

ABSTRACT

This is a cross-sectional study concerning how employee relations and communication variables influence workers commitment in selected 3-star, 4-star and 5-star hotels in Kuching. The dependent variable was organizational commitment, while eleven independent variables (loyalty, job satisfaction, motivation, employee-supervisor relation, training, recognition, teamwork, communication, methods of communication, status differential and language) were studied.

A sample size of 112 respondents was randomly selected from a total population of 448 employees in the three hotels. These respondents were interviewed by the researcher and two research assistants, based on pre-tested structured interviewed schedule.

The findings showed that both employee relations and communication variables played equally important roles in enhancing employee's job commitment. With the exception of training, all eight independent variables (loyalty, job satisfaction, motivation, employee-supervisor relations, teamwork, recognition, communication and status differential) were positively correlated with organizational commitment.

All the twelve hypotheses, linking each of the independent variables were confirmed at $p < .01$ and $p < .05$. The correlation results for status differential, however, suggested the reverse. Status differential was positively correlated to organizational commitment.

The results of a step-wise regression showed that personal motivation was the best predictor of organizational commitment, which accounted for 79 percent of the variance. Employee-supervisor relations explained an additional 2 percent, while job satisfaction and open-communication added 1 percent of the variance in organizational commitment respectively. Other variables did not make significant contribution to the explained variance of organizational commitment. However, because the independent variables were highly inter-correlated, the results of the regression analysis need to be interpreted with caution due to a high multicollinearity among these independent variables.

ABSTRAK

Kajian keratan rentang ini menitikberatkan hubungkait antara dimensi-dimensi hubungan pekerja dan komunikasi dengan komitmen organisasi di tiga buah hotel beriktiraf 3, 4 dan 5 bintang di Kuching. Pembolehubah bergantung di dalam kajian ini adalah komitmen organisasi, sementara sebelas pembolehubah-pembolehubah bebas (kesetiaan, kepuasan kerja, motivasi, hubungan pekerja-penyelia, latihan, pengiktirafan, kerjasama berkumpulan, komunikasi, keadah komunikasi, perbezaan status dan bahasa) juga di kaji.

Sampel kajian seramai 112 responden telah dipilih secara rawak daripada jumlah populasi seramai 448 pekerja di tiga buah hotel. Responden-responden ini telah ditemubual oleh pengkaji serta dua pembantu penyelidik menggunakan borang soalselidik.

Hasil kajian menunjukkan bahawa dimensi-dimensi dalam hubungan pekerja dan komunikasi memainkan peranan yang sama penting dalam mempengaruhi komitmen pekerja. Kesemua lapan pembolehubah bebas (kesetiaan, kepuasan kerja, motivasi, hubungan pekerja-penyelia, pengiktirafan, kerjasama berkumpulan, komunikasi dan perbezaan status) kecuali latihan mempunyai korelasi positif dengan komitmen organisasi.

Kesemua duabelas hipotesis yang berhubungkait dengan pembolehubah-pembolehubah bebas adalah pada $p < .01$ dan $p < .05$. Walau bagaimanapun, keputusan korelasi bagi perbezaan status menunjukkan keputusan terbalik. Perbezaan status mempunyai korelasi positif dengan komitmen organisasi.

Keputusan kajian regresi menunjukkan bahawa motivasi adalah pengaruh terbaik dalam komitmen organisasi dengan menyumbangkan sebanyak 79 peratus varian, hubungan pekerja-penyelia pula menerangkan penambahan varian sebanyak 2 peratus, manakala kepuasan kerja dan komunikasi menambahkan sebanyak 1 peratus daripada varian di dalam komitmen organisasi. Pembolehubah-pembolehubah lain tidak menunjukkan sumbangan signifikan di dalam menerangkan varian. Walau bagaimanapun, disebabkan pembolehubah-pembolehubah bebas mempunyai hubungkait yang rapat, keputusan analisis regresi haruslah interperasi dengan teliti disebabkan multikolinearan yang tinggi antara pembolehubah-pembolehubah bebas.