The Effect of Organizational Commitment on the Behavior of Room Service Employees in a Hotel Industry

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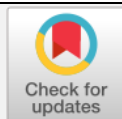[2] Department of Tourism Planning and Development, Postgraduate Program, Institut Pariwisata dan Bisnis Internasional, 80239, Denpasar, Bali Province, Indonesia
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ABSTRACT

This study aims to determine the effect of organizational commitment on Organizational Citizenship Behavior among room division employees of XYZ Hotels. The research method used was quantitative by collecting data on 45 respondents employed in the room division of XYZ Hotels. This was coupled with the use of questionnaires and literature studies. The data were analyzed with descriptive statistics and simple linear regression. The findings of this study show that organizational commitment provides a strong and significant influence on Organizational Citizenship Behavior. Therefore, this study concludes that organizational commitment has an effect of 18.6% with a significance of 0.016 on Organizational Citizenship Behavior among room division employees of XYZ Hotels. The correlation coefficient between the two variables is 0.432, which is quite strong.

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1. Introduction

Along with the development and economic growth, the role of tourism today is increasing as a new sector contributing large foreign exchange to improve people's welfare (Haryanto, 2014). This is evidenced by the increase in the tourism sector, ranging from 5th to 2nd place as the largest national foreign exchange earner in 2017 (Sukmana, 2017). The increase in rank is supported by an increase in the number of foreign tourists, as seen in Figure 1. According to the Ministry of Tourism of the Republic of Indonesia, in 2017, the number of foreign tourists visiting each month always exceeded the number of tourists in 2016 in the same month.
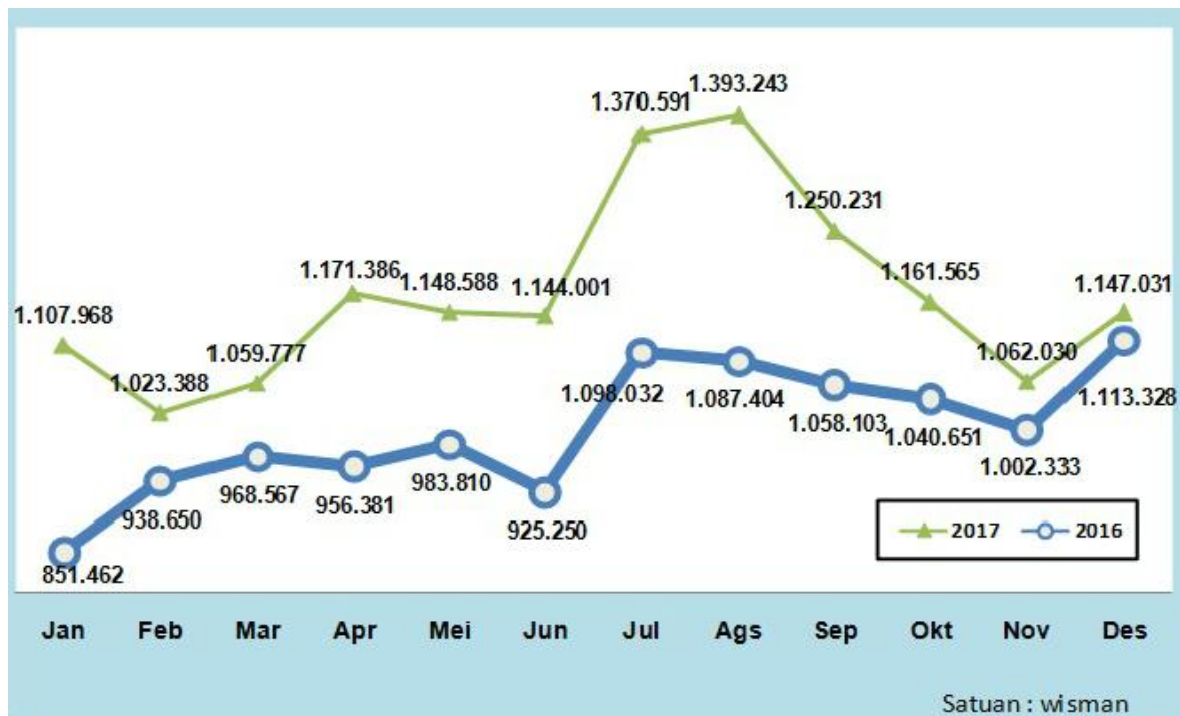
Figure 1. Monthly Visits of Foreign Tourists 2017 vs. 2016
Source: Kementerian Pariwisata Republik Indonesia (2017)

