

Role of Demographics Factors on Organization Commitment of Restaurant Workforce

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Abstract

The dedication of employees to the organization is a significant component in determining its overall health. Additionally, the demographic makeup of the workforce influences the degree of commitment. So considering the situation the study examined the how demographic factors affect the level of commitment towards their organization. The population of the study was employees working in restaurant situated in Lalitpur district of Bagmati Zone. One hundred and fifty-four restaurant workforce were taken as the sample for the study. Convenience sampling was used to gather the information regarding organizational commitment from concerned respondents. Valid organization commitment questionnaire OCQ was employed to test the organizational commitment of restaurant workforce. The analytical research design was used to examine the influence of demographic factors. The statistical test used in the study were percentage frequency, independent sample t test and one-way ANOVA. The internal consistency of the OCQ was found reliable with Cronbach alpha ($\alpha = 9.33$). The result revealed that only two demographic factors (income, job position) were found to be influencing factors for determining organizational commitment level. The remaining factors (like age, marital status, service years, education, gender) did not seem important factor to affect the organizational commitment. So the owner of the restaurants will get benefit form the result of the study and stay focused on the how income and their promotion can be important for getting committed employees in the organizations. Regarding limitation of the study, area coverage is small so future researcher is suggested to go beyond this area to make their result generalizable.

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Introduction

Despite workforce are skillful and knowledgeable, it has been difficult to find committed employees in organizations. Researchers are analyzing the importance of having committed employees and its consequences (Ozbag & Arslan, 2018). Restaurant industry is concerned with making and serving food with customer satisfaction and good interaction with customer (Joshi et al. 2022). Commitment of employees towards organization has been major issues in the global business arena (Caplan & Teesse, 1997). Luthan (2006) define organizational commitment in different ways: individual's aim for remaining in the organizations, striving according to need of organizations, and accepting the values and purpose of the study. Organization's success depends on how organization get committed employees in their organizations (Gunlu, et al. 2010). Employees who are emotionally attached and have feeling of their identity in their organizations want to continue in the organization (Mayer & Stanley, 2002). Company needs committed employees for the success and level of commitment of employees might depend on the characteristics of the employees. So organizational commitment is one of the important topic for the research (Konya et al. 2016).). Employees who have interest on job is more likely to being committed to organizational than interest on non-jobs. Moreover, organizational commitment is reported to employee's loyalty to organization (Mowday et al., 1979) employees' interest to make extra effort for organization's wellbeing (Zeinabadi & Salehi, 2011) organizational citizenship behavior (Moorman et al. 1993). Organization and employees can mutually

have benefitted from organizational commitment of employees. Organizational commitment of employees can increase overall health of organization like employee's performance, reduction in employee turnover, productivity (Kayani & Kayani, 2021). Some elements affect commitment level of employees (Kayani & Kayani, 2021). In the hospitality industry, customers are satisfied with employee performance and on the other hand getting committed employees are main objective of the organization to achieve overall performance of the organization and how personal factors determine commitment level of employees to achieve goals (Ogut et al., 2011). Employee's turnover seems very high so researchers take interest to explore the reason behind it (Canny, 1992; Rose, 1991). Restaurant workers equally important to be committed toward their organizational or job to satisfy the customers. Taking it into consideration this study aims to analyze the how demographic profile of the respondents affect their level of commitment towards organization. Restaurants are booming in Kathmandu valley. Many researchers have conducted study on organizational commitment in other sectors of organization but very few in case of restaurant workforce. Organizational commitment is the major issues in competitive society (Rampal et al., 2023).

Literature review

Organizational commitment is the psychological bonding between employee and employer and employee having affectionate with organization and find their existence in the organization (Meyer & Allen 1991). Personal factors can be determinants of organizational commitment (Abdulla & Shaw, 1999). Many researchers claimed that some personal status of employees can affect degree of their commitment towards organizations (Glisson & Durick, 1998).

Demographic characteristics and organizational commitment

Gender and organizational commitment

Konya et al. (2016) found that gender did have any influence on organizational commitment of employees. Pala et al. (2008) found that gender influence organizational commitment of health care staffs. Kayani and Kayani (2021) found that gender did not have influence on organizational commitment of software industry employees in Pakistan. Ozbag and Arslan (2018) found that gender does not have significant influence on organizational commitment of staff of Turkish Port. Tandon et al. (2020) found that gender had no affect the commitment level of university academician in India. Rampal et al. (2023) revealed that gender makes no difference in increasing or decreasing commitment in employees. Gender of Nepalese cooperative employed did not find any influence on organizational commitment (Basnet et al., 2023).

