analyzed. In the domestic literature (Đorđević et al., 2020) the impact of organizational commitment and its components on productivity was analyzed, with the subject of research being companies in various industries. The relationship between the organizational commitment and productivity has not been analyzed in the hotel industry in the Republic of Serbia, which represents the second research gap. Researching the impact of organizational commitment on hotel productivity in accordance with the recommendations of Arbula Blečić (2024) shows that the analysis of hotel business performance requires an analysis of productivity at the organizational level as well.

The research results provide answers to the following research questions:

- Is there an impact of organizational commitment on hotel productivity in the Republic of Serbia?
- What is the impact of different components of organizational commitment on hotel productivity in Serbia?

The paper's contribution is an additional understanding of the role and importance of organizational commitment and its components in the development of the hotel business. The study analyzes hotel productivity - a variable that has not often been the subject of research in previous studies. Also, the paper provides a broader understanding of the contribution of organizational commitment to the growth of performance at the organizational level - hotel productivity measured qualitatively.

## **2. Literature review**

### ***2.1. Organizational commitment in the hotel industry***

Employees are the key resources in the hotel industry (Čerović, 2019). Hotel management is focused on developing employee retention practices (Davern, 2021) and creating organizational commitment (Domínguez-Falcón et al., 2016). The concept of organizational commitment indicates how an employee is connected to the organization and has a certain level of loyalty toward it (Valaei & Rezaei, 2016). Organizational commitment is viewed through affective, continuance, and normative commitment (Meyer & Allen, 1991, crp. 67; Bodhi et al., 2024). Affective commitment occurs when employees are emotionally attached to the organization and remain in the workplace because it is their personal desire. Continuance commitment occurs when employees are committed to the company because there are no other job options, while normative commitment implies that the employee feels a moral obligation to work for the company (Bodhi et al., 2024).

The importance of developing organizational commitment in the hotel industry is indicated by research. Limpanitgul et al. (2017) particularly emphasize the role of organizational commitment in the service sector, since employees act as boundary-spanners, thus influencing the image and reputation of the company in the goods market. Bae (2021) believes that the organizational commitment of employees in the hotel industry increases if there is a quality relationship with colleagues and support from the superiors. Yao et al. (2019) and Gunlu et al. (2010) note that if hotel employees are satisfied with their jobs, there is a high probability that affective and continuance commitment will be at a higher level. Responsible implementation of human resource management practices and developing motivation among employees can also contribute to increasing organizational commitment in hotels (Camilleri et al., 2024).

If employees have developed organizational commitment, they will create better conditions for career development (Liu et al., 2020) and a higher level of loyalty to the hotel (Yao et al., 2019). Aguiar-Quintana et al. (2020) research results in hotels show that organizational commitment positively influences employees' organizational behavior, interpersonal relationships, and relationships with hotel guests. By creating organizational commitment among employees, the quality of service provided will be better, which will also be reflected in the satisfaction and loyalty of hotel guests (Jaiswal & Dhar, 2016). Even when a guest is dissatisfied, employee commitment can be the key in solving this type of problem (Masdek et al., 2011).

## ***2.2. Hotel productivity and organizational commitment***

The labor-intensive nature of the hotel business has a directed management's focus towards achieving a high level of labor productivity (Brown & Dev, 2000). Organizational productivity stands as a fundamental pillar of business success, playing a key role in ensuring sustainable growth and profitability in a rapidly changing business environment (Abbasi et al. 2024). In today's hyper-competitive environment, organizations are consistently exploring ways to optimize productivity, efficiency, and the quality of results (Abbasi et al. 2024). Achieving satisfactory results in terms of productivity creates numerous advantages for the hotel (Hanaysha, 2016) - it affects the stability and survival of the hotel in a dynamic and competitive good market (Frančeškin & Bojnec, 2023) as well as the business sustainability (Arbula Blecich, 2024). According to Ingram & Fraenkel (2006), productivity growth is important for achieving higher levels of service quality, guest satisfaction, profitability, and other financial performance. Profitability is also highlighted as an important outcome of productivity achieved at the organizational level according to McMahon (1994). Moftah et al. (2023) cite employee commitment as a key factor in increasing productivity in hotels. Commitment employees are more motivated to achieve results beyond expectations (Moftah et al., 2023), which will have a positive impact on hotel productivity. Low commitment and productivity can arise as a consequence of poor quality of work, tardiness, workforce turnover, and absenteeism (Rezvania et al., 2024)