The increase in the number of foreign tourists impacts the increase in occupancy rates, as seen in **Figure 2**. The survey results from the Ministry of Tourism show the percentage of room occupancy rates in star hotels in 2017 always exceeds the percentage in 2016, directly proportional to the number of foreign tourists.

Figure 2. Hotel Room Occupancy Rate in 2017
Source: Kementerian Pariwisata Republik Indonesia (2017)

The increasing number of tourists and occupancy rates resulted in the hotel business developing rapidly. It led to many new hotels, from small to medium to star hotels, so the competition in the hotel world was getting tougher (Kusumawardani & Wardati, 2014). One of the efforts taken to survive in competition is to increase work effectiveness through human and non-human resources (Felicia, 2017).

Although these two resources support each other, human resources are considered more important for businesses concerned with service quality (Lovelock, as cited in Felicia, 2017). This is because the organization's success depends on the quality and performance of individuals (Darmawati et al., 2013). Therefore, to increase employee performance, the company requires the participation of all employees to do their best for the company (Felicia, 2017).

High employee performance will lead to Organizational Citizenship Behavior (OCB), a behavior where someone is willing to do more than the company's standards (Krietner & Kinicki, as cited in Darmawati et al., 2013). But even though employees did OCB voluntarily and made him even more excited, OCB could make these employees very exhausted, especially in emotional matters. They can also experience conflicts between their professional life in the office and their social life at home (Deery et al., 2016)

Many studies have examined the relationship between organizational commitment and Organizational Citizenship Behavior (OCB), as done by Titisari (2014), Devece et al. (2016), Kurniawan & Alimudin (2015), and Cetin et al. (2015), with results that show that organizational commitment affects Organizational Citizenship Behavior (OCB).

Felicia (2017) revealed that an employee with high organizational commitment will always try to develop themselves for the betterment of the organization. In contrast, neither committed nor committed employees tend to disregard the organization's goals, break the rules, and lose passion for work (Felicia, 2017). Employees' good and bad behavior will affect their performance and ultimately affect the behavior of OCB (Felicia, 2017).

The researchers disguised the company name with XYZ Hotel at the company's request. XYZ Hotel is a serviced residence under the auspices of the AL Group. This property, which was established in 2006 and is strategically located in Kawasan Permata Hijau, only requires a 10-minute trip to Gelora Bung Karno, Jakarta Convention Center, and Sudirman Central Business District (SCBD).

Based on the results of interviews, the researchers were informed that the workload at XYZ Hotels was quite heavy, especially in the Guest Service department, which currently lacked labor (understaffed), so they often worked overtime but were not paid more for overtime, according to company regulations. For the Housekeeping department, the number of personnel is sufficient, as evidenced by the frequency of employees returning home on time. Although the workload has been good, some of them feel that management has not taken their aspirations and requests seriously. For example, the demand for re-supply of damaged equipment requests for new tools and materials so operational activities are more efficient. Suggestions for amenities are also provided in the department of Guest Service. So that guests who request directly in the lobby do not need to wait between Housekeeping staff.

Based on the description above, the formulation of the problem in this study are 1) What is the level of commitment to room division employees in XYZ Hotels ?; 2) What is the Organizational Citizenship Behavior (OCB) level carried out by room division employees in XYZ Hotels ?; and 3) How does organizational commitment affect Organizational Citizenship Behavior (OCB) in room division employees in XYZ Hotels?. The objectives of this study are: 1 To determine the level of commitment to room division employees at XYZ Hotels; 2) To find out the level of Organizational Citizenship Behavior (OCB) conducted by room division employees at XYZ Hotels; and 3) To determine the effect of organizational commitment on Organizational Citizenship Behavior (OCB) on room division employees at XYZ Hotels.

