ISSN: 3139-5767| Volume 1, Issue 4, October-December 2026
DOI: https://doi.org/10.64149/ijesp.1.4.64-76

Organizational Commitment among Employees of the Leading Hotels in Bangkok, Thailand

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Keywords:
Organizational Commitment; Institutional Effectiveness; Hotel Employees; Employee En-gagement; Organizational Performance; Hospitality Management.

Received: 14/08/2026
Revised: 12/09/2026
Accepted: 29/10/2026

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Abstract

This study examines organizational commitment among employees of leading hotels in Bang-kok, Thailand, and explores its implications for institutional effectiveness in the hospitality sector. Organizational commitment is assessed through four dimensions: job dedication, ac-ceptance of and compliance with organizational rules and regulations, maintaining the organi-zation's reputation, and willingness to remain a member of the organization. A quantitative re-search approach was adopted using a census-based survey of 180 employees, of whom 174 provided usable responses, representing a response rate of 96.7%. Data were collected through a structured questionnaire consisting of demographic information and 21 organizational com-mitment items measured on a five-point Likert scale. Descriptive statistics, independent-samples t-tests, and one-way analysis of variance (ANOVA) were employed to analyze the data. The findings revealed a high overall level of organizational commitment, with a mean score of 3.73 (SD = 1.00). Maintaining the organization's reputation recorded the highest mean score (M = 3.95), followed by job dedication (M = 3.88), willingness to remain a mem-ber (M = 3.61), and acceptance of and compliance with organizational rules and regulations (M = 3.49). Significant differences in organizational commitment were identified across age, marital status, monthly income, and length of employment, while gender, educational level, and job position showed no statistically significant differences. The findings highlight the im-portance of employee dedication, organizational loyalty, and a supportive workplace environ-ment in strengthening organizational performance and supporting institutional effectiveness. The study offers practical insights for hotel managers to improve employee engagement, estab-lish fair organizational policies, recognize employee contributions, and promote long-term em-ployee retention.

1. Introduction

The hotel industry is a major component of the hospitality and tourism sectors. Its performance depends substantially on the quality, consistency, and responsiveness of the services delivered by employees. In Thailand, hotels contribute to tourism development, employment, household income, and the generation of foreign exchange. Because hotel services are produced and experienced through interactions between employees and guests, employee attitudes and work behaviors are important to service quality and organizational performance. Organizational commitment is therefore a relevant concern for hotel managers seeking to maintain service standards and organizational effectiveness.

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Hotels operate in an environment shaped by changing travel demand, economic conditions, competition, and evolving customer expectations. In periods of uncertainty, cost-control measures and changes to employee benefits may affect employees' perceptions of job security and their relationship with the organization. When employees perceive that their contributions are valued and that organizational practices are fair, they may be more willing to invest effort in their work and remain with the organization. Conversely, perceived insecurity or inconsistent treatment may weaken morale and commitment. Channuwong et al. (2023) discussed the role of organizational culture in shaping employee-related organizational outcomes. In the hotel context, organizational commitment may be particularly important because employees' daily conduct directly influences guests' experiences and perceptions of service quality.

The present study focused on employees of selected leading hotels located in Bangkok's business and commercial areas. The hotels were described as upscale properties offering business and resort-style facilities and access to nearby public transportation and commercial areas. The study examined employees' organizational commitment in four dimensions: job dedication; acceptance of and compliance with organizational rules and regulations; maintaining the organization's reputation; and willingness to remain a member of the organization. It also examined whether overall commitment differed according to employees' demographic characteristics.

2. Literature Review

Organizational commitment is commonly understood as an employee's psychological attachment to, identification with, and involvement in an organization. It concerns the extent to which employees accept organizational goals and values, are willing to exert effort on the organization's behalf, and wish to maintain their membership. Earlier discussions of commitment have linked it to employees' attitudes toward their work and their willingness to contribute to organizational objectives (Kanter, 1968). In this study, organizational commitment is treated as a work-related attitude reflected in employees' dedication, acceptance of organizational rules, support for organizational reputation, and intention to remain with the organization.

Organizational commitment has been described through several related components. These include employees' belief in and acceptance of organizational goals and values, their willingness to devote effort to organizational objectives, and their desire to maintain membership (Channuwong et al., 2024; Wongkamnaen, 2000). These components indicate that commitment is not limited to remaining employed; it also involves identification with the organization and active contribution to its objectives. Buchanan (1994) likewise discussed commitment as a relationship between individuals and the organizations in which they work, involving both a sense of belonging and psychological involvement.