The existing research in the field of hospitality reveals numerous factors that influence the growth of productivity. Researchers cite human resource management activities as the key ones. Chatzimichael & Liasidou (2019) believe that productivity can be improved through training, seminars, and coaching. Productivity is also influenced by the recruitment process and the role of management (Kilic & Okumus, 2005), good communication among employees (Yildiz, 2015), and interpersonal skills (Ukabuilu & Igbojekwe, 2015). The authors De Jorge & Suárez (2014) also cite innovation as a significant factor in the growth of labor productivity in the hotel industry. Tzeremes (2021) highlights the

investment in innovative services and work processes as a key factor in productivity growth. Kim & Lin (2024) conclude that certain crisis situations, such as Covid 19, negatively affect hotel productivity and lead to its decline. Technology adoption, employee empowerment, and organizational culture play a key role in increasing productivity (Abbasi et al. 2024).

The relationship between organizational commitment and productivity has been the subject of previous research. Patwary et al. (2023) state that a knowledge culture fosters an environment in which enhancing employee value, training and motivation of employees leads to greater employee commitment and better individual productivity. Ullah et al. (2024) prove that high levels of organizational commitment lead to higher work productivity in Readymade Garments industry. The impact of commitment on the employee productivity in the banking industry was proven by Chhetri and Poudel (2024). Prayudi et al. (2024) conducted a study among State-Owned Enterprises and improved the the dominant impact of organizational commitment on employee productivity. A literature search revealed that the relationship between organizational commitment (affective, continuance, and normative) and hotel productivity has not been sufficiently investigated. Also, previous studies have focused on employee productivity, not overall productivity. According to the mentioned gap in the literature, the following research hypotheses are defined:

*X<sub>1</sub>: Organizational commitment positively contributes to hotel productivity.*

*X<sub>1a</sub>: Affective commitment positively contributes to hotel productivity.*

*X<sub>1b</sub>: Continuance commitment positively contributes to hotel productivity.*

*X<sub>1c</sub>: Normative commitment positively contributes to hotel productivity.*

### **3. Research methodology**

To achieve the defined goal and research hypotheses, data was collected for 44 hotels that were active entities in 2024. The list of hotels was taken from the website of the Ministry of Tourism and Youth of the Republic of Serbia. Data collection was carried out through a questionnaire. The variable employee commitment was observed through three components (affective, continuance, and normative). It was measured through 11 statements adapted for the field of hospitality according to the research of Meyer et al. (1993). Hotel productivity was observed as a unidimensional variable and was measured through 7 statements, adapted from Krstić (2022). The research was conducted online, by telephone, and in-person from January to March 2024. The testing of the hypothesis was carried out using the multiple linear regression. The analyses were conducted using the SPSS 26 statistical package.

**Table 1: Socio-demographic characteristics of respondents and hotel characteristics**

<i>Characteristics</i>	<i>Frequency</i>	<i>%</i>
<i>Gender</i>		
Male	14	31,8
Female	30	68,2
<i>Years of work experience in the hotel industry</i>		
up to 5	8	18,2
6-15	29	65,9
16-25	5	11,4
26 and more	2	4,5
<i>Geographic region:</i>		
Vojvodina	7	15,6
Belgrade	6	13,3
Šumadija and Western Serbia	16	35,6
Southern and Eastern Serbia	16	35,6
<i>Hotel category</i>		
1-star	1	2,2
2-stars	10	22,8
3-stars	15	34,1
4-stars	16	36,4
5-stars	2	4,5

*Source:* Authors

The sample is dominated by female respondents (68.2%) who have "from 6 to 15 years" of work experience in the hotel industry (65.9%). The largest number of the observed hotels belongs to the 3-stars (34.1%) and 4-stars (36.4%) categories and are located in Šumadija and Western Serbia as well as Southern and Eastern Serbia (71.2%).