2. Literature Review

Here are some of the meanings taken by researchers to explain more deeply about organizational commitment. Organizational commitment is a psychological construct related to the relationship between organizational members and their organizations and has implications for individual decisions to continue their membership in the organization (Kumara, 2014). Organizational commitment can also be defined as an attitude that reflects employee loyalty to the organization and an ongoing process where members of the organization express their concern for the organization and its success and continuous progress (Luthans, as cited in Riswanto, 2013). Another opinion reveals that organizational commitment is employee loyalty to the company, which is reflected in its high involvement in achieving company goals (Priansa, 2017).

From the understanding of organizational commitment by several sources, the researcher concluded that organizational commitment means loyalty attitudes given by employees always to try to contribute more to the company and a strong desire to survive in the company to achieve the values and goals of the company.

3. Research Methodology

This study uses quantitative research methods because it focuses on symptoms that have certain characteristics in human life, referred to as variables (Sujarweni, 2014). The formulation of the first and second problems aims to determine the level of organizational commitment and the level of Organizational Citizenship Behavior (OCB) in room division employees at XYZ Hotels. The third problem formulation aims to determine the effect of organizational

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commitment and Organizational Citizenship Behavior (OCB) on room division employees in XYZ Hotels, using causal forms of associative research. The designs in this study are:

Table 1. Research Design

Research Purpose	Research Type	Research Method	Unit Analysis	Time Horizon
T-1	Descriptive	Survey	Individual = Employee	Cross-Sectional
T-2	Descriptive	Survey	Individual = Employee	Cross-Sectional
T-3	Associative - Causal	Survey	Individual = Employee	Cross-Sectional

Explanation:

T-1: To determine the level of organizational commitment in room division employees at XYZ Hotels.

T-2: To determine the type of Organizational Citizenship Behavior (OCB) carried out by room division employees at XYZ Hotels.

T-3: To determine the effect of organizational commitment on organizational citizenship behavior (OCB) in room division employees at XYZ Hotels.

This type of quantitative research is in the form of survey research, where the researcher collects information on both research variables from a group of objects (Noor, 2016). The unit of analysis in this study refers to organizations, people, events, or other things that are the object of research (Noor, 2016). In this study, researchers used individuals as a unit of analysis, where these individuals were employees working in the XYZ Hotel room division. This study uses a time horizon in the form of cross-sectional because the data collected in this study is only once collected in daily, weekly, or monthly periods to answer the research question (Noor, 2016).

In this study, researchers used two independent variables, namely organizational commitment and the dependent variable, Organizational Citizenship Behavior (OCB). The primary data sources in this study are the results of questionnaires, interviews, and observations with research respondents. In contrast, secondary data is obtained from books, journals, and the number of division room employees at XYZ Hotels.

Data collection techniques in this study used three data collection techniques, namely: 1) Observation; of room division employees at XYZ Hotels; 2) Documentation was carried out for one day after the researcher obtained approval to conduct research at the XYZ Hotel; 3) Interviews were conducted with 4 Guest Service department employees and 4 Housekeeping department employees. Measurement of questionnaire instruments in this study using a Likert measurement scale such as the following table:

Table 2. Likert Scale

Measurement Scale	Value
Strongly agree	5
Agree	4
Neutral	3
Disagree	2
Strongly disagree	1

Source: Supriyanto & Maharani (2013)

For population and sample based on place and time, that is, all room division employees at XYZ Hotel are 45 people with the following details:

Table 3. The Population of XYZ Hotel Room Division Employees

Department	Position	Number of Employees
Rooms	Housekeeping Manager	1
	Rooms Supervisor	2
	Rooms Attendant	14
	Linen & Uniform Attendant	2
Public Area	Floor Supervisor	2
	Public Area Attendant	10
	Pool Attendant	2
	Gym Attendant	2
	Gardener	2
Guest Service	Guest Service Manager	1
	Guest Service Supervisor	3
	Guest Service Officer	4
TOTAL		**45**

For this study, researchers used descriptive quantitative analysis to describe the collected data and make conclusions only for XYZ Hotels. After approval, the new researcher tested the validity and reliability test using SPSS software (Statistical Package for the Social Sciences) on the questionnaire currently in the manufacturing stage. The statistical tool used in this study was IBM SPSS (Statistical Product and Service Solutions) version 25, which was released in August 2017.

