

**PAY SATISFACTION, PERCEIVED TRAINING AND AGE AS
PREDICTORS OF ORGANISATIONAL COMMITMENT
AMONG HOSPITALITY EMPLOYEES IN AWKA**

Richards E. Ebeh

Department of Psychology, Faculty of Social Sciences, Imo State University, Owerri, Nigeria

richebeh@gmail.com

ABSTRACT: This study focused on pay satisfaction, perceived training and age as predictors of hospitality employees' organisational commitment in Awka, Anambra State, Nigeria. One hundred and eighty-two employees from four different hotels in Awka, Anambra State were conveniently selected as participants. Their ages ranged from 23 to 48 years, with a mean age of 26.10. The participants were measured using the Pay Satisfaction Questionnaire by Heneman and Schwab (1985) and the Organisational Commitment Scale by Buchanan (1974) while perceived training level was measured via self report assessment questions. The cross sectional survey design was used while hierarchical multiple regression was applied to analyse data collected. The result revealed that younger hospitality employees were significantly more committed to their jobs than their older counterparts. The study also found that higher perceived levels of training and pay satisfaction significantly increased organisational commitment of hospitality employees in Awka. The study recommends, among others, increased staff training and more commensurate payment for employees in the Nigerian hospitality industries.

Keywords: Pay Satisfaction, Perceived Training, Organisational Commitment, Hospitality Employees, Awka,

INTRODUCTION

In today's fast changing business environment and tough global competition, organisations are finding it difficult to function at optimum level. The commitment of organisational employees is now considered a natural process for effective performance of individuals and organisations are striving hard to induce commitment among their employees (Gul, 2015). As a result, organisations are using different means and methods to enhance employee's commitment. Most organisations provide employee development programs which creates chances for promotion and career growth. These programs are focused at creating and improving commitment among employees; which is a basic requirement for effective functioning of organisation and a benchmark for possible growth.

However, there is a lack of consensus of the definition of the organisational which has resulted in the concept being viewed as a multidimensional construct (Meyer & Allen, 1991). According to Akintayo (2010) employee commitment is the degree to which the employee feels devoted to their organisation. Zheng, Sharan, and Wei, (2010) describes employee commitment as simply

employees' attitude to organisation. This definition of employee commitment is broad in the sense that employees' attitude encompasses various components.

According to Gul and Zafar (2015) committed employees work hard and perform their task with devotion and dedication. Therefore, employee commitment has become a popular and vital work attitude studied by organisational researchers and practitioners. Both Akintayo (2010) and Tumwesigye (2010) note that a major reason why commitment has attracted research attention is that organisations depend on committed employees to create and maintain competitive advantage and achieve superior performance. Committed employees who are highly motivated to contribute their time and energy to the pursuit of organisational goals are increasingly acknowledged to be the primary asset available to an organisation (Hunjra, 2010). They provide the intellectual capital that, for many organisations, has become their most critical asset. Furthermore, employees who share a commitment to the organisation and their collective well-being are more suitable to generate the social capital that facilitates organisational learning. It is therefore important for organisation to know the aspects that play important role or have big impact in boosting the commitment of their employees.

Allen and Meyer (1990) developed the Three Component Model (TCM) of organisational commitment that has received considerable attention. The three-component model is based on their observation that existing definitions of commitment at that time reflected at least three distinct themes: an emotional attachment towards the organisation (Affective Commitment); the recognition of costs associated with leaving an organisation (Continuance Commitment); and a moral obligation to remain with an organisation (Normative Commitment). One important point is that not all forms of commitment are positively associated with superior performance (Meyer & Allen, 1997). For example, an employee who has low affective and normative commitment, but who has high continuance commitment is unlikely to yield performance benefits. The main reason such an employee remains with an organisation is for the negative reason that the costs associated with leaving are too great.

Gaining the commitment of the entire workforce is arguably more significant today than in the past. Organisations seek improved performance and sustained competitive advantage as a response to increased market and other external pressures. Wormer (1996) offers that employers will need to gain the willing contributions of a diverse workforce in order to target new markets and distinguish their products and services from the competition.