#### **4. Research results and discussions**

##### **4.1. Descriptive statistics**

The basic characteristics of the observed sample and a better understanding of the distribution and variability of the data are presented through descriptive statistics (Table 2). The highest mean value is for continuance commitment (Mean = 4.32), and the lowest is for affective commitment (Mean = 3.77). Continuance commitment has the highest standard deviation value (St. Dev = 0.771).

**Table 2: Results of descriptive statistics**

<i>Organizational commitment</i>	Min.	Max.	Mean	Std. Deviation	Skewness	Kurtosis
Affective	2	5	3,77	0,565	-0,827	1,518
Continuance	2	5	4,32	0,771	-0,947	0,468
Normative	2	5	4,30	0,632	-0,903	2,609
<i>Hotel productivity</i>	2	5	4,11	0,722	-0,951	1,882

Source: Authors

Skewness values are negative, meaning that the results are skewed towards higher values. Kurtosis values are positive, meaning that the distribution is more skewed than normal. The Shapiro-Wilk test was used to determine the normality of the distribution. The values of the Shapiro-Wilk statistic for the observed variables are greater than 0.2, and the statistical significance values are 0.000, indicating that the distribution of the variables does not follow a normal distribution.

#### 4.2. Reliability analysis

Cronbach's Alpha coefficient was used to measure the reliability of the instruments. The results of the reliability analysis are shown in Table 3.

**Table 3: Cronbach's Alpha coefficient values**

<i>Variables</i>	<i>Cronbach's Alpha coefficient</i>
<i>Organizational commitment</i>	
Affective	0,806
Continuance	0,837
Normative	0,760
<i>Hotel productivity</i>	0,705

Source: Authors

The value of Cronbach's Alpha coefficient for the whole model is 0.825. The stated value, as well as the values of individual components, show a high level of consistency and reliability of the items in the questionnaire. The value of the coefficient for each item is acceptable - more than the cut-value of 0.7 (Nunnally, 1987).

#### 4.3. Multiple regression analysis

To test the hypotheses H<sub>1a</sub>, H<sub>1b</sub> and H<sub>1c</sub>, the multiple linear regression was applied. First, the assumptions for the application regression analysis were tested – the

presence of multicollinearity and autocorrelation. The multicollinearity analysis of the variables is shown through the VIF (Variance Inflation Factor) and the Tolerance values. VIF values are below 5, which suggests that there is no problem with multicollinearity between the variables. The Tolerance values do not interfere with the regression analysis because they are greater than 0.10. The Durbin-Watson statistic is 2.270, indicating that there is no significant autocorrelation between the variables.

For the observed research model, the results of the regression analysis are shown in Table 4. The  $R^2$  is 0.670, which means that about 67% of the variation in the dependent variable can be explained by the regression model. These results show that the model describes the data well. Based on the Mahalanobis distance of the residuals, the presence of atypical points was examined, and the results obtained for the three predictors ( $df=3$ ) are below the critical value of 16.27.

The values of the  $\beta$  coefficient, t-test, and statistical significance (p) show that the components of organizational commitment contribute to hotel productivity - affective commitment ( $\beta = 0.302$ ;  $t = 2.790$ ;  $p = 0.008$ ); continuance commitment ( $\beta = 0.218$ ;  $t = 2.077$ ;  $p = 0.044$ ) and normative commitment ( $\beta = 0,481$ ;  $t = 4,252$ ;  $p = 0,000$ ). The confidence interval values of the all observed components of organizational commitment show a significant positive impact on hotel productivity.