Organizational commitment is important because it may support employee retention, cooperation, and sustained effort toward organizational goals. Organizations therefore need to recruit employees with appropriate skills and provide working conditions that encourage capable employees to remain. This includes attention to employees' needs, opportunities for development, and fair employment practices (Sirathanakul et al., 2023;). These considerations are especially relevant in hotels, where service quality depends on employees' consistent performance and interactions with customers.

Meyer and Allen (2007) presented a three-component model of organizational commitment. Affective commitment refers to an employee's emotional attachment to, identification with, and involvement in the organization; employees remain because they want to. Continuance commitment refers to an employee's awareness of the costs associated with leaving, such as the loss of financial benefits, accumulated employment-related advantages, or valued workplace relationships; employees remain because they need to. Normative

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commitment refers to a perceived obligation to remain with the organization, which may arise from personal values, social expectations, or a sense of indebtedness to the employer; employees remain because they feel they ought to. This framework provides a useful theoretical distinction among emotional attachment, perceived costs of leaving, and a sense of obligation.

Kanter (1968) associated organizational commitment with employees' willingness to contribute to organizational activities and remain connected to organizational goals. Commitment may help explain employees' intentions to stay, their readiness to invest effort, and the extent to which they identify with organizational success. It can also connect employees' personal goals with organizational objectives and encourage behaviors that support the organization's reputation. These potential benefits make commitment an important management concern, although commitment should not be treated as a substitute for job satisfaction or as a guarantee of performance.

Organizational commitment may also be reflected in employees' participation in organizational activities, their motivation to pursue organizational objectives, and their willingness to continue working for the organization. Employees who identify with organizational values may be more inclined to regard their roles as meaningful contributions to shared goals (Litwin and Stringer, 1998). In a hotel setting, such attitudes may support coordination among employees and consistency in service delivery.

Compensation and performance-related rewards are among the employment conditions that may influence employees' work attitudes. When reward systems are perceived as fair and appropriately linked to performance, they may encourage employees to contribute to individual, team, and organizational objectives. However, compensation is only one possible influence on commitment and should be considered alongside non-financial factors, including recognition, development opportunities, working relationships, and perceived fairness (Mathew & Dickinson, 2000).

An effective reward system can help organizations attract and retain qualified employees. Compensation includes direct payments as well as benefits and other forms of employer-provided support. Although rewards do not independently determine employee motivation or commitment, employees may interpret them as signals of how the organization values their contributions. Accordingly, reward practices should be transparent, equitable, and consistent with the organization's objectives.

3. Hypotheses

H1: Employees' overall organizational commitment differs significantly at the 0.05 level across demographic groups defined by gender, age, marital status, educational level, monthly income, job position, and length of employment.

4. Research Methodology

The study population comprised 180 employees working in the selected hotels. Because the population was relatively small, the researchers used a census approach and invited all 180 employees to participate. A total of 174 completed questionnaires were returned and included in the analysis, yielding a response rate of 96.7%.

The questionnaire contained seven items concerning respondents' demographic characteristics and 21 items measuring organizational commitment. The commitment items used a five-point Likert response scale and covered four dimensions: job dedication; acceptance of and compliance with organizational rules and regulations; maintaining the organization's reputation; and willingness to remain a member of the organization. Participation was anonymous. The data were analyzed using frequencies and percentages, means and standard deviations, independent-samples t-tests for comparisons involving two groups, and one-way ANOVA for comparisons involving more than two groups.

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The researchers analyzed quantitative data obtained from the Likert Scale questionnaire. The criteria used for interpreting the questionnaire are as follows: 5: Strongly Agree; 4: Agree; 3: Neutral; 2: Disagree; and 1: Strongly Disagree. The criteria used to interpret the mean value were as follows: 4.21-5.00 = Strongly agree; 3.41-4.20 = Agree; 2.61-3.40 = Neutral; 1.81-2.60 = Disagree; and 1.00-1.80 = Strongly Disagree

Content Validity and Reliability Test

1. The research questionnaires were checked by five research scholars in order to find the content validity using Item Objective Congruence Index (IOC), and the IOC value of 0.90 was obtained, which was sufficient enough to conduct this study.
2. The researchers have conducted a try-out by distributing the research questionnaires to 30 people who were not the samples in this study in order to find the reliability value of the questionnaire, and the reliability value of 0.95 was obtained.
3. The researchers have corrected the research questionnaire according to the comments and suggestions of research scholars before distribution to the targeted samples.