Organisations value commitment among their employees because it is typically assumed to reduce withdrawal behaviour, such as lateness, absenteeism and turnover. Hence, there is no doubt that these values appear to have potentially serious consequences for overall organisational performance. Lo, Ramayah and Min (2009) noted that employees with sense of employee commitment are less likely to engage in withdrawal behaviour and more willing to accept change. Hence, there is no doubt that these values appear to have potentially serious consequences for a core of committed individuals who are the source of organisational life. Workers who become less committed to an organisation, will route their commitment in other directions; thus, it is important to know how to develop the right type and level of employee commitment to ensure that the better employees are retained. Employees who develop a high

level of employee commitment tend to be highly satisfied and are fulfilled by their jobs and also, in the current global economic scenario, organisational change is a continuous process that requires support of all employees in the hierarchical structure.

Most organisations have realized that the performance of their workers plays a vital role in determining the success of the organisation (Zheng, 2010; Ajila and Awonusi, 2004). As such, it is important for employers and managers alike to know how to get the best of their workers. Also, according to Ali, Rehman, Ali, Yousaf and Zia (2010) one of the antecedent determinants of workers' performance is believed to be employee commitment.

Numerous factors have been found to inspire commitment to the organisation. For instance, Ongori (2007) opines that the degree to which employees are committed or loyal to their organisation depends largely on job enrichment, employee empowerment and pay satisfaction.

Since the seminal work of Heneman and Schwab (1985), wide evidence has been reported supporting the multidimensionality of pay satisfaction and its impact on commitment. Despite early disagreements regarding the exact number of factors contributing to define pay satisfaction (Lam 1998), majority of studies have shown that four factors are at stake (Currall, Towler, Judg, & Kohn, 2005; Carraher & Buckley 1996; DeConinck, Stilwell, & Brock, 1996). These factors include satisfaction with (a) pay level, (b) pay raises, (c) benefits, and (d) pay structure and administration. Heneman and Schwab (1985) argued that these facets represent distinct, albeit related judgments of pay satisfaction. For instance, an employee might be satisfied with his/her salary level but not with its evolution over time (pay raises). Pay raise satisfaction has been shown to be more related to procedural justice since it reflects an appraisal of how fair the organisation has been in adjusting compensation based on the performance or commitment of an employee (Tekleab, Bartol, & Liu, 2005).

Further factors that have been linked to pay satisfaction include self-efficacy, organisational commitment, and financial stress. Tekleab, *et al.*, (2005) indicated that the different dimensions of pay satisfaction are thought to make an individual feel valued, supported, recognized, and treated fairly by the organisation. This results in stronger affective commitment (Vandenberghe & Tremblay, 2008). Furthermore, Dulebohn and Martocchio (1998) reported that pay satisfaction and perceptions such as the understanding of pay plan and belief in pay plan effectiveness correlated positively with affective organisational commitment.

Pay satisfaction can be defined as the feeling of contentment one has on his/her pay. It is a general pertinent variable and a motivating factor especially in this part of the globe where many people are still trying to solve the physiological needs (Smith, Organ & Near, 1983).

There has been a significant debate among professionals and scholars as to the effect that training has on both Employees' commitment and organisational goals. One school of thought argues that training leads to an increase in turnover while the other states that training is a tool to that can lead to higher levels of employee retention and commitment (Becker, 1960). According to Madigan, Norton and Testa (1999), committed employees would work diligently, conscientiously, provide value, promote the organisations' services or products and seek

continuous improvement. In exchange, they expect a work environment that fosters growth and empowerment, allows for a better balance of personal and work life, provides the necessary resources to satisfy the needs of customers and provides for their education and training as well as that of their co-workers. Regardless of where one falls within this debate, most professionals agree that employee training is a complex human resource practice that can significantly impact a company's success.

Training refers to the acquisition of knowledge, skills, and competencies as a result of the teaching of vocational or practical skills and knowledge that relate to specific useful competencies (Islam & Tao, 2020). Training according to Armstrong (2006) is a planned and systematic modification of behavior through learning events, programmes and instruction which enables individuals to achieve the levels of knowledge, skill and competence needed to carry out their work effectively. Training improves the capability of an organisation. It is also about making sure that everyone is able to do his or her job in a way that increases the chances that the organisation will achieve its objectives.

