Impact of Attitudinal Dimensions of Professionalism on Employee Satisfaction and Organizational Commitment at Five Star Hotels in Baku

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ABSTRACT

In contemporary studies, the acceptance of the professionalism concept is gaining an embrace within the tourism and hospitality industry. Tourism industry is made up of various subsectors and the concept of professionalism is a relevant discourse as far as the service industry is concerned. In hospitality, there are roles which need the total commitment of employees, therefore, professionalism is suitable for employees to sustain self-discipline, and still accomplish great success on their duties. It is in the light of this necessity that this study was conducted to know the impact attitudinal dimensions of professionalism have on employee s job satisfaction and organizational commitment at five star hotels in Baku, Azerbaijan. As a result, five hundred and three (503) employees of twenty-four five star hotels responded to this survey. Based on the findings, professionalism is a viable concept among employees with a highly significant level. The implication is that professionalism is of high value towards their successes and makes it a necessity to acquire knowledge and skills to bring about efficiency. There is also a clear-cut understanding of the need to perform self-evaluations to ease the achievement of self-set goals. The researcher also found that professionalism has significant influence on the job satisfaction of employees. The employees expressed satisfaction with their work and held strong views that their job sufficiently suits their ability. This is a clear indication that professionalism supports their level of satisfaction on their present job. The study found that professionalism has significant influence on organizational commitment. This influence is justified by the willingness of employees to continue working with their present employers and pleasurable with the working conditions. This study outlined hypothesis, all of which supported the data findings and were as a result accepted.

ŐZ

Son zamanlar turizm ve konaklama sektöründe profesyonellik hızla yaygın bir kavram haline gelmektedir. Turizm endüstri çeşitli alt sektörlerden oluşuyor ve hizmet sektörü söz konusu olduğunda profesyonellik kavramı öne çıkıyor. Otelcilik sektörü önemli roller üstleniyor ve bunun içinde çalışanlardan verilen görevi istendiği gibi yapması bekleniyor. Çalışanlar profesyonellik sayesinde kendine-hakimiyet ve verilen görevi üst düzüyde uygulaya bilir. Bu çalışmanın ana maksatı Bakü, Azerbaycan beş yıldızlı otellerde profesyonelliğin çalışanların iş memnuniyyetini ve organizasyonel bağlılığını nasıl etkilediğinin boyutlarını aydınlatmaktır. Yirmi dört beş yıldızlı otelden toplanan anket sayısı 503. Elde edilen bulgular, profesyonelliğin çalışanlar arasında önemli konsept olduğunu yüksek derecede göstermektetir. Profesyonellik çalışanların başarılı olması ve bu başarının elde edilmesi için gerekli olan bilgi ve becerilerin kazanılmasını etkili bir şekilde anlatan bir kavramdır. Hedeflenen başarıya kolayca ulaşa bilmek için öz-değerlendirme yapmak net bir yaklaşımdır. Araştırma ayrıca çalışanların iş memnuniyeti üzerinde profesyonelliğin önemli etkiye sahip olduğunu açığa çıkarmıştır. Yaptıkları işin kendi yeteneklerine olan uyumu çalışanların işlerinden duyduğu memnuniyet derecesini de beraberinde getiriyor .Bu pofesyonelliğin iş memnuniyet düzeyini desteklediğinin göstergesidir. Ayrıca bu çalışma profesyonelliğin organizasional bağlılığı önemli şekilde etkilediğini ortaya koymuştur. Bu etki çalışanların mevcut işverenle çalışmaya devam etme isteğini ve iş koşularından memnuniyet derecesini aydınlatıyor. Bu çalışmada kullanılan hipotezlerin her biri veri bulgularıyla desteklenmektedir.

Anahtar kelimeler: tutumsallık, porfesyonellik, iş tatmini, organizasional bağlılık.

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INTRODUCTION

1.1 Background of the Study

The concept of professionalism is seen as relevant in various works of life; therefore, its main principles continue to play major roles concerning preferred achievements (Lee, 2014; Evetts, 2011). For this reason, there is no known universal definition of professionalism, but can best be described in the context of usage. The concept of professionalism in the hospitality industry is concerned with the status and admiration, which employers and employees perfect in rendering their services (Hussey, Holden and Lynch, 2011). As a matter of fact, for a thriving tourism sector to be achieved there is need for a professional workforce. Therefore, any failure resulting from employee dissatisfaction and lack of professionalism in hospitality services results largely to inability to attain high ranking and in the long-run cannot attract visitors (Ko, 2012).

Professionalism according to Evetts, Gadea, Sanchez and Saez (2009), comprises of people who are "autonomous and perform public service; they are guided in their decision-making by a professional ethic or code of conduct; they are in special relations of trust with clients as well as with employers/managers; and are altruistic and motivated by universalistic values" (Evetts *et al.,* 2009, p.142).

Based on the definitions, the dimensions of professionalism are clearly mentioned with primary focus on those with the scope of attitudes of the individual as described by value and belief system imbibed in their profession (Evetts, 2011; Hussey, Holden & Lynch, 2010; Parkan, 2008). Nonetheless, the emphasis is that professionalism ranges from inter- and intra-personal elements attributable to gestures and skills that qualify services as professional in tourism and hospitality industry (Van de Camp, Vernooij-Dassen, Grol and Bottema, 2004; Caro, 1992; Sheldon, 1989).

Apart from attitudinal dimensions, there is close reference to employee s job satisfaction and employee s organizational commitment. While employee s job satisfaction is used to represent the pleasure of those employed to work in a given organization, it is "the degrees to which employees are content with the job that they perform" (Hong, Hamid and Salleh, 2013, p.26). On the other hand, organizational commitment is the feeling of attachment an employee has to an organization, which results to maximum obligation (Nehmeh, 2009). This concept is vital because the attitude of an employee is to attach to set goals, values and policy of the employer, with no intention to leave (Cohen, 2007).

For the hospitality operators to offer the desired services to the increasing number of tourist, professionalism is one practice which must be upheld to make this possible. For this reason, the employees in the hospitality sector are trained to have competent conduct because this has high impact on the quality of services they will render to their customers. In a supportive view, professionalism makes it possible for employee to have skills and imbibe positivity, all of which brings about motivation and increased productivity (Wang, Vela and Tyler, 2008). Professionalism is proven to be instrumental to efficient fostering of policies and enhancement of employee

satisfaction as well as organizational commitment (Sommerville 2007; Nickson, 2007).

With reference to previous researches, there is evidence of the focus on additional practices of professionalism that are different from attitude-based dimensions and hospitality management concerns like employee s job satisfaction and employee s commitment, the organization s environment and attitudes on the job, turnover intentions, and their consequences on professionalism (Burgess, 2011; Mak, Wong and Chang, 2011; Gunlu, Aksarayli and Perçin, 2010; Davidson, 2003; Kalbers and Fogarty, 1995; Lachman and Aranya, 1986). Other researchers are based on employee outcomes, work engagement and also job satisfaction linking with performance (Karatepe, 2013; Gayathiri *et al*., 2013). The closely related research that is centered on attitudinal dimension of professionalism is on relationship between employee commitment and job attitude and its effect on service quality and attitudinal dimensions of professionalism and service quality efficacy of employees and enhancing job satisfaction among hotel employees (Lee and Chen, 2013; Lee and Ok, 2012).

Thus, the focus of current study is on the impact of attitudinal dimensions of professionalism on employee s job satisfaction and organizational commitment at hotels in Baku. The capital city of present day Azerbaijan, Baku is considered as the country s power-house and is also a destination for tourism, a trend which has continued since the early twentieth century for organizing remote and close excursions. Baku is known for the best hotels in Azerbaijan, which are prominent for hospitality, affordable offers for tourist as well as world-class facilities.

Over the years, the tourism industry of Azerbaijan has fared very well. This is evident in the statistics derived from the Ministry of Culture and Tourism shows that between 2005 and 2010, a considerably high number out of the total number of visitors entered Azerbaijan basically for tourism purpose (Ministry of Culture and Tourism, 2014). In the last period of four years, the tourism sector of Azerbaijan has developed significantly. There are several five star hotels, which have capacity to accommodate as many tourists as there can be. The effectiveness of the hotel operations has also contributed largely to the growth of the tourism sector in Azerbaijan. It is against the backdrop of a growing tourism industry in Azerbaijan that the hospitality services are also on high demand. Therefore, the need to study professionalism for hotels at Baku is hinged on the desire of the researcher to emphasize the core values that will ensure a working environment that makes it possible for efficient service delivery.

In this study, the researcher particular concern is to know about the impact of attitudinal professionalism on employee satisfaction and organizational commitment. To achieve this, knowledge pursuance, self-management, orientation of employees, sense of calling concerning their work, customer orientation will primarily be used to assess the impact professionalism has on employee satisfaction and organizational commitment. The essence is to know the extent attitudinal professionalism causes and fosters employee satisfaction and organizational commitment. This is bearing in mind that when employee is satisfied with the work, there is an increased possibility of their commitment to the organizations operation.

1.2 Statement of the Problem

The hospitality industry involves demanding roles and employees are expected to live up to the task. In recent times, professionalism has gradually become a concept that is widely accepted in the tourism and hospitality industry. Therefore, through professionalism, it is possible for employees to maintain self-restraint, and still perform well in their various duties. This study has the main objective to evaluate the effect professionalism has on employee s satisfaction and organizational commitment at selected five star hotels in Baku, Azerbaijan.

1.3 Purpose of the Study

The primary aim of this study is to examine attitudinal professionalism s influence on employee satisfaction and organizational commitment at hotels in Baku. This study will be guided by the objectives outlined below.

1. To ascertain the usefulness and level of professionalism at five-star hotels in Baku.

2. To identify the impact of professionalism on employee s job satisfaction.

3. To identify the impact of professionalism on organizational commitment.

4. To evaluate the influence of professionalism on employee satisfaction and organizational commitment.

1.4 Research Questions

In this study, the following research questions are considered.

1. What is the degree of professionalism at five-star hotels in Baku?

2. What influence does professionalism have on employee s job satisfaction at five-star hotels in Baku?

3. What influence does professionalism have on organizational commitment at five-star hotels in Baku?

1.5 Importance of the Study

There are several researches which are conducted as frequent as possible on professionalism in hospitality and tourism industry. However, there are no known researchers conducted on the impact of attitudinal professionalism on employee satisfaction and organizational commitment at hotels in Baku. For this reason, this study will add more to the already existing body of literature. Apart from enabling the researcher to gain more knowledge, this study will be of utmost benefit for students, academics, and prospective researchers.