5. Research Findings

The Organizational Commitment of Employees of the Leading Hotels in Bangkok

This section reports the respondents' perceptions of organizational commitment and the results of the analyses examining differences across demographic groups.

The overall mean score for organizational commitment was 3.73 (SD = 1.00), which the study classified as high. Among the four dimensions, maintaining the organization's reputation had the highest mean (M = 3.95, SD = 0.78), followed by job dedication (M = 3.88, SD = 1.36), willingness to remain a member of the organization (M = 3.61, SD = 0.90), and acceptance of and compliance with organizational rules and regulations (M = 3.49, SD = 0.96) (Table 1).

Table 1: The Overall Mean and Standard Deviation of Organizational Commitment of Employees

Organizational Commitment	Mean	Standard Deviation
1. Job dedication	3.88	1.36
2. Acceptance and practice in the rules and regulations of the organization	3.49	0.96
3. Organizational reputation maintenance	3.95	0.78
4. Need for being member of the organization	3.61	0.90
Total	3.73	1.00

The mean score for job dedication was 3.88 (SD = 1.36), indicating a high level according to the study's classification. The highest-rated item concerned fully performing assigned duties for the success of the organization (M = 4.39, SD = 0.53). Employees also reported that they were not easily discouraged by everyday work problems (M = 4.18, SD = 0.55) and that they continued working until tasks were completed when necessary (M = 4.09, SD = 1.09). The lowest-rated item concerned trying to improve work methods for organizational development (M = 3.05, SD = 1.13). This pattern suggests that respondents reported stronger commitment to completing assigned duties than to initiating improvements in work practices (Table 2).

ISSN: 3139-5767| Volume 1, Issue 4, October-December 2026
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Table 2: Mean and Standard Deviation of Organizational Commitment of Employees in Job Dedication

Job Dedication	Mean	Standard Deviation
1. You will fully perform the assigned jobs for the success of organization	4.39	0.53
2. If there is any job remaining, you always continue to work until the job is finished even though it is a time for you to leave.	4.09	1.09
3. You are satisfied to perform the assigned jobs even though those jobs are not in your responsibility.	3.97	0.76
4. You are satisfied with the routine job even though somebody feels that this job is so boring.	3.59	1.10
5. You always try to improve the manners or means of working for organizational development.	3.05	1.13
6. You are not discouraged with the problems you face every day at work.	4.18	0.55
Total	3.88	1.36

The mean score for acceptance of and compliance with organizational rules and regulations was 3.49 (SD = 0.96). Respondents most strongly endorsed believing in and accepting the organization's rules, regulations, and policies (M = 3.69, SD = 0.88). They also indicated that organizational rules and disciplines helped them perform their duties (M = 3.53, SD = 0.91). Acceptance that the rules were practical and easy to follow received a mean of 3.43 (SD = 0.99), while acceptance of changes to rules and regulations received the lowest mean (M = 3.30, SD = 1.04) (Table 3).

Table 3: Mean and Standard Deviation of Organizational Commitment of Employees in Acceptance and Practice in the Rules and Regulations of the Organization

Acceptance and Practice in the Rules and Regulations of Organization	Mean	Standard Deviation
1. You believe and accept the rules and regulations of the organization, including policies of the organization.	3.69	0.88
2. The rules and regulations are practical and easy to follow.	3.43	0.99
3. You are satisfied in accepting the change in rules and regulations.	3.30	1.04
4. The rules and disciplines set forth by the organization provide an ease in performing your jobs.	3.53	0.91
Total	3.49	0.96

Maintaining the organization's reputation had a mean score of 3.95 (SD = 0.78), the highest among the four dimensions. The highest-rated item concerned working and behaving in ways that protect the organization's good reputation (M = 4.25, SD = 0.70). Respondents also reported pride in identifying themselves as members of the organization (M = 3.91, SD = 0.86), having ideas to strengthen its reputation (M = 3.90, SD = 0.72), and sharing positive information about it with people outside the organization (the table reports M = 3.97, SD = 0.77). The item concerning responding to negative comments about the organization received a mean of 3.74 (SD = 0.87) (Table 4).