For decades, training of employees has been considered to offer organisations competitive advantage in relation to the maximizing of effective use of the human capital at the organisation (Chaudhuri, 2010). Effective training not only promotes productivity but fosters personnel and professional development promoting employee morale (Hasniza, 2009) and organisational commitment. According to Almodarresi and Hajmalek (2014) effective training programs form the belief that an organisation is willing to invest on its employees and indicates that the organisation pays attention to employees. This adversely causes employees' encouragement, persuasion and higher a degree of their commitment to the operations of the organisation. In contrast, when employees feel they lack the organisation's support, they may develop a sense of despair and hopelessness and become less committed to the organisation.

Most training literatures have emphasized on the benefits organisations gain from adopting a systematic approach to human resource learning and development. The development of skills underpins organisational business objectives (Keep, 1989). Studies have shown that most organisations devote little attention to the evaluation of training effectiveness (Keep and Rainbird, 2000). Companies can seek to achieve organisational goals through a variety of human resource strategies and approaches and the importance of ensuring employees' commitment and retention following training may lie in the strategic approach that is utilized. In an attempt to ensure that the employee remains with the company following training, employers may implement a strategy to trainings that fosters commitment. Training according to Brum (2007), will increase employees' commitment, which can further counter the numerous direct and indirect costs associated with employees' turnover.

Training is aimed at enabling employees match the future expertise needs of the organisation and management levels to help it achieve its objectives (Sila, 2014). When an employer utilises resources to train employees it is an indication of a high degree of commitment by the employer to the employees, and this gives the employees confidence and as a result they devote more efforts toward being a part of the organisation's success story. In addition, training helps employees to meet their existing job requirements or helps employees to increase their

productivity (Athar & Shah, 2015). For the training to be focused and hence successful, it is critical that managers work in close contact heads of departments and the Human Resources management team in order to adhere to a systematic approach in the training and to get desired and fruitful outcomes from it (Zahra, Iram & Naeem, 2014).

An organisation must ensure that it provides an enabling work environment and develop a framework that will support and enhance employee's commitment to the organisation (Adeyinka, Ayeni, & Popoola, 2007). Employee's commitment is an important factor in human resource discipline, and plays a role in achieving the organisation's goals (Mohamad, Cha, Ramlan, & Azmi, 2014). The commitment of an employee to the organisation shows the relative strength of the employee's involvement to the organisation. According Jaja and Okpu (2013) employee commitment is one major challenge facing organisations. However, the one of the basic objectives of this study is to examine the influence of age, demographic factor, on organisational commitment.

In many organisations, demographic factors are often used as decision variables in recruitment/selection, payment of salaries and compensations, as well as retrenchment and retirement. Demographic factors such as age and work experience are used as conditions for employment, based on the perceived relationship between demographic variables, especially age, and employees' commitment, Affum-Osei, Acquah, and Acheampong (2015) indicated that older employees are more committed to the organisation, because younger ones can leave the organisation anytime as a result of future job opportunities, unlike the older employees who have invested much in the organisation and their turnover intention reduces with the years of job tenure. While on the other hand, Meyer and Allen (1984) found that younger employees show more commitment to working because they are faced with fewer job offers and have less experience.

According Levinson, Darrow, Klein, Levinson and McKee, (1978), the development and maintenance of organisational commitment (OC) differs across career stages as represented by age. In the early career stage, levels of OC vary depending on individual's opportunities and the availability of attractive alternatives (Rusbult & Farrel, 1983). Those in the early career stage face the contradictory tasks of making commitments and keeping options open. An individual in the early career stage attempts to become established in a job that interests them, but if this job proves inappropriate, they do not hesitate to choose another. Employees at this stage express greater intention to leave their organisation and more willingness to relocate than those in other age groups (Ornstein & Isabelta, 1990). Based on this, age is expected to be an important determinant of OC in the early career stage. The experiences and opportunities of employees at this stage will vary significantly and will result in different OC levels depending on the number of alternative employment opportunities. Such variations, represented by the employee' age, will have a strong effect on OC of employees at this stage.