1.6 Scope of the Study

This study is limited to the topic of discussion. For secondary data, literature will be reviewed on attitudinal professionalism, particularly its impact on employee satisfaction and organizational commitment. The population of study is five-star hotels in Baku, the capital city of Azerbaijan. The questionnaire as an instrument of data collection will be administered to employees and management staff of the selected hotels.

Chapter 2

LITERATURE REVIEW

This chapter on literature review will particularly discuss the conceptualization of professionalism, employee satisfaction, and organizational commitment as well as give background information about tourism in Azerbaijan. The essence of this review is to examine the concepts against the backdrop of hospitality as a services provider in the tourism industry. This will also address the impact of professionalism on employee satisfaction and organizational commitment using knowledge pursuance, self- management, orientation of employees, sense of calling concerning work and customer orientation.

2.1 The Concept of Professionalism

In conceptualizing professionalism therefore, different views are held by the various disciplines but one thing is certain, all organizations and professions employ workers and strive to function as best as possible. Evetts (2006) confirms that professionalism "is constantly changing and constantly being redefined in different ways and at different times to serve different interests" (Evetts, 2006, p.523).For this reason, most, if not, all organizations strive for excellence which can only be achieved by means of ensuring professionalism, without which control in occupation will be difficult to carryout (Brante, 2010; Champy, 2011; Evetts, 2014).

Professionalism as a concept is widely concerned with regards to organizing work and controlling workers in a given organization not necessarily taking hierarchy, bureaucracy and management into cognizance (Friedson, 2001; Evetts, 2014). According to Evetts (2014), professionalism as a concept "has had a long history in the disciplinary sub-field...as something worth preserving and promoting in work and by and for workers" (Ruiz Ben, 2009; Evetts, 2014, p.34).

This has given rise to various discussions to emphasize the desired motivation needed to achieve professionalism, because "it has an appeal to and for...employees and managers in the development and maintenance of work identities, career decisions and sense of self" (Evetts, 2014, p.34). Therefore, professionalism has become a very power instrument in various professions through which employee relations, work conditions and services is best controlled and improved (Svenson and Evetts, 2010; Sciulli, 2005; Olofsson, 2009).

At the mention of the term professionalism, the meaning is linked to work, usually of high performance of employees in all works of life (Kokemuller, 2015). In explaining the concept of professionalism, it is glaring that the terms means different things to different people (Evans, 2008). One of the earliest definitions of professionalism is that which Hoyle offered in 1975 that it is comprised of "strategies and rhetoric employed by members of an occupation in seeking to improve status, salary and conditions" (Hoyles, 1975, p.315). For Ozga (1995), the concept is best understood in policy context because it does not emphasize "qualities inherent in an occupation but explore the value of the service offered by the members of that occupation to those in power" (Ozga, 1995, p.22).

Troman (1996) has a perception that professionalism is "a socially constructed, contextually variable and contested concept defined by management and expressed in its expectations of workers and the stipulations of tasks they will perform" (Troman, 1996, p.476).

Another definition is offered by Sockett (1996) that professionalism "is about the quality of practice, public status of the job" (Sockett, 1996, p.23). Hoyle (2001) again explains professionalism as a concept "used to describe enhancement of the quality of service" (Hoyle, 2001, p.146).

From these definitions, there seem to be a particular "focus on professionalism being an externally imposed, articulated perception of what lies within the parameters of a profession s collective remit and responsibilities" (Evans, 2008, p.4).

However, Boyt, Lusch and Naylor (2001) hold the view that "professionalism consists of the attitudes and behavior one possess towards one s profession...an attitudinal and behavioral orientation that individuals possesses towards their occupation" (Boyt, Lusch and Naylor, 2001, p.322). Hoyle and Wallace (2005) further affirm that professionalism can be "seen as the identification and expression of what is required and expected of members of a profession" (Hoyle and Wallace, 2005, p.103). This perception is in line with the view that professionalism can be viewed as using the values of an individual s behavior and belief to improve their skills and status in society through a job opportunity.

2.1.1 History and Developments of Professionalism

The concept of professionalism long existed in various endeavors of life. Evetts (2014) holds the view that the history of professionalism can be understood if considered in three phases. First, an early phase, secondly the negative phase and the third is made up of tenets of the first and second phases.

During the early phase, professionalism was primarily viewed as a value for occupation and emphasis embedded into "the importance of professionalism for the stability and civility of social systems" (Evetts, 2014, p.35). This notion was later expanded to include other values such as trust, competence, identity and cooperation. In 1939, Parsons came up with arguments to buttress the characteristics of professionalism, which he pointed to "the capitalist economy, the rational-legal social order and the modern professions and stability of a fragile normative social order" (Evetts, 2014, p.36).

However, Friedson (2001) held a differing view that the market, organization and professions form the core of how work can be organized in contemporary society. This notion clearly emphasizes the importance of professionalism as a principle for effective services with a focus on knowledge and expertise. Thus, "the ideal typical position of professionalism is founded on the official belief that the knowledge of skill of a particular specialization requires a foundation in abstract concepts and formal learning" (Friedson, 2001, p.34).

The second phase of professionalism according to Evetts (2014) is a critical one, which categorized professionalism as an ideology. Based on the various proponents of the negative phase (Johnson, 1972; Tarson, 1977; Larkin, 1983; Abott, 1988; Saks,

1995) as cited by Evetts (2014), professionalism was intended to propagate the interest of those who controlled and dominated work and to ascertain the degree at which it was of interest to the public. This notion upheld that "professionals as powerful occupational groups who not only close markets and dominated and controlled other occupations in the field but also could capture states and negotiate regulative bargains with states in the interest of their own practitioners" (Cooper, *et al* 1988; Evetts, 2014, p.38).

In the third phase, professionalism was looked upon "as a discourse of occupational change and control" (Evetts, 2014, p.40) particularly as it relates to organizations in which the concept is upheld most among top management. This is where the elements of the first phase, which emphasized on occupational value as well as the second phase s ideological notion. According to McClelland (1990), professionalism is used within an organization to manipulate a group and also a means to achieve external dominance. This is buttress by Evetts (2014) that a group makes use of professionalism for "constructing occupational identity, promoting its image with clients and customers, and bargaining with states to secure and maintain its regulatory responsibilities" (Evetts, 2014, p.41).

From the above expressions, it is not doubt a fact that professionalism is gradually experiencing change in perceptions. However, based on the three phases in the history, professionalism can be said to have been viewed differently by various scholars, and this is still what takes place today. Evett (2006) clearly captures that professionalism has occupational values, the same way organizations find the concept relevant.

2.1.2 Dimensions of Professionalism

Going by the definitions offered of professionalism, it is imperative to note that there are dynamic dimensions of professionalism, made up of relative concepts (Brock, 2006; Aldridge and Evetts, 2003). In a clear viewpoint, Helsby (1996) asserts that "there is a clear distinction between being a professional" and "behaving professionally" (Helsby, 1996, p.138; Brock, 2006, p.3).

Additionally, there are several factors applicable in addressing the dimensions of professionalism, clearly outlined by various researchers (Winch, 2004; Goodson and Hargreaves, 2003; Sachs, 2003; Zuoyu, 2002; Frost, 2001; Hoyle and John, 1995; Friedson, 1994). According to Brock (2006), these factors are "knowledge, education and training, skills, autonomy, values, ethics and reward" (Brock, 2006, p.4).

In 1967, Richard Hall developed the attitude scale which was intended to "measure the degree of professionalism among practitioners of various occupations" (Mat and Zabidi, 2010, p.139). Also, professionalism as a multidimensional concept characterized by 1) autonomy 2) use of a professional association (or associations) as a referent 3) belief in public service 4) sense of calling to the field, and 5) belief in self-regulation (Bartol, 1979; Kerr, Von Glinow and Schriesheim, 1977; Snizek, 1972; Hall, 1969; 1968).

2.1.2.1 Autonomy

The focus of autonomy as a dimension is the willingness of professionals to want to be independent in decision making tasks. This is perceived as a right of an employee to operate independently and not take directives from superior. The need to have autonomy among employees gives rise to increased professionalism.

2.1.2.2 Professional Identification

This is another dimension of professionalism which is ensures that the values, beliefs and identity of a profession are enforced. Those employees who participate in the activities of their professional associations tend to have more sociable ethics and a dependable knowledge base.

2.1.2.3 Belief in Public Service

The belief of service is when an individual understands the relevance a profession has to the society. Through this dimension, it is possible to uphold strong belief as well as render the desired commitment for positive career objectives.

2.1.2.4 Sense of Calling

With a sense of calling, an individual is able to be more committed to the practice and activities of their profession. This means a true sense of calling and the effort to devote to the values and beliefs of the profession will result into organizational commitment and job satisfaction.

2.1.2.5 Self-Regulation

A professional who has acquired knowledge and attained a high level of professionalism tend to have the ability for self-regulation. Therefore, if there is more to learn about the profession, it will be suitable for only those who have the same form of specialization, but not those with different orientations.

2.1.3 Types of Professionalism

Based on the definitions, there are two types of professionalism, namely: structural and attitudinal dimensions respectively (Hall, 1969; Snizek, 1972). According to Snizek (1972), "the attitudes and ideology held by its practitioners, denotes the degree of professionalism characteristic of an occupation" (Snizek, 1972, p,109).