ISSN: 3139-5767| Volume 1, Issue 4, October-December 2026
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Table 4: Mean and Standard Deviation of Organizational Commitment of Employees in Organizational Reputation Maintenance

Organizational Reputation Maintenance	Mean	Standard Deviation
1. You are proud to tell somebody that you are the member of this organization	3.91	0.86
2. When people talk about your organization in negative or bad ways, you inform about the goodness of your organization to them immediately.	3.74	0.87
3. You work and behave in the ways of maintaining the good reputation of organization.	4.25	0.70
4. You will recommend positive information by word of mouth to outside people.	3.97	0.77
5. You have new ideas and manners to create good reputation to your organization in the future.	3.90	0.72
Total	3.95	0.78

The mean score for willingness to remain a member of the organization was 3.61 (SD = 0.90). The highest-rated item concerned having been taught to be loyal to the organization (M = 4.25, SD = 0.80). Respondents also indicated that longer service was associated with a stronger feeling of commitment (M = 3.87, SD = 0.74) and that working for the organization was the right decision (M = 3.76, SD = 0.77). Lower mean scores were recorded for preferring to remain despite opportunities for better-paid employment (M = 3.37, SD = 0.90), feeling pride and dignity in working for the organization (M = 3.31, SD = 1.21), and intending to remain until retirement (M = 3.10, SD = 0.96) (Table 5).

Table 5: Mean and Standard Deviation of Organizational Commitment of Employees in the Need for Being Member of Organization

Need for Being Member of Organization	Mean	Standard Deviation
1. You intend to work in this organization until your retirement.	3.10	0.96
2. You prefer to work in this organization, even though you have the opportunities to get new jobs that offer you more compensation.	3.37	0.90
3. You are full of pride and dignity to work in this organization	3.31	1.21
4. You think that it is your right decision making to work in this organization.	3.76	0.77
5. You have been taught to have loyalty towards your organization.	4.25	0.80
6. The longer period of time you work for the organization, the more you feel having highly committed towards your organization.	3.87	0.74
Total	3.61	0.90

Results of Hypotheses Testing

This section presents the tests of differences in organizational commitment by gender, age, marital status, educational level, monthly income, job position, and length of employment. Independent-samples t-tests were used for gender comparisons, while one-way ANOVA was used for demographic variables with more than two categories.

ISSN: 3139-5767| Volume 1, Issue 4, October-December 2026
DOI: https://doi.org/10.64149/ijesp.1.4.64-76

H1: Employees' overall organizational commitment differs significantly at the 0.05 level across demographic groups defined by gender, age, marital status, educational level, monthly income, job position, and length of employment.

An independent-samples t-test was used to examine whether overall organizational commitment differed by gender. The difference was not statistically significant, $t(172) = 0.820$, $p = .413$ (Table 6). Thus, the analysis did not provide evidence of a difference in overall organizational commitment between male and female respondents. The dimension-level results are also presented in Table 6.

Table 6: Organizational commitment of employees classified by gender

Organizational Commitment	Male		Female		T-test	Sig (2-tailed)
	X	S.D.	X	S.D.		
1. Job dedication	3.87	0.41	3.88	0.408	-.173	0.863
2. Acceptance and practice in the rule and regulation of organization	3.54	0.52	3.45	0.507	1.099	0.273
3. Organizational reputation maintenance	3.99	0.60	3.93	0.571	0.632	0.528
4. Need for being membership of organization	3.65	0.60	3.58	0.524	0.860	0.391
Total	3.76	0.403	3.71	0.365	0.820	0.413

A one-way ANOVA indicated a statistically significant difference in overall organizational commitment across age groups, $F(3, 170) = 6.528$, $p < .001$ (Table 7). At the dimension level, significant differences were reported for job dedication, organizational reputation maintenance, and willingness to remain a member. The difference in acceptance of and compliance with organizational rules and regulations was not statistically significant, $F(3, 170) = 1.292$, $p = .279$. Because the manuscript does not report post-hoc comparisons, it is not possible to identify which specific age groups differed.

Table 7: Organizational commitment of employees classified by age

Organizational Commitment	Group Variance	SS	df	MS	F	Sig (2-tailed)
1. Job dedication	Between group Within group	2.084 26.467	3 170	0.695 0.156	4.462 *	0.005
	Total	28.551	173			
2. Acceptance and practice in the rule and regulation of organization	Between group Within group	1.015 44.518	3 170	0.338 0.262	1.292	0.279
		45.553	173			
3. Organizational reputation maintenance	Between group Within group	4.150 54.063	3 170	1.383 0.318	4.350 *	0.006

ISSN: 3139-5767| Volume 1, Issue 4, October-December 2026
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		58.214	173			
4. Need for being membership of organization	Between group Within group	4.444 49.378	3 170	1.481 0.290	5.100*	0.000
		53.823	173			
Overall	Between group Within group	2.579 22.380	3 170	0.860 0.132	6.528*	0.000
	Total	24.959	173			

*Statistically significant at 0.01 level

A one-way ANOVA indicated a statistically significant difference in overall organizational commitment across marital-status groups, $F(3, 170) = 5.418$, $p < .001$ (Table 8). The table reports significant differences for job dedication and willingness to remain a member, while the difference for acceptance of and compliance with organizational rules and regulations was not significant. The reported table contains apparent inconsistencies in several sums of squares, mean squares, F statistics, and p values; these values must be checked against the original statistical output before publication. Post-hoc comparisons are also needed to identify the groups that differ.