The reliability test in this study was measured by the Alpha Cronbach method, which states that a research instrument is said to be reliable if the reliability coefficient (r11)> 0.6 (Siregar, 2014). The types of descriptive statistical analysis used in this study are as follows: Table; Calculate the average (mean) and Standard deviation.

4. Results and Discussion
4.1. Description of the Category of XYZ Hotels

XYZ Hotel is one of the properties owned by AL Group, consisting of 20 floors and 123 rooms in the exclusive Permata Hijau area. Featuring spacious housing offering comfort and safety of its location, XYZ Hotel is the ideal accommodation choice for international executives

and families who live or visit Jakarta. The residence is also surrounded by various places to eat, shop, and entertainment. Hotel XYZ has the vision to become a leading global company that enriches people and communities through high-quality real estate products and services. As for how to achieve it, XYZ Hotels have a mission: 1) Create exceptional customer value and experience through high-quality products and services; 2) Develop high-performing people and teams through useful opportunities; 3) Provide sustainable shareholder returns and build a strong global capital partner network; 4) Care and contribute to community development in the economic, environmental, and social fields.

1) Descriptive Statistical Analysis Organizational Commitment (Variable X)

The results of the descriptive analysis of organizational commitment (variable X) were obtained from the responses of 45 respondents, measured using a Likert scale, and processed with IBM SPSS version 25 software which can be seen in **Table 4**.

Table 4. Results of Descriptive Analysis of Organizational Commitment (Variable X)

Dimension	Indicator	Std. Deviation	Mean	Mean per Dimension
Affective Commitment	Happy to spend the rest of their career in the organization	0.812	3.42	3.42
	Feeling the problems that exist in the organization include personal problems	1.014	3.20	
	Not easily attached to other people	0.712	3.36	
	Feeling to be part of the family within the organization	0.787	3.51	
	Having an emotional attachment to the organization	0.723	3.42	
	The organization has its meaning	0.654	3.60	
	There is a strong sense of belonging within the organization	0.841	3.44	
Sustainable Commitment	Afraid to stop and be dismissed from the job	0.957	3.36	3.48
	It's hard to leave the organization	0.944	3.29	
	Feeling disturbed if you decide to leave the organization	0.928	3.16	
	Requires great personal sacrifice if want to leave the organization	0.963	3.27	
	Consider working in another place if you feel you don't want to be involved in the organization	0.695	4.29	
Normative Commitment	Has an obligation to remain in the organization	0.869	3.49	3.58
	Feel guilty if leave the organization	0.960	3.38	
	Feeling doing things that are not	0.883	3.36	

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Dimension	Indicator	Std. Deviation	Mean	Mean per Dimension
	right when leaving the organization			
	Loyalty to the organization	0.694	3.53	
	Having a sense of obligation with people in the organization	0.714	4.11	
Mean per Variable	3.50			

Source: SPSS Data Processing Results (2018)

▮ Indicator with the lowest mean value
▮ Indicator with the highest mean value

Based on **Table 4**, it can be concluded that descriptive statistics of organizational commitment are assessed from 2 types of analysis. Overall organizational commitment has an average of 3.50 which states that room division employees in XYZ hotels tend to be neutral in agreeing to organizational commitment. Affective commitment has an average value of 3.42; the most dominant indicator is "the organization has its meaning," with an average of 3.60. The indicator "There is a strong sense of belonging within the organization" is in third place with an average value of 3.44. This states that room division employees at XYZ Hotels tend to be neutral towards agreeing to these indicators. In the fourth and fifth, there are two indicators with the same average value, which is the average value of 3.42, precisely on the indicator "Happy to spend the rest of their career in the organization and "Having an emotional attachment to the organization". This states that room division employees at XYZ Hotels tend to be neutral towards agreeing to the two indicators. The indicator "Not easily attached to other people" is an indicator that is ranked sixth in affective commitment with an average value of 3.36. This happened because the room division employees at XYZ Hotel already had their list of tasks and were accustomed to working alone, so they were not accustomed to relying on their work from others.