Statement of the Problem

The hospitality industry is one which spans hotels, bars, restaurants, theme parks and a host of other related businesses. In recent times, the Nigerian economy has witnessed tremendous

growth in the hospitality industry leading to the emergence of hotels, fast food restaurant chains, night clubs and cruise lines. These positive trends, in no small measure, are clearly helping to re-define the face of the hospitality industry in Nigeria (Hospitality Institute, 2018).

In terms of growth of the hospitality industry, Nigeria, Kenya and Mauritius had the fastest-growing markets with increases of 20.0%, 14.6%, and 11.7%, respectively, in 2018. During the next five years, Nigeria is expected to be the fastest-growing market in the hospitality industry with a projected 12.0% compound annual increase (PwC-Nigeria, 2019).

Despite the challenges, The Nigeria's hospitality industry has come a long way. Over the last 20 years, the sector has been witnessing phenomenal growth in spread, aesthetics and patronage both by their Nigerian and foreign customers. Although, the industry is facing many challenges including inadequate power supply, security, negative global publicity and other issues facing it, the industry has remained investors' choice due to the size of the nation's market (Hospitality Institute, 2018).

One of the salient perceived issues mitigating the growth of the Nigerian hospitality industry is the issue of commitment of employees. A cursory look at the living conditions of employees in the Nigerian hospitality industry will confirm that employees in this sector are not well catered for. Stories abound of several sharp practices perpetuated by these categories of employees which could affect patronage.

The pay level, structure and administration of Nigerian hospitality employees are arguably one of the lowest the world over. In fact, Matazu (2017) identified pay dissatisfaction as one of the general reasons hospitality employees leave the organisation. The issue of pay satisfaction could be a significant predictor of the commitment levels of Nigerian hospitality employees, hence the need for such enquiry.

There is also a lacklustre recruitment and training practices in the Nigerian hospitality industry. Non-professionals are most times engaged in running the affairs of the Nigerian hospitality industry (Matazu, 2017) as the few professional employees abandon jobs in hospitality industry for employment in other industries such as banking and other service industries (Apaokagi, 2010; Okoli, 2010). These non-professionals, when engaged are not properly given long-term training as employers are in a hurry to get returns from their investments. The likely resultant effect is lower commitment levels.

Age at employment in the Nigerian hospitality industry as a predictor of organisational commitment has received little attention among Nigerian researchers. As a result of the paucity of research related to age and organisational commitment in the Nigerian hospitality industry, the need to undertake this study becomes necessary.

Therefore, to fill the gap in the existing sparse knowledge of the relationships among pay satisfaction, perceived training, age and organisational commitment in the Nigerian hospitality industry this study will endeavour ascertain these likely strong relationships.

Purpose of the Study

The study examined pay satisfaction, perceived employee training and age predictors of organisational commitment among employees in the Nigerian hospitality industry. Specifically, the study aimed at identifying if;

1. pay satisfaction will predict organisational commitment among employees in the Nigerian hospitality industry,
2. perceived employee training will predict organisational commitment among employees in the Nigerian hospitality industry, and
3. age will predict organisational commitment among employees in the Nigerian hospitality industry.

Empirical Review

Pay Satisfaction and Organisational Commitment

Several studies have identified pay satisfaction to be a determinant of employees' organisational commitment. A study on the effect of pay satisfaction and affective commitment on turnover intention was conducted by A'yunnisa and Saptoto (2015). The study examined the direct and indirect effects of pay satisfaction on turnover intention, which was mediated by affective commitment. One hundred and eighty-three employees with ages ranging from 21 to 52, ($M = 28.5$; $SD = 6.41$) of an automotive manufacture company in Indonesia participated in the study. The result showed that turnover intention significantly predicted both pay satisfaction and affective commitment while affective commitment significantly predicted pay satisfaction

In a comparative study among public and private sector organisations on the relationship between salary satisfaction and organisational commitment by Muhammad, Hazoor, Nosheen and Masood (2014), employees in public sector organisations were found to have a slightly higher salary satisfaction when compared to private sector employees. However, the study found salary satisfaction to be positively related with employee commitment in both cases. Munap, Badrillah and Rahman' (2013) studied organisational rewards system as a contributor to employees' commitment at Telekom Malaysia Berhad in Selangor. Salary was found to be the most important factor that contributes to employees' satisfaction while incentives were found to be the least important factor.