Table 8: Organizational commitment of employees classified by marital status

Organizational Commitment	Group Variance	SS	df	MS	F	Sig (2-tailed)
1. Job dedication	Between group Within group	2.224 25.327	3 170	0.741 0.148	10.88*	0.005
	Total	28.551	173			
2. Acceptance and practice in the rule and regulation of organization	Between group Within group	0.418 45.115	3 170	0.209 0.264	0.793	0.279
		45.553	173			
3. Organizational reputation maintenance	Between group Within group	0.600 57.613	3 170	0.300 0.337	0.891*	0.006
		58.214	173			
4. Need for being membership of organization	Between group Within group	4.536 49.378	3 170	2.268 0.288	7.869*	0.000
		53.823	173			
Overall	Between group	1.187 23.471	3 170	0.744 0.137	5.418*	0.000

ISSN: 3139-5767| Volume 1, Issue 4, October-December 2026
DOI: https://doi.org/10.64149/ijesp.1.4.64-76

	Within group					
	Total	24.959	173			

*Statistically significant at 0.01 level

The one-way ANOVA did not indicate a statistically significant difference in overall organizational commitment across educational-level groups, F(4, 169) = 1.066, p = .375 (Table 9). On the basis of this result, the study did not find sufficient evidence that overall commitment differed by educational level. The dimension-level results are reported in Table 9.

Table 9: Organizational commitment of employees categorized by educational level

Organizational Commitment	Group Variance	SS	df	MS	F	Sig (2-tailed)
1. Job dedication	Between group Within group	0.240 28.311	4 169	0.060 0.168	0.358	0.838
	Total	28.551	173			
2. Acceptance and practice in the rule and regulation of organization	Between group Within group	1.988 43.545	4 169	0.497 0.258	1.929	0.108
		45.553	173			
3. Organizational reputation maintenance	Between group Within group	0.317 57.897	4 169	0.079 0.337	0.231	0.921
		58.214	173			
4. Need for being membership of organization	Between group Within group	2.155 51.667	4 169	2.268 0.288	1.762	0.139
		53.823	173			
Overall	Between group Within group	0.614 24.344	4 169	0.744 0.137	1.066	0.375
	Total	24.959	173			

The one-way ANOVA indicated a statistically significant difference in overall organizational commitment across monthly-income groups, F(3, 170) = 6.519, p < .001 (Table 10). The table reports significant differences in acceptance of and compliance with organizational rules and regulations, organizational reputation maintenance, and willingness to remain a member. The difference in job dedication was not statistically significant, F(3, 170) = 1.311, p = .273. Post-hoc tests are required to determine which income groups differ.

ISSN: 3139-5767| Volume 1, Issue 4, October-December 2026
DOI: https://doi.org/10.64149/ijesp.1.4.64-76

Table 10: Organizational commitment of employees classified by monthly income

Organizational Commitment	Group Variance	SS	df	MS	F	Sig (2-tailed)
1. Job dedication	Between group Within group	0.646 27.905	3 170	0.215 0.164	1.311	0.273
	Total	28.551	173			
2. Acceptance and practice in the rule and regulation of the organization	Between group Within group	2.494 43.039	3 170	0.831 0.253	3.284 *	0.022
		45.553	173			
3. Organizational reputation maintenance	Between group Within group	3.185 55.209	3 170	1.062 0.324	3.280 *	0.022
		58.214	173			
4. Need for being members of the organization	Between group Within group	6.917 46.905	3 170	2.306 0.276	8.357 *	0.000
		53.823	173			
Overall	Between group Within group	2.575 22.384	3 170	0.858 0.132	6.519 *	0.000
	Total	24.959	173			

*Statistically significant at 0.01 level

The one-way ANOVA did not indicate a statistically significant difference in overall organizational commitment across job-position groups, $F(2, 171) = 1.576$, $p = .210$ (Table 11). However, the table reports a statistically significant difference in acceptance of and compliance with organizational rules and regulations, $F(2, 171) = 3.307$, $p = .039$. The differences in the other three dimensions were not statistically significant. These dimension-level findings should be interpreted cautiously, particularly because multiple comparisons were conducted.