Marital status and organizational commitment

Abdulla and Shaw (1999) mentioned that marital status of employees may be related to organizational commitment. Ozbag and Arslan (2018) found that marital status affects organizational commitment of employees. Tandon et al. (2020) found that marital did not affect the commitment level of university academician in India. Jena (2015) found that marital status of shift worker in Ferroalloy industry in India affected organizational commitment. Marital status of Nepalese cooperative employees affected organizational commitment (Basnet et al., 2023).

Income and organizational commitment

Abdulla and Shaw (1999) argued that higher salary attract employees to remain in the organization being committed to the organization. Upchurch et al. (2010) found that Monetary incentives plays vital role in restaurant industry to affect their commitment level to organizations.

Service year and organizational commitment

Employees with high tenure may not want to leave the organizations because of accumulated money value and have calculated organizational commitment (Mathieu & Zajac, 1990) and employees have continuance and affective commitment (Abdulla & Shaw, 1999). Ozbag and Arslan (2018) found that job tenure affects organizational

commitment of employees. Kayani and Kayani (2021) found that job tenure, have influence on organizational commitment of employees. Tandon et al. (2020) found that experience affect the commitment level of university academicians in India. Iqbal (2010) Service year is related to organizational commitment. Rampal et al. (2023) revealed that service years' important factor for increasing organizational commitment in employees.

Age and organizational commitment

Age of employees affect their level of commitment in hotel industry (Ogut et al., 2011). Kayani and Kayani (2021) found that, age, has influence on organizational commitment of employees. Ozbag and Arslan (2018) found that age did not have effect on organizational commitment. Tandon et al. (2020) found that age affect the commitment level of university academicians in India. Iqbal (2010) age is not related to organizational commitment. Rampal et al. (2023) revealed that age is important factor for increasing organizational commitment in employees. age is related to organizational commitment of workers of soft drink industry in Nigeria (Amangala, 2013)

Education and organizational commitment

Pala et al. (2008) found that education influence organizational commitment of health care staffs. Ozbag and Arslan (2018) found that education affect organizational commitment of employees. Iqbal (2010) found that education is negatively related to organizational commitment. Amangala (2013) education is related to organizational commitment of workers of soft drink industry in Nigeria.

Job position and organizational commitment

Ozbag and Arslan (2018) found that job tenure affects organizational commitment of employees. Kayani and Kayani (2021) found that job position has influence on organizational commitment of software industry employees in Pakistan. Amangala (2013) job position is related to organizational commitment of workers of soft drink industry in Nigeria.

The literature review suggested to develop some hypotheses as mentioned below.

- H₁: Gender has influence on organizational commitment of restaurant workforce
- H₂: Marital status has influence on organizational commitment of restaurant workforce
- H₃: Service year has influence on organizational commitment of restaurant workforce
- H₄: Income has influence on organizational commitment of restaurant workforce
- H₅: Age has influence on organizational commitment of restaurant workforce
- H₆: Education has influence on organizational commitment of restaurant workforce
- H₇: Job position has influence on organizational commitment of restaurant workforce