Another study on the relationships between pay satisfaction, affective organisational commitment, voluntary turnover intention, and attitudes to money in a South African study investigated by Kantor (2013) showed that pay satisfaction was positively related to affective commitment. Judge, Piccolo, Podsakoff, Shaw and Rich (2010) in a meta-analysis found that pay level was correlated with employees' commitment and with pay satisfaction. Similarly, Christian and Michel (2008) in their study of the role of pay satisfaction and organisational commitment in turnover intention identified that pay satisfaction on intended turnover was fully mediated by affective commitment and perceived sacrifice commitment. Pay satisfaction was also significantly related to normative commitment.

In all, these empirical studies all identified pay satisfaction to be a strong predictor of organisational commitment.

Training and Organisational Commitment

A study on the impact of training on employee commitment in the private insurance sector in Coimbatore District was carried out by Anitha and Ashok (2016). Results revealed that the training given to the employees in the private insurance sector, at the Coimbatore District improves the commitment of the employees in the organisation, which in turn improves their performance. Similarly, Nthiga's (2016) research on the relationship between employee training and organisational commitment in the Kenyan Ministry of Energy and Petroleum found that employee training and commitment of the organisation correlate positively.

Another study on the impact of training on employee commitment by Sitienei, Egessa and Owano (2015) indicated a positive effect between training and development on employee commitment. Obenge, Bichang'a, Nyang'au, Momanyi, Wesonga, and Nyamasege (2014) conducted a study on the effect of staff training on employee commitment in the implementation of strategic plans in public secondary schools in Kisii County. The result showed that participants consider training to have improved their commitment towards work and thus implementation of strategic plans. In another empirical study involving a discount house in Nigeria focusing on investigating the effect of training on employees' commitment, Ajibade and Ayinla (2014) identified training to be positively correlated with employees' commitment to the organisation.

Edgar's (2013) study on the relationship between training and employee commitment at the Kenyan Ports Authority indicated that 67 out of the 72 respondents (93%) agree that training contributes to employee commitment while 5 (7%) disagreed. Owoyemi, Oyelere, Elegbede and Gbajumo-Sheriff (2011) in their study of the relationship between training and employees' commitment identified training to be positively and strongly correlated with employees' commitment to the organisation.

These findings show clearly that training is a strong precursor to organisational commitment among several varying organisations. However, there is a need to ascertain this findings among employees in the Nigerian Hospitality Industry.

Age and Organisational Commitment

Age and commitment have had a mixed relationship partly due to industry dynamics. Ajayi (2017) in a study on the influence of gender and age on organisational commitment among civil servants in South-West, Nigeria found that commitments in the civil service to be higher for the younger and older civil servants than those within the middle age groups. Affum-Osei, Acquaaah, and Acheampong, (2015) in their investigation on the relationship between organisational commitment and demographic variables identified significant relationship between organisational commitment and age. Aaron (1993) conducted a research on age and tenure in relation to organisational commitment. The meta-analysis examined the relations between age

and tenure and OC across different time frames of employment stages. The findings indicated different patterns of relations across employment stages. The relation between OC and age was strongest for the youngest subgroup.

Akinyemi (2014) studied the influence of age on organisational commitment among 303 fulltime junior and senior employees in the Nigeria banking industry with a diverse distribution in different geographical locations in Nigeria. The study found that older, longer-tenured and more highly educated employees reported lower levels of commitment than their younger, shorter-tenured and less educated counterparts with regard to affective, continuance and normative commitment. Similarly, Park, Christie, and Sype (2014) in their investigation of workers' attitudes toward union and non-union construction firms in terms of organisational commitment (OC) and turnover intention, found that the age variable had an inverse relationship with organisational commitment.

Research Hypotheses

1. Pay satisfaction will significantly predict organisational commitment among employees in the Nigerian hospitality industry.
2. Perceived employee training will significantly predict organisational commitment among employees in the Nigerian hospitality industry.
3. Age will significantly predict organisational commitment among employees in the Nigerian hospitality industry.