Table 11: Organizational commitment of employees classified by position

Organizational Commitment	Group Variance	SS	df	MS	F	Sig (2-tailed)
1. Job dedication	Between group Within group	0.450 28.101	2 171	0.225 0.164	1.370	0.257
	Total	28.551	173			
2. Acceptance and practice in the rule and regulation of organization	Between group	1.696 43.838	2 171	0.848 0.256	3.307 *	0.039

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	Within group					
		45.553	173			
3. Organizational reputation maintenance	Between group Within group	0.409 57.805	2 171	0.205 0.338	0.605	0.547
		58.214	173			
4. Need for being membership of organization	Between group Within group	0.658 53.165	2 171	0.329 0.311	1.058	0.349
		53.823	173			
Overall	Between group Within group	0.452 24.507	2 171	0.226 0.143	1.576	0.210
	Total	24.959	173			

A one-way ANOVA indicated a statistically significant difference in overall organizational commitment across groups defined by length of employment, $F(3, 170) = 7.200$, $p < .001$ (Table 12). The table also reports statistically significant differences across all four commitment dimensions. The sums of squares reported for job dedication appear inconsistent and should be verified against the original statistical output. Post-hoc comparisons are needed to establish which employment-duration groups differ.

Table 12: Organizational commitment of employees classified by period of job employment

Organizational Commitment	Group Variance	SS	df	MS	F	Sig (2-tailed)
1. Job dedication	Between group Within group	2.020 26.531	3 170	0.673 0.156	4.314 *	0.006
	Total	28.551	173			
2. Acceptance and practice in the rule and regulation of organization	Between group Within group	2.139 43.395	3 170	0.713 0.255	2.793 *	0.042
		45.553	173			
3. Organizational reputation maintenance	Between group Within group	2.937 55.277	3 170	0.979 0.325	3.010 *	0.032
		58.214	173			
4. Need for being membership of organization	Between group	8.405 45.417	3 170	2.802 0.267	10.49 *	0.000

ISSN: 3139-5767| Volume 1, Issue 4, October-December 2026
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	Within group					
		53.823	173			
Overall	Between group Within group	2.814 22.145	3 170	0.938 0.130	7.200 *	0.000
	Total	24.959	173			

*Significant at 0.01

6. Conclusion and Discussion

The study found that the overall mean score for organizational commitment among employees in the selected leading hotels was 3.73 (SD = 1.00), which was classified as high. Maintaining the organization's reputation received the highest dimension mean (M = 3.95), followed by job dedication (M = 3.88), willingness to remain a member (M = 3.61), and acceptance of and compliance with organizational rules and regulations (M = 3.49). The pattern suggests that respondents were particularly willing to behave in ways that support their hotels' reputations, while their willingness to accept changes to organizational rules and to remain until retirement was comparatively lower. These findings are broadly consistent with the view that commitment involves identification with organizational values, willingness to exert effort, and a desire to maintain organizational membership (Buchanan, 1994; Channuwong, 2015).

The overall tests indicated no statistically significant differences in organizational commitment by gender, educational level, or job position. In contrast, statistically significant differences were reported by age, marital status, monthly income, and length of employment. These results identify demographic characteristics associated with variation in commitment within the sample; they do not establish that those characteristics cause differences in commitment. In addition, because post-hoc comparisons and effect sizes are not reported, the magnitude and specific group patterns cannot be determined from the information presented.

The respondent profile described in the original analysis indicates that most participants were women aged 25–35, single, held a bachelor's degree, and earned between 10,001 and 25,000 baht per month. These descriptive characteristics should be presented as a profile of this particular sample rather than generalized to all hotel employees in Bangkok. The study's results also suggest that employees' reported commitment to protecting organizational reputation was relatively strong. Hotel managers may build on this strength while addressing the lower scores for improvement-oriented work behavior, acceptance of policy changes, and intention to remain until retirement. Practical measures may include explaining the reasons for policy changes, applying rules consistently, inviting employee suggestions, recognizing service contributions, and providing credible career-development opportunities.

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How to Cite: Makingrilas J., Channuwong S., (2026). Organizational Commitment among Employees of the Leading Hotels in Bangkok, Thailand. International Journal of Education, Society and Policy, 1(4), 64-76.
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