**Table 4: Results of multiple regression analysis**

	$\beta$	t	p	95.0% confidence interval for the $\beta$ coefficient		Multicollinearity	
				Lower limit	Upper limit	Tolerance	VIF
Affective commitment	0,302	2,790	0,008	0,106	0,665	0,706	1,416
Continuance commitment	0,218	2,077	0,044	0,005	0,403	0,751	1,331
Normative commitment	0,481	4,252	0,000	0,289	0,812	0,644	1,552
<i>Dependent variable: Hotel productivity</i> <i>Adjusted R Square = 0.645</i> <i>F = 27.032</i> <i>R<sup>2</sup> = 0.670</i> <i>Durbin-Watson = 2.270</i>							

Source: Authors

The results of multiple linear regression indicate that hypotheses  $H_{1a}$ ,  $H_{1b}$ , and  $H_{1c}$  are supported because affective, continuance and normative commitment

contribute to hotel productivity ( $p < 0.05$ ). Based on these results, it can be concluded that the hypothesis  $H_1$  is also supported - Organizational commitment contributes to hotel productivity.

The presented results of the impact of organizational commitment on hotel productivity in the Republic of Serbia are consistent with the results of previous research. The researchers have confirmed the contribution of organizational commitment to productivity, such as Đorđević et al. (2020), Ebikeseye & Dickson (2018), Stackhouse et al. (2022), Tripathi et al. (2023). Also, the research results are in line with the results of previous research that confirm the influence of the components of organizational commitment – affective commitment (e.g. Anwar, 2016; Dixit & Bhati, 2012; Đorđević et al., 2020; Nwachukwu, 2022), continuance commitment (e.g. Dixit & Bhati, 2012; Đorđević et al., 2020) and normative commitment (нпр. Dixit & Bhati, 2012; Đorđević et al., 2020). Based on the obtained results, it can be concluded that employees who are dedicated to the hotel are more productive, more responsible, more empathetic, and more content with their work (Moftah et al., 2023). Investing in practices and strategies that promote employee engagement leads to significant benefits for both employees and the organization (Ullah et al., 2024).

## 5. Conclusion

Based on all of the above, it is concluded that organizational commitment, i.e. affective, continuance, and normative organizational commitment, contributes to hotel productivity in Serbia. The theoretical contribution of the paper is that it expands the understanding of the role and importance of organizational commitment to productivity growth at hotels since the observed relationship in the hotel industry has not been sufficiently explored. The research results also have a practical contribution. Managers and employees must consider organization commitment when creating strategies and making decisions, since this factor affects the growth of hotel productivity. They must focus attention to the employee commitment norm, since it contributes the most to hotel productivity.

The limitations of this research relate to the sample size, which should be expanded in future research. The insufficient motivation of employees to participate in the research, as well as the fear of revealing data, are the main reasons for the low response rate. Second, hotel productivity was observed based on qualitative indicators. Quantitatively calculating productivity would significantly reduce the number of hotels analyzed since only consolidated financial statements were presented for some hotels. This method of calculating productivity provides the possibility of comparison with research results where productivity was calculated quantitatively.

Future research can analyze hotel productivity through quantitative indicators for each hotel's activities. It is also possible to extend the research to analyze labor productivity. Organizational commitment can be related to other organizational factors of work, such as employee satisfaction and motivation, employee engagement.