2.1.3.1 The Structural Dimensions
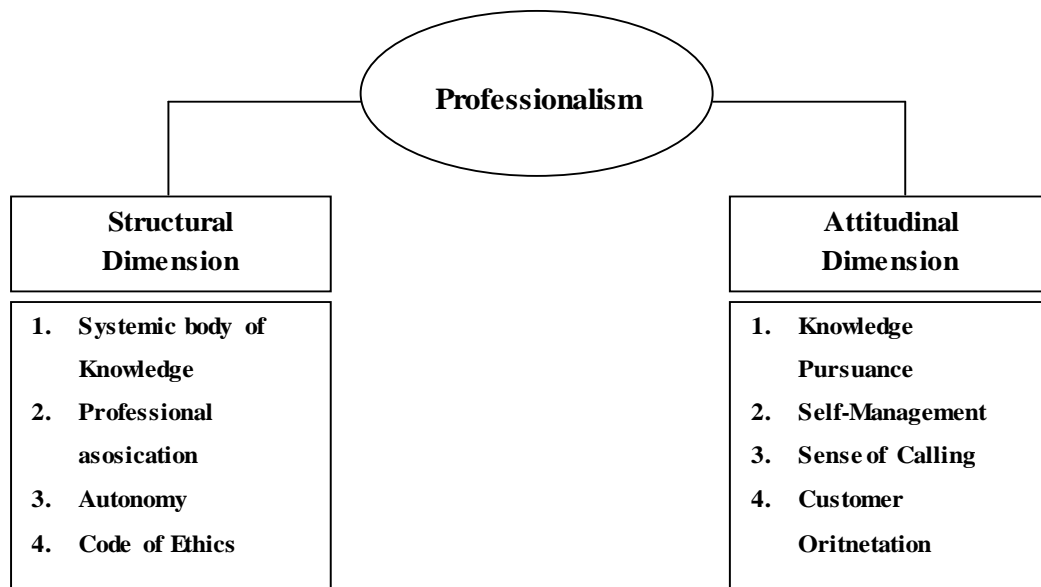
Figure 1: Dimension of professionalism

According to Hammer (2000), there are eleven attributes of professionalism which are structural. These are "1) specialized body of knowledge and skills 2) unique socialization of student members 3) licensure/certification 4) professional associations 5) governance by peers 6) social prestige 7) vital service to society 8) code of ethics 9) autonomy 10) equivalence of members and 11) special relationship with clients" (Hammer, 2000, p.455).

Lee (2014) re-conceptualizes these into only four elements, saying it is made up of a general form of understanding, expertise relationship, independence and moral code. These are the structural dimensions to be considered in this discourse.

In the above figure, the structural dimension focuses on bringing principles together to make an occupation attain a professional status (Parkan, 2008; Coughlan, 2001). The systemic body of knowledge has to do with expertise which can only be acquired

through formal training. Secondly, professional associations show that a profession is institutionalized and the role it plays is to enforce values and beliefs among the practitioners.

The third structural element is autonomy, which makes it possible for practitioners to ensure customary standards for employees to engage in the process of making decisions (Lee, 2014). As the fourth element on the chart, the code of ethics ensures that all the other structural elements of professionalism are effectively achieved.

2.1.3.2 The Attitudinal Dimensions

Attitudinal dimensions on the other hand are listed by Hammer (2000) as "1) use of the professional organization as a major reference 2) belief in service to the public 3) belief in self-regulation 4) sense of calling to the field 5) autonomy (Hammer, 2000, p.455). However, there are four elements of attitudinal dimensions. The attitudinal element of professionalism on the other hand theorizes that an individual holds belief system, which enables them set self-goals and conceive strategies with which same can be actualized (Evetts, 2011; Parkan, 2008).

In the figure shown above, knowledge pursuance is a very dynamic professionalism element of the attitudinal dimensions. According to Lee (2014), it is the level of professionalism of a given employee that distinguishes them from that of other professions. Therefore, professionalism is typically believed to have an exceptional position through which the ability to improve on learning and perfecting of skills are of utmost necessity (Evetts, 2011).

Another element is self-management, which includes accords an individual, the free will to make decision based on their valuation, even when the circumstances

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surrounding their choices are found to be intricate (Evetts, 2011). By self-management, the professional has utmost control of actions and though influenced by personal judgment, upholds reliability, independence and self-control (Lee, 2014; Evetts, 2011; Parkan, 2008).

Sense of calling in the view held by Parkan (2008) enables professionals to form positive attitudes towards their occupations. It is imperative to note the assertion that sense of calling emphasizes the presentation the purpose an individual holds towards ensuring their successes on the job (Hall and Chandler, 2005).

The forth attitudinal dimension of professionalism is customer orientation. From the figure presented above, it is very glaring that customers must revered by professionals. Stock and Hoyer (2005) explains that customer orientation is concerned with the relationship that exists between customers and the professionals in the service industry. Further stating, employees tend to get attracted to and value the contact they have with clients so as to promote the policy of their employing organization (Lee, 2014). Customers tend to have plethora of needs and so the only way to match up to their demands is for the service providers to also improve on their orientation for satisfactory service delivery. Although the concept of professionalism is used in different ways by organizations and professionals, it is very important to the service industry particularly in organizing working conditions, employers, employees and customers (Evetts, 2011).

2.2 Conceptualizing Job Satisfaction

At the mention of job satisfaction, there is clear indication of the concern about the satisfactory nature of a job for the employee. It is also proved useful for discourse on

professionalism within organizations as well as service industry such as hospitality and tourism. Several literatures suggest that organizations whose priority is on improving the job experience of employers tend to have very high results in productivity (Thomas, Buboltz and Winkelspecht, 2004; Wright and Staw, 1999).

Vivian Fisher and Joseph Hanna are reported to be the first people to define job satisfaction in the year 1931, during a study. According to Zhu (2013), they explained job satisfaction as "a product of non-regulatory mood tendency" (Zhu, 2013, p.293). Churchill, Ford and Walker defined job satisfaction in 1974, as a concept made up of "features of the job and the job-related environment" (Zhu, 2013, p.293). Edwin Locke later modified their definition of job satisfaction in 1976, as "a pleasurable or positive emotional state resulting from the appraisal of one s job or job experiences" (Saari and Judge, 2004, p.396).

The most popular definition of job satisfaction was offered by Locke in 1976 as "a pleasurable or positive emotional state resulting from the appraisal of one s job or job experiences" (Locke, 1976). Since then, job satisfaction is conceived differently most particularly on issues relating to professionalism in organizations (Kinicki, McKee-Ryan, Schriesheim and Carson, 2002). Contemporary studies on job satisfaction have increased suggesting its relevance in the successes of professions and occupations (Byrne, Chughtai, Flood and Willis, 2012).

Job satisfaction is also referred to as a manifestation or feedback put forward by employees (Jayawardana, O Donnell and Jayakody, 2013; Ybema, Smulders and Bongers, 2010; Oredin and Alao, 2009). This means there is the likelihood that either employee is satisfied with or otherwise with their work.

For Mak and Sockel (2001), when job satisfaction is mentioned, it indicates an expression of emotions used to show the attitude of employees toward their job circumstances.

2.2.1 Determinants of Job Satisfaction

Generally speaking, there are three determinants of job satisfaction, namely: individual determinants, environmental determinants and psychological determinants of job satisfaction (Krayer and Westbrook, 1986; Weiss and Cropanzano, 1996; Cote and Morgan, 2002).

2.2.1.1 Individual Factors

The individual factors play a role in determining the satisfaction of employees of an organisation. According to Judge and Klinger (2007), the individual factors are emotions, genetics and personality. Emotions are easily noticeable in an individual and manifest in their mood. Emotions tend to have long-lasting effect on the productivity of an employee (Weiss, Nicholas and Daus, 1999). Also, negative emotions decrease job satisfaction. According to Brief and Weiss (2002), genetics also manifest as individual factor.

2.2.1.2 Environment Factors

In a work environment, there are two very important elements; communication and employee recognition. Every organization needs a healthy communication flow for employees to function effectively. Therefore, when the instructions are not concise, it becomes impossible for employees to work well. Of course, a situation where information flow falls below expectation, there is likelihood the employee will experience dissatisfaction.

Employee recognition is carried out within the work environment. There are several ways through which employee can be recognized for his duties. The most formal

means is when the management rewards employees for successfully attaining a set target, exceptional conduct and many more. Also, employee recognition can also manifest in form of gestures that makes it possible for cordiality in the working environment. These environmental factors influence the emotions of employees to take part in ensuring productivity, but when both are absent, there low motivation, thereby resulting to dissatisfaction.

2.2.1.3 Psychological Factors

There are distinct characteristics of psychological factors when it comes to the discourse on job satisfaction, namely: one s life, family and community. All these are intertwined, and so the total effectiveness tend be affected when an employee experiences stress in any aspects of the above. In simple terms, the psychological factors are concerned with the welfare of an employee which in its entirety contributes immensely to job satisfaction. Therefore, it is appropriate to say that the psychological factors and the other two discussed earlier do have great relationship. For instance, when an employee has stress in his or her personal life, individual factors tend to manifest and will most likely interfere with the environment factors as well. This will greatly lead to job dissatisfaction.

2.2.2 Dimensions of Job Satisfaction

Job satisfaction can be viewed using remuneration, number of work hours coupled with designated duties, prospects of job security and promotion, job content defined as interest, prestige and independence, as well as existing relationships with co-workers (Clark, 1998).

According to Ahmad and Gelaidan (2013) all the aspects of job satisfaction were in 1969 classified by Smith, Kendal and Hulin into five categories; these are 1) work itself, 2) salary, 3) opportunity for promotion, 4) supervision and 5) relationship with

co-workers. Chimanikire, Mutandwa, Gadzirayi, Muzondo and Mutandwa (2007), summarily perceived the dimensions as 1) policies and procedure of an organisation; 2) aspects of work environment such as workload, skills application, autonomy and feedback; and 3) personal aspects like image of self, accompaniment of stress and how it fits into the day-to-day routine of employees. However, Syptak, Marsland and Ulmer (1999) list them as aspects of job satisfaction, namely, company policies, salary and/or benefits, interpersonal or social relations, working conditions, achievement, recognition, autonomy, advancement, job security and work-life balance practices.

The various aspects of job satisfaction make it possible for employers to take particular note and make improvement where necessary. While some are peculiar to individuals, others offer conditions that must be adhered to. Therefore, since employees have different job expectations and skills, it is the duty of an organisation to ensure workers derive their desired satisfaction. This is because the expectations of employees will be met if they find constant improvement on the job they are employed to do. The notion held by Ahmad and Gelaidan (2013) is that if job satisfaction is prioritized all the time, the organization will enjoy productivity and continue to grow.