The "Feeling the problems that exist in the organization include personal problems" is the least dominant indicator in the affective commitment dimension. Based on the interview results, this happened because of their suggestions and responses that were not responded to by the management, so they decided to follow the solution from the management. Sustainable commitment has an average value of 3.48. The most dominant indicator is "Consider working in another place if you feel you don't want to be involved in the organization," with an average of 4.29.

Based on observations, the indicator is dominant because every room division employee at XYZ Hotel has the idea that if there is a chance for a job in another place, it will take the opportunity to develop the capabilities possessed and progress in a career. The average value of other indicators supports this dominant indicator in the dimension of sustainable commitment, such as "Afraid to stop and be dismissed from the job (3.36)", "It's hard to leave the organization (3.29)", "Requires great personal sacrifice if want to leave the organization (3.27)", and "Feeling disturbed if you decide to leave the organization (3.16)" which all state that they tend to be neutral towards agreeing to these indicators.

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Normative commitment is the most dominant dimension of organizational commitment, with an average value of 3.58. The most dominant indicator in this dimension is "Having a sense of obligation with people in the organization," with an average of 4.11. Based on observations, the indicator is dominant because each room division employee has the principle to comply with the rules of values and norms set by the company and is obliged to be responsible for every decision. This is supported by the statement "Loyalty to the organization" and "Has an obligation to remain in the organization" which is second and third. Despite having a sense of obligation, loyalty, and loyalty to the organization, room division employees at XYZ Hotels can leave without feeling guilty. This can be seen in the statement "Feel guilty if leave the organization" and "Feeling doing things that are not right when leaving the organization" as the two least dominant indicators with an average value of 3.38 and 3.36.

2) Analysis of Descriptive Statistics Organizational Citizenship Behavior (Variable Y)

The following is the result of a descriptive statistical analysis of Organizational Citizenship Behavior (variable Y) which is processed using IBM SPSS version 25 software and can be seen in **Table 5**.

Table 5. Results of Descriptive Analysis of Organizational Citizenship Behavior (Variable Y)

Dimension	Indicator	Std. Deviation	Mean	Mean per Dimension
OCB-I (OCB towards other individuals)	Replace absent other people	0.905	3.67	3.83
	Helping other people with a heavy workload	0.522	4.00	
	Helping supervisor work (if not requested)	0.842	3.53	
	Sharing time to listen to co-workers' problems	0.684	3.82	
	Helps provide solutions for new employees who have problems	0.539	4.07	
	Helps resolve the personal interests of other employees	0.576	3.62	
	Provide information to co-workers about the organization	0.688	4.07	
OCB-O (OCB towards the organization)	Always present at work	0.589	4.29	4.14
	Provide advance notice when unable to work	0.626	4.51	
	Reducing work rest hours if work matters still accumulate	1.168	3.67	
	Organized and reduced other things that slowed down work, such as cell phones	0.832	3.89	
	Not complain about things that are not important at work	0.848	3.91	
	Preserve and maintain the organizational property	0.640	4.33	

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	Comply with informal rules that have been established to maintain order	0.570	4.36	
Mean per Variable				**4.00**

Source: SPSS Data Processing Results (2018)

▮ (blue) Indicator with the lowest mean value
▮ (yellow) Indicator with the highest mean value

Table 5 shows that room division employees in XYZ Hotels tend to be agreeable to Organizational Citizenship Behavior with an average value of 4.00. OCB-I (OCB for individuals) has an average value of 3.83. There are two most dominant indicators in this dimension. The first indicator is "Helps provide solutions for new employees who have problems", with an average of 4.07. This indicator is supported by "Sharing time to listen to co-workers' problems' problems" as the second indicator, with an average value of 3.82.