## References

- Abbasi, A., Shirazi, B. & Mohamadi, S. (2024). A multilevel model for organizational productivity management: an interpretive structural modeling approach, *International Journal of Productivity and Performance Management*, 73(10), 3363-3387. doi: 10.1108/IJPPM-09-2023-0512
- Aguiar-Quintana, T., Araujo-Cabrera, Y. & Park, S. (2020). The sequential relationships of hotel employees' perceived justice, commitment, and organizational citizenship behaviour in a high unemployment context. *Tourism Management Perspectives*, 35, 100676. <https://doi.org/10.1016/j.tmp.2020.100676>
- Aladwan, K., Bhanugopan, R. & Fish, A. (2013). To what extent the Arab workers committed to their organisations? Analysing the multidimensional perspective of organisational commitment in Jordan", *International Journal of Commerce and Management*, Vol. 23 No. 4, pp. 306-326. doi: 10.1108/IJCoMA-03-2012-0020
- Andri, R. T., Yuswita, E. & Haryati, N. (2021). Employee performance to support work productivity: a PLS approach in agro-input suppliers company. In S. Gayatri (Ed.) *IOP Conference Series: Earth and Environmental Science* (pp. 1-18). Indonesia: IOP Publishing. <https://doi.org/10.1088/1755-1315/803/1/012054>
- Anwar, K. (2016). The relationship between employee commitment and sustained productivity in agricultural businesses. *International Journal of Management and Applied Science*, 2(1), 34-36.
- Arbula Blečić, A. (2024). The performance of Croatian hotel companies—DEA window and Malmquist productivity index approach. *Zbornik radova Ekonomskog fakulteta u Rijeci: časopis za ekonomsku teoriju i praksu*, 42(1), 9-38. <https://doi.org/10.18045/zbfri.2024.1.9>
- Bae, S. (2023). Evaluating hospitality employees' various relationships and the effects on organizational commitment. *International Hospitality Review*, 37(2), 202-218. <https://doi.org/10.1108/IHR-01-2021-0005>
- Bodhi, R., Chaturvedi, S. & Purohit, S. (2024). The influence of organizational commitment on employee green behavior: mediating role of work-related social media use, *International Journal of Manpower*, ahead-of-print. doi: 10.1108/IJM-10-2023-0624.
- Breda, T., Bryson, A. & Forth, J. (2019). *Productivity Dynamics: The Role of Competition in a Service Industry*.
- Brown, J. R. & Dev, C. S. (2000). Improving productivity in a service business: Evidence from the hotel industry. *Journal of Service Research*, 2(4), 339-354. <https://doi.org/10.1177/109467050024003>.

- Camilleri, M. A., Troise, C. & Morrison, A. M. (2024). Motivations and commitment to work in the hospitality industry: investigating employee psychology and responsible organizational behaviors. *Tourism Review*, 79(1), 85-103. <https://doi.org/10.1108/TR-12-2022-0611>
- Čerović, S. (2019). Upravljanje ljudskim resursima u hotelijerstvu, Beograd: Univerzitet Singidunum.
- Chatzimichael, K. & Liasidou, S. (2019). A parametric decomposition of hotel-sector productivity growth. *International Journal of Hospitality Management*, 76, 206-215. <https://doi.org/10.1016/j.ijhm.2018.05.010>
- Chhetri, G.R. & Poudel, P. (2024). Career Development Program, Commitment and Communication on Employee Productivity in Nepalese Commercial Banks. *Journal of Balkumari College*, 13(1):18-26, doi: 10.3126/jbkc.v13i1.69492
- Davern, D. (2021). Talent Management, The Employer Brand, and Employee Retention: Evidence from the Irish Hotel Sector, In: Jooss, S., Burbach, R. & Ruël, H. (Eds.) *Talent Management Innovations in the International Hospitality Industry (Talent Management)* (pp. 79-98). Leeds: Emerald Publishing Limited. doi: 10.1108/978-1-80071-306-220211005
- De Jorge, J. & Suárez, C. (2014). Productivity, efficiency and its determinant factors in hotels. *The Service Industries Journal*, 34(4), 354-372. <https://doi.org/10.1080/02642069.2013.778977>
- Dixit, V. & Bhati, M. (2012). A study about employee commitment and its impact on sustained productivity in Indian auto-component industry. *European journal of business and social sciences*, 1(6), 34-51.
- Domínguez-Falcón, C., Martín-Santana, J. D. & De Saá-Pérez, P. (2016). Human resources management and performance in the hotel industry: The role of the commitment and satisfaction of managers versus supervisors. *International Journal of Contemporary Hospitality Management*, 28(3), 490-515. <https://doi.org/10.1108/IJCHM-08-2014-0386>
- Đorđević, B., Ivanović-Đukić, M., Lepojević, V. & Milanović, S. (2020). The impact of employees' commitment on organizational performances. *Strategic Management-International Journal of Strategic Management and Decision Support Systems in Strategic Management*, 25(3), 28-37. <https://doi.org/10.5937/StraMan2003028D>
- Durdyev, S., Ihtiyar, A., Ismail, S., Ahmad, F. S. & Bakar, N. A. (2014). Productivity and service quality: Factors affecting in service industry. *Procedia-Social and Behavioral Sciences*, 109, 487-491. <https://doi.org/10.1016/j.sbspro.2013.12.494>
- Ebikeseye, B. & Dickson, R. S. (2018). Employee commitment to work as an ingredient for service delivery of selected firms in Bayelsa State. *IIARD International Journal of Economics and Business Management*, 4(1), 80-92.
- Frančeškin, J. & Bojnec, Š. (2023). Total factor productivity of the Slovenian hotel companies. *Economic research-Ekonomska istraživanja*, 36(1), 2119428. <https://doi.org/10.1080/1331677X.2022.2119428>
- Grönroos, C. & Ojasalo, K. (2004). Service productivity: Towards a conceptualization of the transformation of inputs into economic results in services. *Journal of Business research*, 57(4), 414-423. [https://doi.org/10.1016/S0148-2963\(02\)00275-8](https://doi.org/10.1016/S0148-2963(02)00275-8)