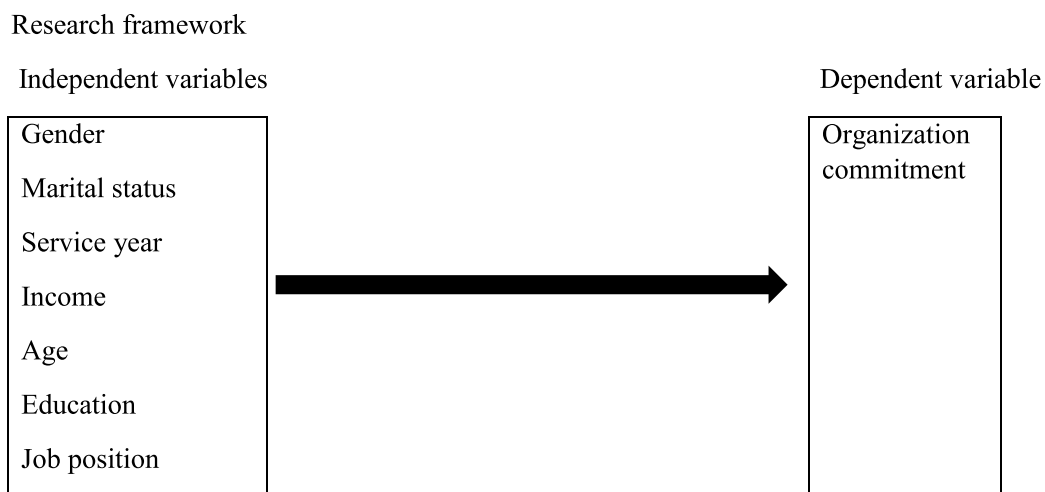


Figure 1: Conceptual framework

Methodology

Employees working in different restaurants working in Lalitpur districts of Bagmati zone were taken as population for the study. 255 questionnaires were distributed to the respondents but only 154 responses were received as usable one. So 154 responses were considered as the sample size for the study. Analytical research was employed to see the effect of demographic characteristics on the organizational commitment of employees working in restaurants. Independent sample t-Test and, One-way ANOVA test were used to examine the effect of demographic status on organizational commitment. Organizational commitment questionnaire was based on Mowday et al. (1979). The questionnaire was measured on 5 points Likert scale 1 denoting strongly disagree to 5 denoting strongly agree. Reliability of the organization commitment variable was tested with Cronbach alpha and found 0.933.

Results

Demographic factors

Demographic status of respondents has been presented in Table 1.

Table 1

Demographic status of respondents

Demographic factors	frequency	percentage	
gender	Male	91	59.1
	Female	63	40.9
	Total	154	100
Marital status	Married	83	53.9
	Unmarried	73	46.1
	Total	154	100
Service year	Less than a year	14	9.1
	1-5	69	44.8
	6-10	58	37.7
	11-15	13	8.4
	Total	154	100
	Less than or equal to 10000	26	16.9
Income	10001- 20000	74	48.1
	20001-30000	32	20.8
	30001-40000	11	7.1
	40001-50000	7	4.5
	Above 50000	4	2.6
	Total	154	100
Age	Under 20 years	1	6
	21-25	47	30.5
	26-30	71	46.1
	31-35	20	13
	Over 35	15	9.7
	total	154	100

Demographic factors	frequency	percentage	
Education	SEE	5	3.2
	Intermediate	52	33.8
	Bachelor	97	63
	Total	154	100
	Assistant (waiter, cashier)	96	62.3
Job position	Supervisor (kitchen manger)	30	19.5
	Officer (executive chef)	13	8.4
	Manager	15	9.7
	total	154	100

Table 1 shows the demographic profile of the respondents. Total one hundred and fifty-four respondents were sampled for the study. According to the study's sample, the proportion of men in the workforce appears to be larger than that of women. Majority of the respondents were married. Most of the respondents seemed to have experience between one to five years. Small percentage of them seemed experience between 11- 15 years. Earnings of most of the respondents belong to the income range between 10001 to 20000 whereas only a few percentages of them belonged to income above 50000. Regarding age, most of the respondents belong to age group between 26- 30 years. But only a few of them were below 5 years. Regarding education most of them were bachelor degree holder. Most of them were in assistant level and few of them were in officer level.

Table 2

Demographic variables and organizational commitment

Demographic variables and OC	Statistical test	P-value	Remarks
Gender and OC	t = -1.403	0.163	H1 rejected
Marital status and OC	t = -0.674	.501*	H2 rejected
Service year and OC	F = 0.088	.811	H3 rejected
Income and OC	F = 3.057	0.012	H4 accepted
Age and OC	F = 1.731	0.146	H5 rejected
Education and OC	F = 2.291	0.105	H6 rejected
Job position OC	F = 5.787	0.001*	H7 accepted