2.2.2.1 Company Policy

This is otherwise referred to as corporate policy. It is an official declaration of an organization s main supervisory codes and measures upon which all operations are established.
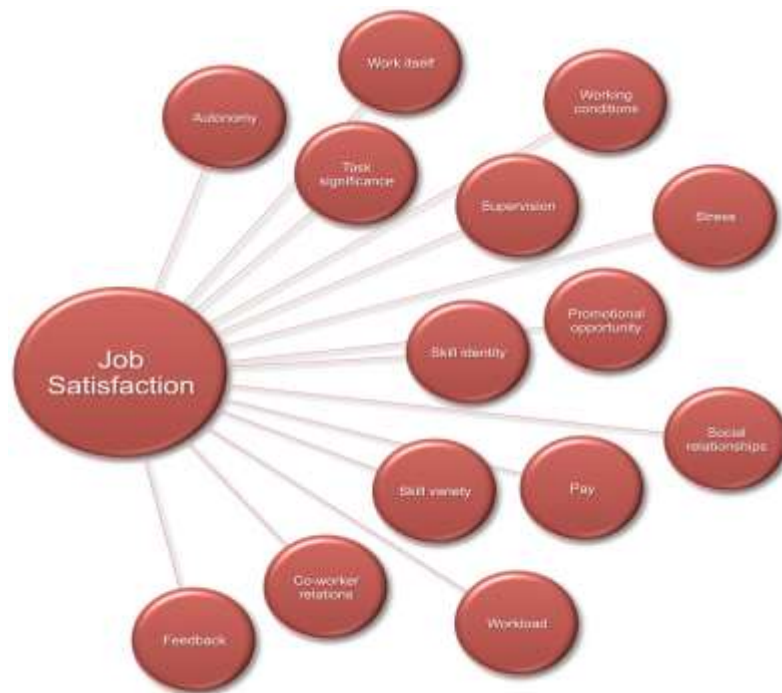
Figure 2: Facets of job satisfaction

It contains specific details on how the managerial personnel should function, while according priority to the mission statement. The company policy is used to evaluate the performance of employees while making sure that status of accounts is maintained.

2.2.2.2 Working Conditions

It is through working conditions that employees enjoy office amenities, equipment and work environment. When an organization makes these available, the employee will tend to have higher level of satisfaction, but a situation where there is lack of adequate

working space and tools, there will be increased dissatisfaction. With good working conditions, employees will be faithful with their working hours, observe breaks only when they should as well as deliver jobs as at when due.

2.2.2.3 Salary

Salary is agreed upon between the employer and employee to be paid when hired. The dimension it holds is how appropriate the amount is when compared with others for the duties he or she is given. If the remuneration benefits the employee, it raises satisfaction derived from the job and prevents turnover intensions as the case may be. It is the duty of the employer to offer and subsequently pay an employee an amount that will not in any way create a feeling that the job done surpasses the financial reward derived.

2.2.2.4 Social Relations

Social relation is another important aspect required for job satisfaction. It is the relationship that exists between different people. In the context of an organization, employees need to cultivate social relations to impact positively on their level of satisfaction. When employees have a healthy relations, teamwork is better enhanced towards the actualization of productivity. An organization must initiate group activities that will help strengthen the rapport among their workers across ranks and units. The competence of co-workers makes it possible for employees to render their best and high proficiency of employees support those who are less competent to improve, and also creates a friendly work environment. This will ensure a sense of belong and bring about reduced dissatisfaction of work atmosphere.

2.2.2.5 Recognition

When employees are recognized for outstanding behavior, hardwork and diligence, for instance, they tend to show more commitment and are ready to put in extra effort to

achieve results. Recognition also boosts the morale of co-workers to do same, or even better.

2.2.2.6 Autonomy

In the management parlance, autonomy is used to refer to the level of freedom an employee is given to carry out his or her role in a given organization. This makes it possible for employees to be responsible and work with minimal supervision. While conferring the individual with the leeway to mastermind decisions that will bring about outcomes, autonomy enhances their satisfaction on or with the job. When individuals who particularly want autonomy are given the right kind of job, they tend to experience a high degree of job satisfaction.

2.2.2.7 Advancement

This is an important variable of job satisfaction. When an employee is able to see existing tendencies for advancement on his or her job, there is an expression of job satisfaction. It becomes necessary for employees to be given room to excel and rise to higher positions. The management on their own part can make this happen by upgrading the responsibility of their employee who is exemplary in carrying out their duty.

2.2.3 Measures of Job Satisfaction

In measuring job satisfaction, there are different issues to consider, either content or context of the job is taking into cognizance (Ssesanga and Garrett, 2005; Herzberg, Mauser and Synderman, 1959). The concentration of job content is on interest, prestige and independence, all of which are tied to the psychological state of an employee.

Another means through which job satisfaction can be measured is through affective and cognitive perspectives (Zhu, 2013; Chimanikire *et al*, 2007; Brief 1998; Organ

and Near, 1985). By affective, there is an all-inclusive appraisal of emotions of the employees, which seeks to know how happy the workers feel. On the other hand, cognitive perspective evaluates the situations on the job such as conditions of work, responsibilities. Both the cognitive and affective perspectives do not depend on each other to measure the level of employee satisfaction.

However, indexes are also relevant in measuring job satisfaction, namely: brief index of affective job satisfaction, job descriptive index, job in general index, Likert scale, Minnesota satisfaction questionnaire, job satisfaction survey and faces scale, job diagnostic survey, job rating form, (Hackman and Oldham, 1975; Smith, Kendal and Hulin, 1969; Spector, 1997; Fields, 2002; Thompson and Phua, 2012).

2.3 Conceptualizing Organizational Commitment

The concept of organizational commitment has divergent perspectives. The initial view of the concept considered was organizational commitment as a single dimension, which had to do with the attitude based on an attitudinal standpoint and assumed that devotion has to do with participation and being accepted (Porter, Steers, Mowday & Boulian, 1974). This means that an individual s emotional connection comes about when there is an interaction that links their personality and that of outlined ideals within an organization.

In Porter *et al* (1974) the term is considered as "an attachment to the organization, characterized by an intention to remain in it; an identification with the values and goals of the organization; and a willingness to exert extra effort on its behalf" (Porter *et al*, 1974, p.604). It is pertinent to acknowledge that there are different ways through which employees apply their beliefs to the ideals of the organization that have

employed them. Herein lays the relationship between employee s organizational commitment and organization s objectives.

Secondly, organizational commitment is considered on a basis of give and take (Becker, 1960; Alluto, Hrebiniak & Alonso, 1973), which purports that the dedication of employees to an organization will not change so long as they hold positions, not minding the job conditions. However, if these conditions change, they will tend to have turnover intentions.

For Mowday, Porter and Steers (1982), organizational commitment is behavior "relating to the process by which individuals becomes locked into a certain organization and how they deal with this problem" (Mowday *et al,* 1982, p.26). This is further viewed as a conscious effort to remain committed to an organization and is seen as the guarantee of an individual towards work when they weigh the benefit it has on the organization (Hrebiniak and Alutto, 1972). The above notion is buttressed by Wiener and Vardi (1980) that organizational commitment is a "behavioral intention or reaction, determined by the individual s perception of the normative pressure" (Wiener and Vardi, 1980, p.90).

The third perspective is by Meyer and Allen (1984) whose notion considers organizational commitment in two ways. First, affective commitment is a "positive feelings of identification with, attachment to and involvement in the work organization" (Meyer and Allen, 1984, p.375). The second dimension is continuance commitment defined as "the extent which employees feel committed to their organization by virtue of the costs that they feel are associated with leaving" (Meyer

and Allen, 1984, p.375). In 1990, Meyer and Allen thought it wise to add the normative commitment as a third dimension.

In defining the concept of organizational commitment, the description offered by O Reilly (1989) is very important, that "an individual s psychological bond to the organization, including a sense of job involvement, loyalty and belief in the values of the organization" (O Reilly, 1989, p.17) From this standpoint, organizational commitment is best described as the acceptance an individual accords to an organization after they must have been employed (Miller and Lee, 2001).

According to Cohen (2003), "commitment is a force that binds an individual to a course of action of relevance to one or more targets" (Cohen, 2003, p.xi). It is clear in the description offered by Cohen s that commitment has everything to do with "the relative strength of an individual s identification with and involvement in an organization" (Arnold, 2005, p.625). Miller (2003) holds that organizational commitment is "a state in which an employee identifies with a particular organization and its goals, and wishes to maintain membership in the organization" (Miller, 2003, p.73). Therefore, organizational commitment is the degree at which an individual who is employed willingly upholds the importance of the goals and values of as stipulated by the employing organization.

Additionally, organizational commitment is characterized by attitude and behavior (Morrow, 1993) and "evaluative statements or judgments - either favorable or unfavorable - concerning a phenomenon" (Miller, 2003, p.72). Therefore, for being an attitude, organizational commitment is a reflection of how an employee feels towards the employing organization (Morrow, 1993).

2.3.1 Types of Organizational Commitment

From the description of Meyer, Allen and Gellantly (1990), organizational commitment is "characterized by a favorable positive cognitive and affective component about the organization" (Meyer *et al*, 1990, p.711). Therefore, three types of organizational commitment to be considered in this discourse are: affective, continuance and normative commitments respectively.

2.3.1.1 Affective Commitment

Affective commitment is the level at which employees wish to remain with an employing organization. For this reason, if there is an affective commitment, they will not consider leaving for other competitive organization, and to stay attached, they will identify with the ideals of such organization. This explains that they remain satisfied with their work because they experience a high sense of value. Several scholars (such as Mowday *et al*, 1997; Meyer and Allen, 1993; O Reily and Chatman) this type of commitment using emotional have defined affective commitment of employees as the emotional connection and how much they are involved (or allowed to get involved with) an organization.

In Porter *et al* (1974) affective commitment is characterized by three features. First, the confidence an employee has in the outlined ideals of an organization. Secondly, that when there is affective commitment, there must me the employee is willing to channel strength to enable the organization actualize targeted goals. Third is that there is the dire aspiration by the employee to ensure professional membership and affiliation with their employing organization. Mowday *et al* (1979) corroborates further that affective commitment is "when the employee identifies with a particular organization and its goals in order to maintain membership to facilitate the goal" (Mowday *et al*, 1979, p.225). Meyer and Allen (1997) buttresses that the decision by

individuals to hold onto membership is a way of reassuring their commitment to such organization.

2.3.1.2 Continuance Commitment

Continuance commitment is the extent to which individuals express satisfaction to remain with the employing organization. If the employee shows continued commitment, the motive is that they do not wish to leave the organization for another. Though the accrued reason differs from one individual to another, it could mean that there are no satisfactory options.

Therefore, when the employees are willing to stay with an organization, there are factors such as "years of employment or benefits that the employee may receive that are unique to the organization" (Reichers, 1985). This notion is supported in Meyer and Allen (1997) that individuals that have continuance commitment to employing organization in most cases gives their employers no choice than to retain them on their jobs.