- Gunlu, E., Aksarayli, M. & Percin, N. Ş. (2010). Job satisfaction and organizational commitment of hotel managers in Turkey. *International Journal of contemporary hospitality management*, 22(5), 693-717. <https://doi.org/10.1108/09596111011053819>
- Hanaysha, J. (2016). Improving employee productivity through work engagement: Evidence from higher education sector. *Management Science Letters*, 6(1), 61-70. <http://dx.doi.org/10.5267/j.msl.2015.11.006>
- Ingram, A. & Fraenkel, S. (2006). Perceptions of productivity among Swiss hotel managers: a few steps forward?. *International Journal of Contemporary Hospitality Management*, 18(5), 439-445. <https://doi.org/10.1108/09596110610673565>
- International Labour Organization, (2015). Improve your usiness – people and productivity, Retrieved November 15, 2024, from: [https://www.ilo.org/sites/default/files/wcmsp5/groups/public/@ed\\_emp/@emp\\_ent/@ifp\\_seed/documents/instructionalmaterial/wcms\\_436205.pdf](https://www.ilo.org/sites/default/files/wcmsp5/groups/public/@ed_emp/@emp_ent/@ifp_seed/documents/instructionalmaterial/wcms_436205.pdf),
- Jaiswal, D. & Dhar, R. L. (2016). Impact of perceived organizational support, psychological empowerment and leader member exchange on commitment and its subsequent impact on service quality. *International Journal of Productivity and Performance Management*, 65(1), 58-79. <https://doi.org/10.1108/IJPPM-03-2014-0043>
- Joppe, M. & Li, X. P. (2016). Productivity measurement in tourism: The need for better tools. *Journal of Travel Research*, 55(2), 139-149. <https://doi.org/10.1177/0047287514546227>
- Kilic, H. & Okumus, F. (2005). Factors influencing productivity in small island hotels: evidence from Northern Cyprus. *International Journal of Contemporary Hospitality Management*, 17(4), 315-331. <https://doi.org/10.1108/09596110510597589>
- Kim, Y. R. & Lin, S. C. (2024). Rooms versus F&B: How changes in operations contribute to hotel productivity. *Annals of Tourism Research Empirical Insights*, 5(2), 100153. <https://doi.org/10.1016/j.annale.2024.100153>
- Krstić, B. (2022). Upravljanje poslovnim performansama. Niš: Ekonomski fakultet Univerziteta u Nišu.
- Limpanitgul, T., Boonchoo, P., Kulviseachana, S. & Photiyarach, S. (2017). The relationship between empowerment and the three-component model of organisational commitment: an empirical study of Thai employees working in Thai and American airlines, *International Journal of Culture, Tourism and Hospitality Research*, 11(2), 227-242. doi: 10.1108/IJCTHR-07-2015-0069
- Liu, T., Shen, H., & Gao, J. (2020). Women's career advancement in hotels: the mediating role of organizational commitment. *International Journal of Contemporary Hospitality Management*, 32(8), 2543-2561. <https://doi.org/10.1108/IJCHM-12-2019-1030>
- Masdek, N. N., Abdulaziz, Y. & Awang, K. W. (2011). Potential antecedents and outcomes of frontline employees' service recovery performance. *International Journal of Economics and Management*, 5(1), 114-139.
- Maxwell, G. & Steele, G. (2003). Organisational commitment: a study of managers in hotels. *International Journal of contemporary hospitality management*, 15(7), 362-369. <https://doi.org/10.1108/09596110310496006>
- McMahon, F. (1994). Productivity in the Hotel Industry. *International Journal of Hospitality Management*. In: A.V.Seaton (Ed.), *Tourism: the State of the Art*. (pp. 616-625). Wiley: Dublin Institute of Technology.