The second indicator is "Provide information to co-workers about the organization", with an average of 4.07. The indicator "Helping other people with a heavy workload" is in third place with an average value of 4.00. In fifth place, there is an indicator "Replace absent other people" with an average value of 3.67. This states that room division employees in XYZ hotels tend to be neutral towards agreeing to these indicators. The indicator "Helping supervisor work (if not requested)" ranks internally in normative commitment with an average value of 3.53.

OCB-O (OCB for organizations) has an average value of 4.14. The most dominant indicator is "Provide advance notice when unable to work," with an average of 4.51. Room division employees at XYZ Hotels also agreed to strongly agree to the statement "Comply with informal rules that have been established to maintain order" with an average of 4.36 and "Preserve and maintain the organizational property" with an average of 4.33. The high average values obtained indicate that they tend to be ready to comply with informal rules and maintain property conditions for mutual safety and comfort.

The indicator "Always present at work" is the fourth indicator with an average value of 4.29, where room division employees at XYZ Hotels tend to agree in the direction of strongly agreeing to the indicator. This happens because most employees realize that their presence is crucial for operational activities. The fifth place is occupied by the indicator "Not complain about things that are not important at work," with an average value of 3.91. Indicators "organized and reducing other things that slow down work, such as mobile phones" are sixth in the OCB-O dimension with an average value of 3.89. The "Reducing work rest hours if work matters still accumulate" is the least dominant indicator in room division employees at XYZ Hotels. Based on the results of the interviews, they did not want to reduce the rest hour, which was their right because the workload was quite heavy, especially in the Guest Service department with a small number of employees.

4.2. Correlation Analysis

The following are the results of organizational commitment correlation analysis (variable X) and Organizational Citizenship Behavior (OCB) (variable Y) with the IBM SPSS version of the software.

Table 6. Analysis of the Correlation of Organizational Commitment (Variable X) and Organizational Citizenship Behavior (OCB) (Variable Y)

Correlations		OCB	Commitment
OCB	Pearson Correlation	1	.432*
	Sig. (2-tailed)		.016
	N	45	45
Commitment	Pearson Correlation	.432*	1
	Sig. (2-tailed)	.016	
	N	45	45

Source: SPSS Data Processing Results (2018)

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

Based on **Table 6**, it can be concluded that the correlation between organizational commitment (variable X) and Organizational Citizenship Behavior (OCB) (variable Y) is quite strong at 0.432.

1) Simple Linear Regression Analysis

The following is the result of a simple linear regression analysis of organizational commitment (variable X) and Organizational Citizenship Behavior (OCB) (variable Y) with IBM SPSS software version 25, which can be seen in **Table 7**.

Table 7. Results of Simple Linear Regression Analysis (R-Square)

Model Summary				
Model	R	R-Square	Adjusted R-Square	Std. Error of the Estimate
1	.432a	.186	.127	.32045

Source: SPSS Data Processing Results (2018)

The simple linear regression analysis (R-Square) results in **Table 7** obtained the coefficient of determination (R-Square) of 0.186 or 18.6%. This stated that organizational commitment (variable X) contributed 18.6% to Organizational Citizenship Behavior (OCB) (variable Y). The remaining 81.4% is determined by other variables not examined and explained in this study.

4.3. Test of the Hypothesis

Analysis of organizational commitment hypothesis test (variable X) and Organizational Citizenship Behavior (OCB) (variable Y) refers to the results of the T-Test processed with IBM SPSS version 25 according to **Table 8**.

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Table 8. Regression Coefficient Test Results

Coefficients^a					
Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	3.165	.339		9.342	.000
Commitment	.242	.096	.432	2.514	.016

Source: SPSS Data Processing Results (2018)

a. Predictors: (Constant), Sustainable Commitment, Affective Commitment, Normative Commitment

The hypotheses that have been included in the study are as follows:

Ha: Organizational commitment significantly affects Organizational Citizenship Behavior (OCB) in room division employees at XYZ Hotels.

Ho: Organizational commitment has no significant effect on Organizational Citizenship Behavior (OCB) in room division employees at XYZ Hotels.