2.3.1.3 Normative Commitment

This type of organizational commitment is the level employees express their obligation to stay with their employing organization. For employees who have normative commitment to their employees believe that if they leave, there will be consequences. Though such guilt-sense varies from one employee to another, it is centered on the fear that a void will exist, and the organization will in turn, suffer loss. According to Bolon (1993), if an organization suffers any form of void in knowledge and skills, there will be pressure on other employees which will result into low productivity.

Normative commitment considered as a "generalized value of loyalty and duty" (Weiner 1982) and "a feeling of obligation" (Meyer and Allen, 1991). Though explained in various contexts by different scholars (Wiener, 1982; Meyer, Allen & Smith, 1993; Meyer and Allen, 1997), normative commitment occurs when an employee feels they have the moral obligation to their organization. Therefore, they tend to remain on their jobs out of choice

From the above explanation of the three forms of organizational commitment, the extent to which employees out of choice remain with organizations stems from vary but are still interrelated to each other.

2.3.2 Stages of Organizational Commitment

It is believed that organizational commitment is spontaneously formed. The stages through which organizational commitment occurs are described by O Reilly (1989) as "compliance, identification and internalization" (O Reilly, 1989, p.12).

2.3.2.1 Compliance Stage

In this stage, the employee is able to accept the employing organization based on financial benefits and elevation through ranks (O Reilly, 1989). It is also at this stage that attitudinal beliefs and values are shared and gained. This is associated with continued commitment because employees tend to exert calculative advantages there are in the organization (Beck and Wilson, 2000; Meyer and Allen, 1997).

2.3.2.2 Identification Stage

The identification is when employees experience the actions and inactions of colleagues to positively have an effect on to satisfy their devotion to the employing organization (O Reilly, 1989). It is a thing of pride for most employees when they have a good sense of belonging in their place of work and as well tend to qualify their job responsibilities as a means of identifying themselves with the organization (Best,

1994). This stage is directly influenced by the normative dimension of organizational commitment (Meyer and Allen, 1997) because an employee remains with the organization when they are accorded clearly defined roles.

2.3.2.3 Internalization Stage

The internalization stage is last but not the least of the three stages outlined in organizational commitment. During this stage, employees find consistent rewards from the organization and this sustain their personal values (O Reilly, 1989). This stage of commitment is strengthened by the affective dimension of organizational commitment (Meyer and Allen, 1997) and so the employee is able to give their passion to the organization (Suliman and Iles, 2000).

2.3.3 Factors Determining Organizational Commitment

There exist different factors which determine organizational commitment. In this study however, those to be considered are factors relating to job, opportunities for employment, personal characteristics, positive relationships, organizational structure, and management style.

2.3.3.1 Job-Related Factors

According to Randall (1990), organizational commitment is a very significant factor that is related to the job of an employee. Thus, it is safe to say that job related factors have relationship with all the other factors as which determine organizational commitment. There are several job-related factors such as turnover intentions, absenteeism, job effort, job role and performance or vice versa (Randall, 1990). If an employee s job is not clearly defined, the individual will not be able to get so committed to the organization s desired goals (Curry, Wakefield, Price and Mueller, 1996). Also, other job-related factors that could tend to affect organizational commitment are the level of responsibility and autonomy (Baron and Greenberg,

1990). According to Baron and Greenberg (1990), "the higher the level of responsibility and autonomy connected with a given job, the lesser repetitive and more interesting it is, and the higher the level of commitment expressed by the person who fill it" (Baron and Greenberg, 1990, p.174).

2.3.3.2 Employment Opportunities

According to Curry *et al* (1996) there are several opportunities for employment that can easily swave an employee to other organization. This is because there is high tendency for individuals to find alternative jobs when there is a slight unfavourable working condition with their organization. However, when employees have less employment opportunities, there will not be options to distract individuals from their present employing organizations (Vandenberghe, 1996). This means, for an organization to have devoted members, then commitment has to be a continued one (Meyer and Allen, 1997).

2.3.3.3 Personal Characteristics

The personal characteristics of an employee can have great impact on the organizational commitment and these characteristics can be identified as age, years of service and gender (Meyer and Allen, 1997). Also, "older employees with tenure or seniority and those who are satisfied with their own levels of work performance tend to report higher levels of organizational commitment than others (Baron and Greenberg, 1990, p.174). This means those individuals who have had longer years of work in an organization tend to show higher sense of commitment that those who have shorter working periods. According to Meyer and Allen (1997), gender is also another feature that determines organizational commitment. However, Mathieu and Zajac (1990) clearly state that so far as there are different jobs, there also exists different levels of commitment as regards to gender.

2.3.3.4 Work Environment

This is another factor determining organization commitment. In the work environment there are several working conditions, but the most popularly considered is that of partial ownership of a company. Accordingly, the issue of ownership makes it possible for employees to have a sense of belonging too (Klein, 1987; Armstrong, 1995;). This is supported by results for a study by Subramaniam and Mia (2001) which showed that individuals in managerial positions show a high sense of commitment to their organization when they are allowed to take part in decision-making processes. Another element of work environment factor is recruitment and selection, performance appraisal, promotions and management style (Meyer and Allen, 1997). This is buttressed by Metcalfe and Dick (2001) that "the low level of organizational commitment of constables could be attributed to inappropriate selection and promotion which lead to the perpetuation of managerial style and behavior that has a negative effect on organizational commitment of subordinates" (Metcalfe and Dick, 2001, p.412).

2.3.3.5 Positive Relationships

As the name implies, working relationships have very important role to play in organizational commitment. As a determining factor, it enhances positive relationship among employees, particularly as it involves subordinates and superior workers. Randall (1990), holds the view that "the supervisory relationship can affect organizational commitment either positively or negatively" (Randall, 1990, p.370). Therefore, for there to be the desired relationship between superior and subordinates employees, others factors relating to work come to play (Randall, 1990) and commitment can only be shown by employees when there is good positive relationship (Benkhoff, 1997). Additionally, teams or groups enable employees to

express their commitment when they have added value through working relationships (Mathieu and Zajac, 1990). Thus, "employee commitment and attachment to the organizational can be increased through efforts made to improve the organisation s social atmosphere and sense of purpose" (Brooke, Russell and Price, 1988, p.141).

2.3.3.6 Organizational Structure

This factor plays a significant part in determining organizational commitment because the hierarchy is unbendable and tends to negatively affect organizational commitment. In the words of Zeffanne (1994) "the removal of bureaucratic barriers and the creation of more flexible structure are more likely to contribute to the enhancement of employee commitment both in terms of their loyalty and attachment to the organization" (Zeffanne, 1994, p.991). There tend to be an increased level of organizational commitment when the responsibilities are concise (Storey, 1995).

2.3.3.7 Management Style

Zeffanne (1994) noted that "the answer to the question of employee commitment, morale, loyalty and attachment may consist not only in providing motivators, but also to remove demotivators such as styles of management not suited to their context and to contemporary employee aspirations" (Zeffanne, 1994, p.1001). Therefore, a style of management which that inspires employees of an organization to a great extent empowers them to commit to organization s goals. This is corroborated by Gaertner (1999) that "more flexible and participatory management styles can strongly and positively enhance organizational commitment" (Gaertner, 1999, p.482). There is need for organizations to make sure that the strategies put in place for the organization s management are focused on influencing and sustaining the commitment of the employees (William and Anderson, 1991).

2.4 Comparing the Relationship of Concepts

Based on the explanations derived from conceptualizing professionalism, job satisfaction and organizational commitment; this section will take a look at the relationship that exists between the three concepts.
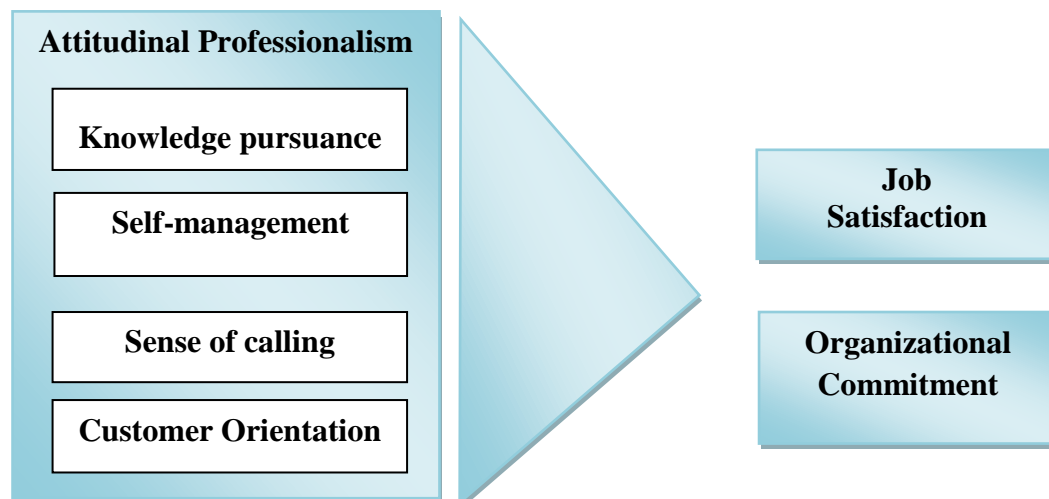
Figure 3: Relationship between professionalism, job satisfaction and O.C

In the above figure, there is the core need for employees to have dedicated understanding and expertise while it is also significant for employees to acquire knowledge for attitudinal professionalism (Lee, 2014). This means that for any worker to function effectively there must be conscious effort to get a form of knowledge for the skills required to carry out their duties. Professionalism therefore is at the core to ensure that employees have the needed development (Miner, Crane and Vandenberg, 1994).