METHOD

Participants

The participants used for this study were drawn using the convenience sampling method from four hotels in Awka, Anambra State. 50 participants were drawn from Joburg Hotel and Suites, 47 from Cosmilla Hotel, 45 from Queen Suit and 40 from Palos Verdes Hotel, which collectively made up of 182 participants. The participants were made up of 108 female and 74 male and their ages ranged from 23 to 48, with a mean age of 26.10 and a standard deviation of 6.46.

Instruments

Two instruments were used for this study. The first instrument is the Pay Satisfaction Questionnaire developed by Heneman and Schwab (1985). The Pay Satisfaction Questionnaire is an 18-item questionnaire composed of four dimensions measuring satisfaction with pay level (four items), satisfaction with benefits (four items), satisfaction with pay raise (four items), and satisfaction with pay structure and administration (six items). The response format is a five point Likert type scale ranging from "very dissatisfied" (1) to "very satisfied" (5). Individual item scores ranging from one to five are added to obtain subscale scores. Heneman and Schwab (1985) reported Cronbach Alpha Coefficients for the four subscales as follows: pay level (0.94 and 0.95); benefits (0.93 and 0.95); pay raise (0.84 and 0.81), and structure and administration (0.85 and 0.88). The scale has been shown to be a generally reliable measure in terms of internal

consistency. Furthermore, several researchers have indicated that the pay satisfaction questionnaire is a well established measure of multi-dimensional pay satisfaction and it has received considerable support for its four-dimensional structure. Ayinde and Obawole (2019) obtained a Nigerian mean score of 31.57 and a standard deviation of 8.22, while the coefficient alpha reliability reported for the overall scale was .91.

The second instrument used for the study is the Organisational Commitment Questionnaire (OCQ) developed by Buchanan (1974). The scale is made up of 23 items designed to assess the extent to which a worker is affectively attached to the achievement of the goals and values of an organisation. The OCQ assesses three components of commitment; identification, job involvement and loyalty. Buchanan (1974) reported a coefficient alpha of .86, .64, and .94 for identification, job involvement and loyalty respectively, and 0.94 for the composite scale of OCQ. Cook and Wall (1980) correlated OCQ with overall Job satisfaction and obtained a concurrent validity coefficient of 0.62. Osuagwu, Sote and Omoluabi, (2005) correlated OCQ with job involvement to obtain a concurrent validity coefficient of 0.55. They also obtained a concurrent validity coefficient of 0.49 between OCQ and Organisational Effectiveness Questionnaire (OEQ). Mogaji (1997) also provided additional psychometric properties of the OCQ using Nigerian samples.

To measure perceived employee training, the researcher used a self report assessment questions.

Procedure

Employees of the four different hotels in Awka, Anambra State were approached by the researcher after due ethical considerations. The hotels included the ;Joburg Hotel and Suites, Cosmilla Hotel, Queen Suit and Palos Verdes Hotel. To collate data from the employees, the researcher first approached the management of the four hotels and explained that the purpose of the study was purely academic and to provide information that could help the management in making appropriate decisions for the progress of the hotel. When approval had been obtained, from the management, the researcher proceeded to individually inform hotel staff that were present as at the time of research work and were willing to participate about the research and assured them of confidentiality of their response. The participants were thereafter issued with a set of the questionnaire. Upon completion of the questionnaires and subsequent collection, the researcher expressed appreciation to each participant and further debriefed them. In general, 190 questionnaires were distributed among employees of the four hotels but only 182 questionnaires were completed and fit for data analysis resulting 95.79 percent response rate..

Design and Statistics

Cross sectional survey research design was adopted for the study. This was because a segment of a large population cutting across different demographic groups was sampled at a particular point in time. The statistics employed was the hierarchical multiple regression to examine the predictive relationship between the three independent variables of pay satisfaction, perceived employee training and age against the dependent variable of organisational commitment.