Provisions in proving hypotheses are as follows: 1) If t table ≤ t-count ≤ + t table and Sig ≥ 0.05, then Ho is accepted; 2) If t count> t table and Sig ≤ 0.05, then Ho is rejected. Based on the results of the T-Test in **Table 8**, the value of Sig is obtained. 0.016. This states that Ho is rejected, and Ha is accepted because the Sig value is smaller than 0.05. In addition, the results of the T-Test in Table 8 obtained a t-count of 2.514. If the number of samples (n) is 45 people, the df value (degree of freedom - degree of freedom) is 43 with the formula df = n - 2 (Siregar, 2014). With a significant level of 0.05, the value of the t-table at df 43 is 2.01669.

From processing this data, the value of t-count > t table (2.514> 2.01410) means organizational commitment (variable X) has a significant effect on Organizational Citizenship Behavior (variable Y). This makes Ho rejected, and Ha accepted. The results of hypothesis testing in this study are: Ha: Organizational commitment has a significant effect on Organizational Citizenship Behavior (OCB) in room division employees at XYZ Hotels.

From the results of processing the research data, the summary is as follows:

Table 9. Recapitulation of Data Processing Results

Variable Relationships	Correlation	Correlation Significance	Influence	Influence Given
Organization Commitment **(Variable X)** ↓ Organizational Citizenship Behavior **(Variable Y)**	0.432 Strong enough	0.016 Significant	18.6%	2.514 > 2.01410 Significant

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Based on **Table 9**, it is concluded that the relationship between organizational commitment (variable X) and Organizational Citizenship Behavior (OCB) (Y variable) is quite strong, with a correlation coefficient of 0.432, significant, and the influence between the two variables is 18.6%.

From the results of the descriptive statistical analysis of the continuous commitment dimension, it was found that the majority of Room Division employees at XYZ Hotels agreed to strongly agree to the statement "consider working in another place if they feel they don't want to be involved in the organization." To reduce it, managers and supervisors should make the distribution of tasks fair and equitable so that employees' workload is more evenly distributed. In addition, making work schedules should be adjusted to the occupancy rate of the room to ease the workload of employees. If the occupancy rate is high, managers and supervisors can increase the number of employees working and vice versa.

Always listen to employee feedback, whether input or an employee involved in a problem. An example is listening to employee feedback about the need to provide amenities in the lobby and the existence of workload relief for staff working on the night shift, given that they rarely get time off because they work alone. If there is an effort from the management to the feedback, the employee will feel valued and reluctant to leave the organization.

Suggestions for organizational citizenship behavior include 1). Maintain and maximize Organizational Citizenship Behavior that is already high by making employees who often do Organizational Citizenship Behavior as role models and given appreciation; 2). Organizations must create a positive organizational climate so that employees will respect each other, trust each other and help each other in work and personal matters.

Academically, researchers suggest that: 1) If there are researchers who want to discuss a similar topic can add one more independent variable such as job satisfaction (Darmawati et al., 2013), organizational culture (Oemar, 2013) and work motivation (Barlian, 2016); 2) Further researchers can conduct research on this topic with different research objects, such as restaurants, playgrounds, and other business services, so the research results are more diverse.

5. Conclusion

Researchers drew some conclusions in this study based on the research on the level of organizational commitment and Organizational Citizenship Behavior. First, room division employees at XYZ Hotels have a high or neutral organizational commitment to good direction with an average value of 3.50 based on the three dimensions tested: affective commitment, normative commitment and sustainable commitment. Normative commitment is the most dominant dimension in room division employees at XYZ Hotels, followed by sustainable and affective commitment. Second, Organizational Citizenship Behavior in room division employees in XYZ Hotels has high or good results with an average value of 4.00 based on two dimensions tested, namely OCB-I (Organizational Citizenship Behavior towards individuals) and OCB-O (Organizational Citizenship Behavior) towards the organization). OCB-O (Organizational Citizenship Behavior towards organizations) is the most dominant dimension in room division employees at XYZ Hotels. Organizational commitment has an effect of 18.6% and is significant for Organizational Citizenship Behavior in Room Division employees at XYZ Hotels.

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7. Declaration of Conflicting Interests

The authors have declared no potential conflicts of interest concerning this article's research, authorship, and/or publication.

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