There is no doubt that if employees work on their attitudinal professionalism, the services they take part in rendering to customers will be enhanced. In the words of Lee (2014), employees tend to have enhanced self-belief for perfecting their capability to

render desired services in the interests of their clients. This statement clearly explains how, first, each of the attitudinal elements tends to have positive influence on the other.
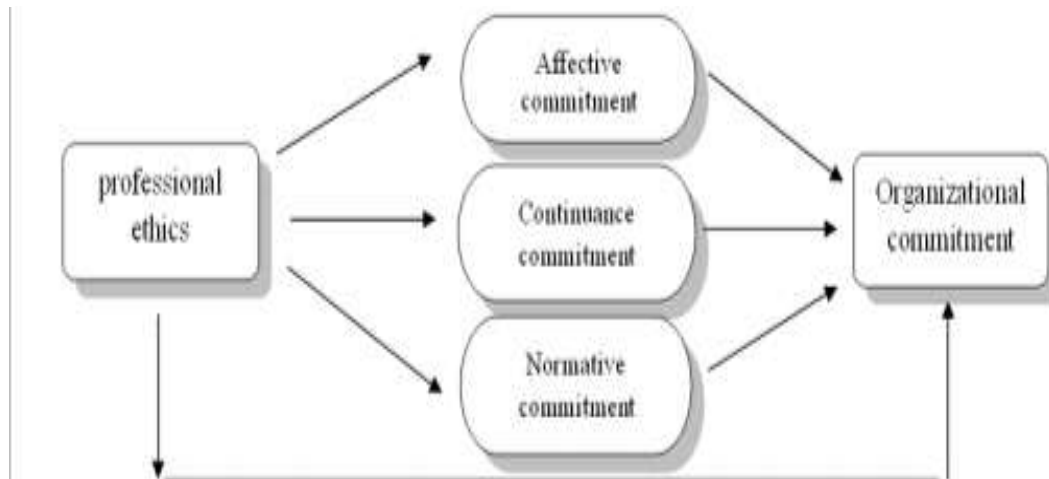
Figure 4: The relationship between professional ethics and organisational commitment

Using the backdrop of Meyer and Allen (1990), whose model explains three dimensions of organizational commitment, Gbolamshahi and Seyyed (2012, p.779) present the relationship between professional ethics and organizational commitment. In figure 4 above, there is significant relationship existing between professional attributes and organizational commitment of employees. For this reason, employees who imbibe professionalism will tend to show tremendous will to acquire knowledge, practice self-management, upholds a sense of calling and customer orientation.

According to Scandura and Lankau (1997), job satisfaction and organizational commitment are enormously benefiting concepts. While job satisfaction is conceived as the total result of an evaluation that is done in regard to one s working conditions; organizational commitment is an individual s disposition towards an employer s goals (Mowday, Steers and Porter, 1979; Weiss, Dawis, England and Lofquist, 1967). The

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relationship found to exist between these two concepts is that "job satisfaction is an antecedent to organizational commitment" (Vandenberg and Lance, 1992; Williams and Hazer, 1986) and both positively relate to professionalism (Welsch and LaVan, 1981).

As a positive concept, job satisfaction is an emotional state which follows the action of an employee s commitment to organizational goals (Mak and Sockel, 2001; Vandenberg and Lance, 1992). Affirming the assertion held by Bateman and Strasser (1984), Song, Lee, Lee and Song (2015) clearly state that "the relationship between organizational commitment and job satisfaction is antecedent and not reversal" (Song *et al*, 2015, p.457).

Relating this position to the hospitality industry, Namasivayam and Zhao (2007) showed that organizational commitment has "direct effect on job satisfaction in the hotel context" (Song *et al*, 2015, p.458). This notion can be upheld by the relevance of current discourse on attitudinal professionalism because, through organizational commitment, an employee derives high satisfaction and so tend to express more willingness towards quality service to customers (Gonzalez and Garazo, 2005; Brown, Mowen, Donavan and Licata, 2002; Chow, Lo, Sha and Hong, 2006; Brady and Cronin, 2001).

2.5 Theoretical Framework

For this study, the researcher employed the three attitude-behavior theories, namely: theory of reasoned action, planned behavior and trying (Bagozzi, 1992) as theoretical framework. The attitude theory is considered because through attitude, impact on action comes about by the plans of individuals. Based on various researches

conducted in the past (Bentler and Speckart, 1981; Bagozzi, Baumgartner and Yi, 1989; Bagozzi, 1992; Zint, 2002), attitudes tend to have influence on people s ideas either in a direct or indirect manner.

This theory is suitable for discourse to ascertain the impact of attitudinal dimensions. of professionalism on employee s job satisfaction and organizational commitment. The attitude is a mental manifestation of the emotion of an individual which represents an intended desire (Zint, 2002). This means attitude motivates an individual to take action about a particular situation which is seen in the behavior.

In conceptualizing the attitude theory, it is important to note that attitude and behavior have a great role in understanding of an employee is satisfied with his job and whether their commitment to the goals of the employee is guaranteed.

2.5.1 Theory of Reasoned Action

This theory was propounded by Martin Fishbein along with Icek Ajzen (Ajzen and Fishbein, 1973). According to them, the theory of reasoned action focuses on behavior, and also takes into cognizance the fact that certain circumstances that constrain the effect attitude has on behavior. By all standards, the theory of reasoned action provides a leap into an actual behavior.

There are two elements addressed by the theory of reasoned action, namely: attitudes and norms. Using these two elements, the theory presupposes that attitudes give way for actions but with the influence of norms, results to different behavior. In other words, both attitude and norms affects behavior of an individual.

2.5.2 Theory of Planned Behavior

It was Icek Ajzen, who proposed the theory of planned behavior to support the theory of reasoned action (Ajzen, 1991). This theory is concerned with linking belief to behavior. As a persuasive theory, planned behavior is relevant in discourses on behavior, attitudes, beliefs and intentions.

The theory of planned behavior is widely accepted based on its ability to describe existing connection between behavior and intention. However, it has limitations said to be tied to its though based principles.

2.5.3 Theory of Trying

The theory of trying according to Bagozzi and Warshaw (1990) makes efforts to explain ability that is involved in the attitude of individual as well as intention of behaviors. According to Carsrud and Brännback (2009), "an attitude toward a reasoned action is replaced by an attitude toward trying and an intention is restricted to an intention to try" (Carsrud and Brännback, 2009, p.155). Bagozzi and Warsaw (1990) clearly identify two goals, intermediate and end-state goals.

Chapter 3

METHODOLOGY

This study set out primarily to examine the influence attitudinal professionalism has on employee satisfaction and organizational commitment at hotels in Baku. The outlined research questions guiding this study are as follows.

1. What is the degree of professionalism at five-star hotels in Baku?

2. What influence does professionalism have on employee s job satisfaction at five-star hotels in Baku?

3. What influence does professionalism have on organizational commitment at five-star hotels in Baku?

This chapter will discuss the method applied for the research, with particular focus on the sample population and size, sampling technique, instrument of data collection, method of data analysis as well as reliability and validity of the research instrument and location of the study.

3.1 Research Design

The researcher chose the quantitative research method to solicit primary data. It was necessary to adopt the quantitative method because it enabled researcher to promptly conduct field survey and quantify the data obtained. This method also made it possible for a survey to be adequately carried out on a large population, sample size to be decided and the generalization of results. Levine (2009) holds the view that when

responses from a research are quantified, there is an easier approach to assess the issue under study. Therefore, through quantitative procedures, the researcher was able to reduce the population into a researchable sample size as well as make sound judgment.

The application of the deductive approach was also found useful. The researcher was able to make an independent observation on the chosen topic to explore how well the research design fitted. According to Saleem and Islam (2008), the deductive approach enables the researcher to examine the data obtained from a study for related pointers that will help explain the intended context. Both the quantitative method and deductive approach of research are very significant means through which data gathered can be appropriately gathered and analyzed to arrive at a desired conclusion (Ardekani, 2014; Newman and Benz, 2008).

3.2 Population and Sample Size

In this study, the population was identified as five-star hotels in Baku. As at the time of this research, the five star hotels that meet the criteria were not ascertained. The research used purposive sampling technique to choose thirty (30) five star hotels. Using purposive sampling technique, the researcher administered questionnaires to five hundred and three (503) employees in the selected five star hotels.

3.3 Method of Data Collection

The method of data collection in this study is the survey. In conducting survey research, it is possible to make description of the respondents. It is also easier to make adjustments to quantitative surveys even after it is already conducted; it is analytical since it is only respondents who fit into the selected sample that participate in the survey.

3.3.1 Instrument of Primary Data Collection

The instrument of primary data collection is questionnaire. The questionnaire adopted for this study is culled from Prof. Kyoung-Joo Lee s peer reviewed article titled: "Attitudinal dimensions of professionalism and service quality efficacy of frontline employees in hotels" published in the International Journal of Hospitality Management 2014, volume 41. Mathers, Fox and Hunn (2009) support this decision that it is acceptable for researchers to adapt questionnaires from previously conducted study and/or formulate them when conducting researches.

This questionnaire was further translated into Azeri, the language for which the respondents are conversant with. The questionnaire was self-administered, as the sampled population is well aware of the basic understanding of the language. The questionnaire did not pose any economic challenges for the researcher during the field work. The researcher used the help of two research assistants to administer questionnaire to the selected respondents.

Using the 5-point Likert scale and multiple choice questions, the questionnaire had a total of thirty (30) survey questions and comprised of four (4) sections. In the first part, sixteen (16) questions were asked to respondents about professionalism and the second part had five (5) questions was dedicated to organizational commitment. In the third part, there were four (4) questions on job satisfaction while the fourth part had five (5) questions about the demography of respondents.

This questionnaire underwent scrutiny of the supervisor and the necessary corrections done for further administering.

3.3.2 Secondary Data

For secondary data, the review of literature was done using major sources such as textbooks, peer-reviewed articles, internet materials and previous research projects.

3.4 Pilot Study

Before the intended study a pilot study was carried out at Jumeirah Bilgah Beach Hotel in Baku, Azerbaijan. The hotel is a five star hotel and it is one of the biggest hotels in the capital. The hotel is chain hotel found in UAE, Turkey, Kuwait, UK, China, Germany, Spain etc. baku hotels has about 500 employees cutting across top management to front line employees who are well trained in their respective jobs.

The reason for this pilot study was to test the validity of the design in reality. This was although done in small scale so as to avoid major errors in the main study. The pilot study or feasibility study was also to test the research process putting all resources into consideration including time, finance as well as other materials and also to check the possibility of problems and how to address them. Was also to see the manner in which the variables from the study will be computed as well as the possibility to maintain focus and not to drift away from the purpose of the intended main study.

3.5 Reliability of Instrument

In the effort to measure the reliability and validity of the items used for data collection, Cronbach s alpha was used. The Cronbach s alpha is used to measure the consistency of measurements and establish its validity. The calculated Cronbach s alpha is shown in the table below.