RESULTS

Table 1: Correlation of Key Variables in the Study

	Age	Pay Satisfaction	Training	Commitment
Age	.044	-.034	-.170*	.044
Pay Satisfaction		1.00	.729**	.524**
Training			1.00	.518**
Commitment				1.00

Note: $N = 182$, ** = $p < .01$, * = $p < .05$

The correlation analyses of all variables used in the study is presented in Table 1 above. The results showed significant positive relationships between perceived training and pay satisfaction ($r = .729, n = 182, p < .01$); organisational commitment and pay satisfaction ($r = .524, n = 182, p < .01$); organisational commitment and perceived training ($r = .518, n = 182, p < .01$). These results imply that high level of training is significantly related to higher levels of pay satisfaction and organisational commitment. Also, the results imply that pay satisfaction is associated with high level of organisational commitment.

However, significant inverse relationships was found between training and age ($r = -.170, n = 182, p < .05$). This result implies that younger employees reported receiving higher levels of training compared to older employees.

Table 2: Summary of Three Steps Hierarchical Multiple Regression Analyses for Organisational Commitment on Age, Training and Pay Satisfaction among Hotel Employees in Awka.

Predictors	Step 1 β	Step 2 β	Step 3 β
Step 1			
Age	-.170*	-.153*	-.176**
Step 2			
Training		.513**	.266**
Step 3			
Pay Satisfaction			.338**
ΔF	5.63*	63.30**	14.33**
R^2	.029*	.291**	.333**
ΔR^2	.029	.262**	.053**
Df	1,180	1,179	1,178
Dublin Watson	2.11		

Note: $N = 182$ ** = $p < .01$, * = $p < .05$

The hierarchical multiple regression analysis as presented in Table 2 above was used to test the three hypotheses postulated for the study. The overall model of the three step hierarchical regression analyses was significant for age [$R^2=.029$, $F(1, 180) = 5.363$, $p<.05$]; perceived training [$R^2=.262$, $F(1, 179) = 36.805$, $p<.01$] and pay satisfaction [$R^2=.053$, $F(1, 178) = 4.46$, $p<.01$]. The overall fit of the model shows that 34.4% of the variation in organisational commitment among hotel employees in Awka was explained. Also, the Durbin-Watson of 2.11 falls within the accepted range ($1.5 < D < 2.5$), indicating that there is no autocorrelation problem in the data and that the error term is independent.

When pay satisfaction was regressed into the model to analyse the first hypothesis it explained only 5.3% of the variation in organisational commitment among hotel employees in Awka. Pay satisfaction ($\beta = .338$, $p<.05$, $t = 3.79$) also showed significant positive relationship with organisational commitment among hotel employees in Awka. Therefore, the first hypothesis was accepted implying that pay satisfaction significantly increases organisational commitment among hotel employees in Awka.

Similarly, when perceived employee training was regressed into the model to analyse the second hypothesis it explained 26.2% of the variation in organisational commitment among hotel employees in Awka. Perceived training ($\beta = .513$, $p<.05$, $t = 8.14$) showed significant positive relationship with organisational commitment among hotel employees in Awka. Therefore, the second hypothesis was accepted implying that perceived employee training significantly increases organisational commitment among hotel employees in Awka.

Finally, to analyse the third hypothesis, the control variables of age was regressed into the model and it explained merely 2.9% of the variation in organisational commitment among hotel employees in Awka. Age ($\beta = -.170$, $p<.05$, $t = -2.32$) inversely predicted organisational commitment among hotel employees in Awka with organisational commitment being higher among younger employees. Therefore, the third hypothesis was accepted implying that younger hotel staff are significantly more committed to their jobs than their older counterparts.

DISCUSSION

The primary aim of the current study was to examine how pay satisfaction, perceived training and age predicts organisational commitment among employees in the Nigerian hospitality industry in Awka, Anambra State. As was initially predicted, the current study found pay satisfaction to be a positive predictor of organisational commitment among employees in the Nigerian hospitality industry in Awka, Anambra State. Thus, the first hypothesis was accepted. This shows that pay satisfaction which can be seen as the feeling of contentment individuals have with their pay predicts employees' organisational commitment. Most previous researchers that conducted similar studies on pay satisfaction, reported findings that are similar. A'yunnisa and Saptoto (2015), identified that affective commitment was a significantly predictor of pay satisfaction. Similarly, Chaudhry, Sabir, Rafi, and Kalyar (2014), revealed that salary satisfaction was also positively related with organisational commitment. The findings of Munap, Badrillah and Rahman's (2013) also show that Salary was found to be the most important factor that contributes to employees' satisfaction and commitment while incentives were found to be the