- Meyer, J. P. & Allen, N. J. (1991). A three-component conceptualization of organizational commitment. *Human resource management review*, 1(1), 61-89. [https://doi.org/10.1016/1053-4822\(91\)90011-Z](https://doi.org/10.1016/1053-4822(91)90011-Z)
- Meyer, J.P., Allen, N.J. & Smith, C.A. (1993). Commitment to organizations and occupations: Extension and test of a three-component conceptualization. *Journal of Applied Psychology*, 78(4), 538–551. <https://doi.org/10.1037/0021-9010.78.4.538>
- Mirić, M. & Slavković, M. (2023). Does training and development affect employee retention in the hotel industry? The mediator role of organizational commitment. *Менаџмент у хотелијерству и туризму*, 11(1), 51-65. <https://doi.org/0.5937/menhottur2301051M>
- Moftah, K., Abdelmawgoud, M., Abdelmawgoud, M., Abd El Monem, M. & Abd El Salam, E. (2023). Measuring the Level of Employees Performance in Cairo's Hotel Chains: An Analytic Study. *Journal of the Faculty of Tourism and Hotels-University of Sadat City*, 7(1/1), 98-115.
- Nunnally, J.C. (1978). *Psychometric Theory*, 2d ed., New York: McGraw-Hill.
- Nwachukwu, P. I. (2022). Employees Commitment and Organizational Performance in Port-Harcourt City Local Government (Phalga), Rivers State. *International Journal of Economics and Business Management*, 60-71.
- Patwary, A.K., Azam, N.R.A.N., Ashraf, M.U., Muhamed Yusoff, A., Mehmood, W. & Rabiul, M.K. (2023), Examining employee performance through knowledge management practices, organisational commitment and capacity building in the Malaysian hotel industry. *Global Knowledge, Memory and Communication*, ahead-of-print. doi: 10.1108/GKMC-11-2022-0256
- Prayudi, A., Badewin, B., Machdie, M. & Arifansyah, A. (2024). Role of Ethical Leadership, Corporate Culture, Employee Empowerment, and Organizational Commitment on Employee Productivity: Case Study of State Owned Enterprise Employee. *International Journal of Business Law and Education*, 5(2), 2663-2674. doi: 10.56442/ijble.v5i2.929
- Rezvania, M.Q., Choudharya, N., Mangala, U., Kamranullaha, Chandela, J.K. & Vashisht, S. (2024). Application of artificial intelligence: Organizational commitment and productivity in Indian banking sector. *Multidisciplinary Science Journal* 6:2024ss0413. doi: 10.31893/multiscience.2024ss0413
- Robbins, S. P. & Judge, T. A. (2015). *Organizational behavior*, 15th ed. London: Pearson Education.
- Sigala, M. & Mylonakis, J. (2005). Developing a data envelopment analysis model for measuring and isolating the impact of contextual factors on hotel productivity. *International Journal of Business Performance Management*, 7(2), 174-190.
- Sigala, M., Jones, P., Lockwood, A., & Airey, D. (2005). Productivity in hotels: a stepwise data envelopment analysis of hotels' rooms division processes. *The Service Industries Journal*, 25(1), 61-81.
- Stackhouse, L. E., Zaman, F. M. & Turner, K. W. (2022). Effect of employee commitment on organizational performance; Case of textile firms in Sweden. *Journal of Human Resource & Leadership*, 6(2), 1-10. <https://doi.org/10.53819/81018102t5074>
- Tripathi, P., Shahi, V. K., Singh, G. & Pratap, A. (2023). Organizational commitment as a mediator of organizational productivity and job satisfaction: the case of manufacturing organization. *Business, Management and Economics Engineering*, 21(1), 485-498.