Table 1: Measurement of variables

Variables	N of Items	Cronbach s Alpha
Knowledge pursuance	4	.937
Self-management	4	.935
Sense of calling	5	.945
Customer Orientation	3	.906
Organizational Commitment	5	.971
Job Satisfaction	4	.941

To interpret the above test, a reliability coefficient that is approximately one indicates that the instrument and effect are reliable. The Cronbach s alpha as computed in table 1, shows that all the variables ranged between .93 and .97 and this is far above the threshold level of 0.7. In the case of attitudinal professionalism, sense of calling has a high value of .945, while knowledge pursuance and self-management have .937 and .935 respectively and customer orientation recorded .906. A total of 5 items measured for organizational commitment had a Cronbach s alpha value of .971 as well as 4 items for job satisfaction with the value of .941.

This clearly indicates that the variables to be used in this analysis are closely related. These Cronbach s alpha values are significantly high and so therefore have attained a satisfactory level for data analysis. Therefore, the result in the above analysis shows high consistency in the internal relation and validity of variables for analysis.

3.6 Method of Data Analysis

The Statistical Package for Social Sciences (SPSS) is used to compute data, carryout analysis and create tables orderly for easy interpretation. For the demographic data of respondents, the frequency distribution of simple percentages was used. Also,

descriptive statistics and Pearson s correlation coefficient was applied to analyze results on professionalism, organizational commitment and job satisfaction.

3.7 Hypothesis of the Study

Based on the desired hypotheses derived from the outlined research, the following research hypothesis model was developed.
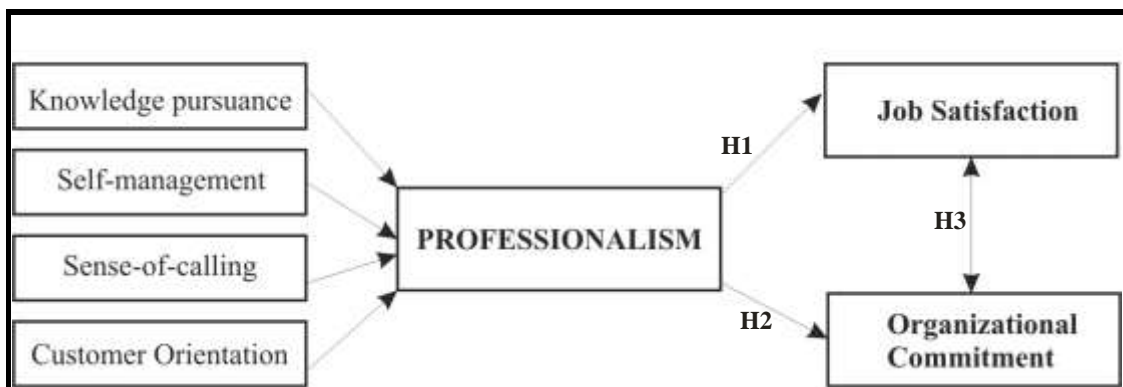
Figure 5: Hypothesis model of the study

Using the hypothesis model in the figure above, there are four dimensions of professionalism, namely: knowledge pursuance, self-management, sense-of-calling and customer orientation. These variables make up the attitudinal professionalism and are believed to have influence on employee s job satisfaction as well as the organizational commitment.

Based upon this assumption, the first and second hypotheses are thus:

Hypothesis 1 - Professionalism has significant influence on employee s job satisfaction.

Hypothesis 2 - Professionalism has significant influence on employee s organizational commitment.

On the other hand, there was need to access the relationship existing between the employee s job satisfaction and that of their organizational commitment. The hypothesis drawn is:

Hypothesis 3 - Job satisfaction is positively related to Organizational commitment.

3.8 Location of the Study

The researcher had the discretion to choose a suitable topic based upon which the study was conducted. It is of essence to reiterate that the location of study is Azerbaijan with particular concern on five star hotels in the city of Baku. This area of study was decided by the researcher because of the need to research the tourism of Azerbaijan in contemporary world interest. The researcher was inspired by the increasing number of five-star hotels in the Baku region, as a result of significant increase in the number of inbound tourists and economic development of the country. The background information of Azerbaijan is provided in the following subsections.

3.8.1 Geography of Azerbaijan

Azerbaijan is a Caucasus country, which is bordered by Georgia to the Russia in the North, Georgia and Armenia in the northwest and west, while Iran is the neighbouring country in the south. Predominantly, the language used for official purposes is Azerbaijani. The country was declared from the Soviet Union in 1991 and gained independence the same year, but its constitution was adopted in 1995. There are about seventy-one settlements, but the largest city is Baku the country s power-house.

Figure 6: Geographical location of Azerbaijan

According to recent update, Azerbaijan is ranked as the 91st with a population of 9.6 million people. There are three very prominent landscapes, which are; the Caspian Sea, mountain and extensive flatlands. The mountain ranges are Greater Caucasus Mountains, Lesser Caucasus Mountains and Talysh mountains, while the highest peak lies at Mount Bazarduzu and lowest in the Caspian Sea. The terrain of the country is mountainous but has arable land in the Kura River Valley which is utilized for agriculture. Azerbaijan is recorded to have more than three-quarter of the world s mud volcanoes, and this earned it the nomination in the 2007-2011 campaign for New7Wonders of the World.

Azerbaijan is a unitary constitutional presidential republic. The country is a member state of the Council of Europe, the Organization for Security and Cooperation in Europe (OSCE) and the North Atlantic Treaty Organization Partnership for Peace (PfP) program. As an active member of the Turkic Council and the Türksoy community, Azerbaijan is one of the six independent Turkic-speaking states made up of Turkey, Kazakhstan, Kyrgyzstan, Turkmenistan and Uzbekistan. The diplomatic relations of Azerbaijan is extended with 158 countries and enjoys

membership in 38 international organizations. It is one of the founding members of GUAM (Georgia, Ukraine, Azerbaijan and Moldova), the Commonwealth of Independent States (CIS) and Organization for the Prohibition of Chemical Weapons. A member of the United Nations, Azerbaijan is also a member state of the Non-Aligned Movement, and is a correspondent at the International Telecommunication Union.

3.8.2 Economy

Just like every other nation across the globe, the economy of Azerbaijan has passed through several stages to become what it is today. The Azerbaijan economy has several activities with so many potentials in agrarian industry, chemical industry, machine-building, metallurgy, construction and oil sector. The UNDP s Human Development Index reveals that Azerbaijan has a high level of human development which can be rated among those of most Eastern European countries. According to United Nations report on literacy, Azerbaijan has a high literacy rate as well as a high level of economic development while the rate of unemployment is relatively very low.

Azerbaijan has remarkably sustained international economic relations. For instance, after gaining independence, the government prioritized the need for foreign economic policy, financial credit and economic organizations. Azerbaijan is a member of International Monetary Fund (IMF), World Bank, European Bank for Reconstruction and Development (EBRD), Islamic Development Bank, and World Trade Organization (WTO), to mention but few.

3.8.3 Culture

The culture of Azerbaijan is largely rooted in music, literature, folk dance, folk art, visual art, cuisine, architecture, cinematography, traditional sports and religion. One well known tradition is that of Mugham. According to Ishhad (2005), the Mugham is a

typical suite with poetry and instrumental interludes, which when performed, singers have to immerse their emotions into the singing and music. Mugham was in 2003, pronounced by UNESCO as a Masterpiece of the Oral and Intangible Heritage of Humanity. The Ashiq is another practice enlisted in the Intangible Cultural Heritage by the UNESCO.

The efforts of government towards preserving the culture and tourism of Azerbaijan are enormous. As an agency of government, the ministry was established in the year 1953 and headed by a minister who works alongside three deputy ministers. It is saddled with the responsibility to regulate activities in the development of tourism sector and all other subsectors to promote the culture. The purpose is to preserve, develop and promote Azerbaijan s rich culture and arts locally and internationally. This is including but not restricted to the various historical monuments such as castles, tombs, museums, cultural clubs, resorts, parks, theatrical and other arts that have tourism value. Through the ministry of culture and tourism, the government is committed to favourable policies, short, mid and long term programs to boost tourism activities and cultural development.

3.8.4 History of Azerbaijan Tourism

Historically speaking, tourism is one of the most popular recreational activities embarked upon in Azerbaijan. In times past, travel was viewed as a venture to facilitate trade, while also fostering religious and political relations across the Caucasian region, particularly because of its strategic location along the Great Silk Road and Caspian Sea. As the capital city of present day Azerbaijan, Baku still remains a destination for tourism which is well known for the organization of remote and close excursions in the early twentieth century. However, the circles of excursion

continued throughout the century and ushered in newer recreational activities like horse rising, cycling and so on.

In analyzing the growth and development, it is clear that tourism attained a high level because of increased influx of tourist from different regions into Azerbaijan. At this time, the decision of the government to create resort zones on the Caspian Sea on the shores of Azerbaijan. Unfortunately, in 1988 the conflict between Azerbaijan and Armenia in the Nagorno-Karabakh province tempered with the peaceful coexistence of the locals, and as a result, the number of tourists was reduced. Despite the hostilities, tourism activities resumed but this time, on a lesser scale.

It is important to note that the natural terrain combines with the captivation of cultural and historical heritage to qualify Azerbaijan as a soothing climatic zone for tourists to enjoy their yearly holidays. By early 21st century, the number of recorded tourists was over one million. Tourists could now enjoy recreational activities and modern hotels particularly in Baku, Ganja and Nakhchivan regions. There are three destinations which are popular for international tourists (namely Gabala, Guba Sheki) because of the very good climate, parks, gardens, reliable air and road transport system as well as home to sporting activities. While Gabala is the most ancient of all the cities in Azerbaijan, Guba is home to the Olympic Centre and Sheki is famous for a growing silk industry and agricultural activities. Other destinations which are popular among local tourists are Lankaran (prominent for coastal area for swimming and diving with soothing temperatures), Astara (is on the border of Iran and Azerbaijan, prominent for commercial activities of buying and selling with reliable railway system); while Masalli is popular for springs and mountain range utilized for trekking and climbing.

Baku is known for the best hotels in Azerbaijan, which are prominent for hospitality, affordable offers for tourist as well as world-class facilities. There are several five star hotels in the cities of Gabala, Guba and Sheki, all of which have capacity to accommodate as many tourists as there can be. The effectiveness in the hotel operations has also contributed largely to the growth of the tourism sector in Azerbaijan.