least important factor. Kantor (2013) in his research on the relationships between pay satisfaction, affective organisational commitment, voluntary turnover intention, and attitudes to money in a South African, revealed that pay satisfaction was positively related to affective commitment. The study therefore concluded that pay satisfaction significantly predicts employee's organisational satisfaction. Considering the outcome of the finding, it could be inferred that the higher an employee feels satisfied over payment, the more committed such employee becomes toward the organisation.

The second which stated that perceived training will significantly predict organisational commitment among employees in the Nigerian hospitality industry in Awka, Anambra State was accepted, This finding implies that the more employees' are exposed to training, the more committed they will feel towards the organisation. Perceived employee training, in other words, gives employees confidence to handle tasks without fear of errors and builds the sense of commitment by making them to feel significant in the organisation. Several previous studies reported similar finding. Anitha and Ashok (2016) reported that training given to employees improves their commitment levels towards the organisation which in turn improves their performance. Nthiga (2016) identified that that employee training and commitment to the organisation correlate positively. Sitienei, Egessa and Owano (2015) also found positive effect between training and development on employee commitment.

The third which stated that age will significantly predict organisational commitment among employees in the Nigerian hospitality industry in Awka, Anambra State was also accepted. The finding observed that younger hospitality employees may have showed higher commitment to working because they are faced with fewer job offers and have less experience as was explained by Meyer and Allen (1984). The finding was in line with the finding of Akinyemi (2014) which revealed that older, longer-tenured and more highly educated employees did not report a higher level of commitment than their younger employees. Aaron (1993) in a study on age and tenure in relation to organisational commitment showed that the relationship between organisational commitment and age was strongest for the youngest subgroup. Ajayi (2017) similarly revealed that commitment is higher among younger employees when compared with middle aged employees.

Implications of the Study

The researcher's findings of the study have far reacting implications to employees, employers and the entire body of knowledge.

First, employees pay satisfaction and training preferences have been further ascertained as applied to the hospitality industry in Nigeria. The study has been able to reinforce that fact that there is a strong need to ensure that hospitality industry employees in Nigeria are offered living wages and trainings that do not only compete with the industry standard but are satisfactory to the employee as this would likely shore up the commitment level of the employees.

Managers and employers in the hospitality industry in Nigeria should endeavour to offer satisfactory payment systems, provide better training programmes and encourage older employees more to increase employees' level of organisational commitment.

Finally, this study has been able to fill the gap in knowledge on the predictability of pay satisfaction, perceived training and age on organisational commitment among employees in the Nigerian hospitality industry in Awka, Anambra State. Owing to the paucity of studies in this industry in Nigeria in relation to these variables, the study's outcome becomes very relevant.

Recommendations

Based on the findings of this study, the researcher recommends that;

1. Employers should regularly assess their employees in regards to knowing how they feel towards to the organisation, their opinion and how to achieve organisational goals and commitment. This will enable the employers to indentify, early enough, factors that are hindering employees' level of commitment towards the organisation and develop methods of tackling such factors.
2. There is a great need to reemphasize to employers in the hospitality industry the importance of training and retraining their employees.
3. Employers should adopt the idea of employing younger personnel because of the benefits attached as exposed in this study. With the engagement of younger personnel and subsequent training and retraining, there is the likelihood of maintaining organisational commitment over time.

Summary/Conclusion

The study focused on pay satisfaction, perceived training and age on organisational commitment among 182 employees in the Nigerian hospitality industry in Awka, Anambra State. Data was collected via cross sectional survey method and analyzed using the hierarchical multiple regression. The findings revealed that pay satisfaction, perceived training and age predict organisational commitment. These findings were identified to be in line with several previous studies. As a result, vital recommendations were proffered on how to improve employees' commitment towards the Nigerian hospitality industry. The study concludes that it is employers in the Nigerian hospitality industry should devise more innovative approach towards ensuring higher and sustainable commitment levels of employees.

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