*means p value is significant at 0.05 level of significance

Note: OC= organizational commitment

Table 2 shows the whether demographic influence the organizational commitment of restaurant workforce. Gender of respondents (t value = -1.403, and p= 0.163 > 0.05 level of significance) did not have any effect on their commitment level in organizations rejecting the alternative hypothesis H1. Which indicated gender do not have any influence on organizational commitment. Marital status of respondents (t= -0.674, p value = 0.501 > 0.05 level of significance) did not influence workforce commitment level rejecting alternative hypothesis H2. Regarding service year of respondent (F value= 0.088, p value = 0.811 > 0.05 level of significance) showed there is no influence of service year on their commitment level towards organizations and rejected alternative hypothesis. H3. Income of respondents (f value= 3,057, p value = 0.012) showed effect on organizational commitment accepting the alternative hypothesis H4 of this study. Age of the respondents (f- value = 1.731, p value= 0.146 > 0.05 level of significance) did not affect organizational commitment. That indicated age does not make any difference in organizational commitment rejecting the alternative hypothesis H5. F value =2.291 and p value= 0.105 > 0.05 level of significance) showed that level of education did not affect commitment level of workforce of restaurant

rejecting the alternative hypothesis H6. But level of position ($F = 5.787$, $p\text{-value} = 0.001 < 0.05$ level of significance) respondents hold in their organization affect commitment level accepting the alternative hypothesis H7.

Discussions

Demographic characteristics' role to affect the organization commitment of restaurant workforce was analyzed. The result showed that gender did not affect the organization commitment supporting the result of (Kayani & Kayani, 2021; Konya et al., 2016; Ozbag & Arslan, 2018; Rampal et al., 2023; Tandon et al., 2020). Their study showed that gender has no effect on organizational commitment. But contradicted with the studies of Pala et al. (2008) found that gender of respondents affects whether they are committed or not.

The result of this study revealed that marital status of respondents also did not influence organizational commitment and supported the result of Tandon et al. (2020). But result of the study is contrary to the (Jena, 2015; Ozbag & Arslan, 2018). Abdulla and Shaw (1999) mentioned that marital status also related to the organizational commitment.

Regarding income, the respondents showed differences in their organizational commitment supporting the argument made by Abdulla and Shaw (1999) mentioned that higher the salary level higher will be the commitment level. Similarly, Upchurch et al. (2010) found that monetary incentives affected organizational commitment level of workers in restaurant industry. The result indicated that level of income matters commitment level of restaurant workers in Nepalese context.

Experience of the respondents did not seem any effect on organizational commitment. The result of this study is contradicted with the results of (Abdulla & Shaw, 1999; Kayani & Kayani, 2021; Ozbag & Arslan, 2018; Rampal et al., 2023; Tandon et al., 2020) found that organizational commitment is determined by how long workforce spend in the organizations.

Regarding age of the restaurant workers, the result showed that age do not affect organizational commitment is in line with (Iqbal, 2010; Ozbag & Arslan, 2018). But contracted with (Amangala, 2013; Kayani & Kayani, 2021; Rampal et al., 2023; Tandon et al., 2020) found that age of respondents matters in the commitment level of employees.

Education of respondents did affect in the case of restaurant workforce. The result is not in line with (Amangala, 2013; Ozbag & Arslan, 2018; Pala et al., 2008). But in contrary to the Iqbal (2010) found that higher the education lower will be the commitment level.

The position held by respondents seemed to affect their commitment level towards organization. The result revealed from the study is in line with (Amangala, 2013; Kayani & Kayani, 2021; Ozbag & Arslan, 2018). The statement suggested that prompt promotions for restaurant staff will increase the level of commitment.

Conclusions

The study analyzed the effect of demographic status on organizational commitment of restaurant workforces. Seven factors (gender, marital status, income, service years, age, education and job position) were taken to be examined the effect of it on organizational commitment. But only two of them (income and job position) found to be influenced on their commitment level in restaurant sector. It seemed that the income they earn and position they get in organization matter for motivation leading to becoming more committed workforce. So these two factors might play vital role in getting committed employees in restaurant sector.

Implications

The findings of the study give insights into how demographic factors affect the employees' commitment level. Based on the result, restaurant owners are suggested to stay focused on salary they have provided to employees and fair promotion to the employees for getting committed employees in their organizations. But other demographic factors (gender, marital status, even level of education, age and service years) did not seem as influencing factors for organizational commitment.

Limitations and scope for future researchers

The study has covered restaurants of Lalitpur district of Bagmati Zone. So the result of the study may not be generalized. So future researchers are suggested to cover more areas of the county like Nepal. The research is confined to analysis of only seven demographic factors affect organizational commitment. The future researcher can add some more to it (e.g., personality types)

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