- Tzeremes, N. G. (2021). Robust Malmquist productivity measurement: evidence from Spanish hotel industry during the Great Recession. *International Journal of Productivity and Performance Management*, 70(2), 408-426. <https://doi.org/10.1108/IJPPM-01-2019-0037>
- Ugoani, J. N. (2016). Employee turnover and productivity among small business entities in Nigeria. *Independent Journal of Management & Production*, 7(4), 1063-1082. <https://doi.org/10.14807/ijmp.v7i4.466>
- Ukabuilu, E. N. & Igbojekwe, P. A. (2015). Improving productivity of hospitality establishments through human relation skills. *Hospitality and Tourism Systems*, 8(2), 20-29.
- Ullah, M.S., Islam, R., Amin, M.R., Amin, M.B., Rahman, M. & Erdey, L. (2024). The effects of compensation, organizational commitment, and job satisfaction on work productivity: Evidence from readymade garments industry in an emerging economy. *Journal of Infrastructure, Policy and Development 2024*, 8(13), 8494. doi: 10.24294/jipd.v8i13.8494
- Valaei, N. & Rezaei, S. (2016). Job satisfaction and organizational commitment: An empirical investigation among ICT-SMEs, *Management Research Review*, 39(12), 1663-1694. doi : 10.1108/MRR-09-2015-0216
- Yao, T., Qiu, Q. & Wei, Y. (2019). Retaining hotel employees as internal customers: Effect of organizational commitment on attitudinal and behavioral loyalty of employees. *International Journal of Hospitality Management*, 76, 1-8. <https://doi.org/10.1016/j.ijhm.2018.03.018>
- Yildiz, Ö. (2015). Internal communication function and hotel productivity—a comparative study. 5(3), 45-54.

## ORGANIZACIONA POSVEĆENOST KAO FAKTOR UNAPREĐENJA PRODUKTIVNOSTI HOTELA

**Rezime:** Jedan od glavnih problema sa kojima se hoteli susreću je niska produktivnost. Kako bi se prevazišao ili bar ublažio uočeni problem, potrebno je unaprediti posvećenost zaposlenih kroz razvoj afektivne, kontinuelne i normativne posvećenosti. Cilj rada je da identifikuje doprinos organizacione posvećenosti produktivnosti hotela u Republici Srbiji. Istraživanje je sprovedeno među 44 hotela. Testiranje istraživačkih hipoteza vršeno je primenom višestruke linearne regresije. Rezultati istraživanja pokazuju da afektivna, kontinuelna i normativna posvećenost doprinose produktivnosti hotela. Doprinos rada se ogleda u tome što proširuje razumevanje uloge i značaja organizacione posvećenosti rastu produktivnosti na nivou hotela, budući da posmatrana veza u hotelijerstvu nije dovoljno istražena.

**Ključne reči:** organizaciona posvećenost, produktivnost hotela, hoteli, zaposleni.

### **Authors' biographies**

**Irena Čelić** is a PhD student at the Faculty of Hotel Management and Tourism in Vrnjačka Banja, University of Kragujevac. She has passed all the exams in her PhD studies and now, she is writing her PhD thesis. During her studies, she published 13 scientific and professional papers. Her key area of interest is Human Resource Management in Hospitality and Tourism.

**Jasmina Ognjanović** is an Assistant Professor at the Faculty of Hotel Management and Tourism in Vrnjačka Banja, University of Kragujevac, in the field of Business Management. Her areas of research interest are Hotel Management, Intellectual Capital, Human Resource Management and Entrepreneurship.