Figure 7: Regions of Azerbaijan

Notably, there are several historical monuments in Azerbaijan. For instance, the Bayil Castle is a famous historical monument which can be found near to Bayil cape of Baku city. The measured length is about 180 meters by 35 meters surrounded by semicircular towers. This monument is at the bottom of the sea waters, and sometimes is revealed when the level of sea water reduces. It was not originally created there, but was lowered into the sea after the region experienced a very strong earthquake in the

early 14th century. Also, the Maiden Tower is another historical monument measuring 28 meters in height across a diameter of 16.5 meters. This tower is imprinted on currencies of Azerbaijan. It was listed as a World Cultural Heritage by the UNESCO. Shirvanshah Palace is located in the capital city of Baku, and is famous for its architectural buildings made up of the palace, courthouse, Keyqubad mosque, tomb of Shirvan, Shah mosque, a tomb, gates, bath and reservoir. It has also being listed as a World Cultural Heritage by the UNESCO.

The Ramany Tower is considered very monumental too, and reports show that a road was made underground to access the Maiden Tower. Mardakan Tower measures 22 meters in height, 2.10 meters is the thickness from below and 1.60 meters at the top. The interior is measured at 28x25 and is divided into five different levels. The Shikh Tower is located in Mardakan. It was used predominantly as a watchtower and measures 16 meters in height. This light tower, as fondly called was constructed in mid-thirteenth century. Koroglu fortress is located on the high mountainous area in Gadabay region and is believed to be the main shelter of Koroglu in Azerbaijan.

Khudaferin bridges located in Jabrayil region connect the north and south parts of the country. The first bridge constructed over the Araz River measures 130 meters long, 6 meters wide and height of 12 meters. This first bridge held very great relevance to the development of economic and cultural relations of Azerbaijan with countries starting from India to the Near- and Middle-East countries as well as Russia. The second is 15 spans, 200 meters long, 4.5 meters wide and 10 meters high.

Others are Ateshgah Temple of fire, Gobustan, Stone plastic of Azerbaijan - the ancient historical monuments, Agoglan castle complex, Alinja Tower, Momina

Khatun Tomb, Baaz Tower and Erk Tower. Also, the Shamakhy Tower, Askeran fortress, Javanshir fortress , Gulistan fortress , Chiraggala, Azykh cave, Tomb Diribaba, Gamigaya Drawings, Ganjasar temple, Kish temple, Yukhari Govharaga Mosque and Shamkir Minaret.

3.8.5 Tourism in Azerbaijan Today

According to the statistics prepared by the Ministry of Culture and Tourism shows that between 2005 and 2010, a considerably high number out of the total number of visitors who entered Azerbaijan did so for tourism purpose. The topmost of the visitors were from Russia followed by Georgia, then Iran, Turkey, Ukraine and United Kingdom. Others are Kazakhstan, United States of America, Uzbekistan and Germany.

In the last period of four years however, the tourism sector of Azerbaijan has developed significantly. For instance, data derived from World Bank indicate that in 2010, there were 1,280,000 inbound tourists, and by 2013, the number progressed to 2,130,000. Also, the state statistics Committee of Azerbaijan reports that the total number of those who arrived and departed in Azerbaijan on tour days per day was 218,982 in 2006 and was recorded as 614,009 in year 2014. This shows an increase in the total number of international tourists who come to tour Azerbaijan.

Azerbaijan s tourism sector is full of potentials with additional activities in religion, healthcare and spa. The service providers in the various sub-sectors have now focused more on the upgrade of infrastructure such as accommodation, transportation, and promotional activities to spread promote tourism opportunities in Azerbaijan for the benefit domestic and international tourists. The government is also committed to promoting the country s tourism using sporting activities, for instance, the hosting of

European Games in 2015, and Formula 1 to host the Baku Grand Prix come 2016. Though it was a failed bid to host Olympic Games in 2020, Azerbaijan will host the quarter final, as well as three different group games during the UEFA EURO 2020.

To relieve the difficulty encountered by tourists in securing visas to visit Azerbaijan, the government resolved to as from 2013 make amendments which will bring about ease of travel. This is against the hitherto practice, where tourists needed to tender an invitation from a resident of Azerbaijan before be given a tourist visa to visit. In similar development, citizens of Azerbaijan as from 2014 can now be given Schengen visa easily and a reviewed downward payment of fees. Due to the improved international relations, there are six additional regional airports to facilitate domestic and international travel within and out of Azerbaijan.

Chapter 4

DATA ANALYSIS

This chapter is the analysis of data solicited using the questionnaire, administered to five hundred and three (503) respondents in twenty-four (24) five star hotels. The researcher set out to examine the influence of attitudinal professionalism on job satisfaction and organizational commitment among employees of the selected five star hotels in Baku. The interpretation of data and presentation will be done using statistical forms and answering research questions.

4.1 Frequency Distribution of Demographic Data

While administering questionnaires, the researcher was able to get responses on gender, education level, age, duration of hotel service as well as monthly income of the respondents.

Table 2: Gender of respondents

Gender	Frequency	Valid Percent
Male	341	67.8
Female	162	32.2
Total	503	100.0

The data presented in Table 1 shows that there were 341 male respondents representing 67.8%, while female respondents were 162 representing 32.2% of the total sampled population. This means there were more male employees who responded to the survey conducted at the five star hotels in Baku. However, it is not

out of place to clarify that the researcher did not in any way choose to administer more questionnaires to the male employees, but that this was based on the existing employees in the sampled five star hotels.

Table 3: Education level of respondents

Education level	Frequency	Valid Percent
High school	11	2.2
2 years college	188	37.4
4 years university	304	60.4
Total	503	100.0

The second item of demographical data of the respondents is the education level. There were 11 respondents represented as 2.2% whose level of education is high school. Those for 2 years college were 188 respondents represented as 37.4% while those with 4 years university are 304 respondents represented as 60.4%. Based on this data, those with 4 years university education were the highest, followed by those with 2 years college education. It is safe to say that because of the high level of education the employees have, professionalism can be expected to be held in high regard towards achieving the desired satisfaction and commitment to the employee organization.

Table 4: Age of respondents

Age	Frequency	Valid Percent
Under 20 years	9	1.8
21-30 years	294	58.4
31-40 years	145	28.8
41-50 years	38	7.4
51 years and above	17	3.4
Total	503	100.0

For the age of respondents, data shows there were 9 respondents represented as 1.8% for those under 20 years, 294 respondents represented as 58.4% for 21-30 years, 145 respondents represented as 28.8% for 31-40 years, 38 respondents represented as 7.4% for 41-50 years and 17 respondents represented as 3.4 for those who are 51 years and above. This means that those who fall in the age range of 21-30 years had the highest employees with 58.4% followed by 31-40 years with 28.8%. The data can be interpreted with a total of 87.2% for employees who fall under the age bracket of 21-40 years old. This implies that the employees at the sampled five star hotels are of age where they are determined to attain a comfortable stage in their careers. Therefore, they are more likely to hold professionalism as a means through which they can attain the desired satisfaction on their job as well as offer their commitment to the organizations that have employed them.

Table 5: Duration of hotel service of respondents

Duration of hotel service	Frequency	Valid Percent
3 years or fewer	278	55.3
4-9 years	189	37.6
10 years or more	36	7.2
Total	503	100.0

Another item on the demographical data of respondents is the duration of hotel service. When asked the number of years they have served in their various hotels, there were 278 respondents represented as 55.3% who stayed 3 years or fewer. There were 189 respondents represented as 37.3% who worked for 4-9 years and 36 respondents represented as 7.2% for 10 years or more. Based on the data, there were more employees who have worked for up to three years followed by those who have worked for between 4-9 years. This means that most of the employees are in the early years of working in the service of five star hotels. There is a likelihood of their willingness to practice professionalism and will seek to attain satisfaction on their job.

Table 6: Monthly incomes of respondents

Monthly income	Frequency	Valid Percent
300-400 AZN	51	10.1
401-500 AZN	148	29.4
501-600 AZN	106	21.1
601-700 AZN	87	17.3
701-800 AZN	81	16.1
801-900 AZN	21	4.2
901 AZN and above	9	1.8
Total	140	100.0

Data on the monthly income of the employees of the selected five star hotels shows that 51 (10.1%) is 300-400 AZN, 148 (29.4%) is 401-500 AZN, 106 (21.1%) is 501-600 AZN and 87 (17.3%) is 601-700 AZN. Also, 81 (16.1%) is 701-800 AZN, 21 (4.2%) is 801-900 AZN and 9 (1.8%) is 901 AZN and above. Based on the available data, the respondents with higher income are those with 401-500 AZN followed by 501-600 represented as 50.5%. This implies that though the highest income earners

are not those with the highest amount, the employees are likely going to strive to attain professionalism and higher incomes.

4.2 Analysis of Results

4.2.1 Professionalism

The researcher outlined sixteen (16) questions to ask respondents about influence of attitudinal professionalism on their various jobs. Based on the data set, the responses on professionalism are presented using descriptive statistics as shown in table 6 below.

Table 7: Descriptive statistics for responses on professionalism

Statement	Mean
It is important to acquire knowledge and skills to improve operational efficiency	4.45
I have a good understanding of what types of knowledge and skills are needed in order to perform tasks efficiently	4.14
I actively learn the knowledge and skills necessary to perform tasks efficiently	4.59
I have a good understanding of the preferences and variability of frequently visiting customers	3.53
I set specific job goals on a regular basis	3.32
I continually manage progress in my tasks	3.46
I perform self-evaluations of my task performance	3.74
I reward myself when I achieved goals that I have set	4.48
By doing my job I serve the common good	4.45
I am passionate about doing my job	4.23
By doing my job I can realize my full potential	3.29
If I were financially secure, I would continue with my current line of work	3.97
My work is one of the most important things in my life	4.59
I enjoy interacting with customers	4.46
I always have the customers best interests in mind	4.37
I am willing to spend more time to properly meet a customer s needs	3.09

In Table 7, the means shown clearly indicate the disposition of respondents towards professionalism. Based on the mean of 3, the responses are all above average with the highest point of 4.59 which stands for the statement that the respondents gain knowledge and the skills needed to work efficiently and also that they find their work to be very important to them. The respondents also strongly agreed that they have self-rewards when set goals are achieved at 4.48. On interacting with customers, respondents enjoy doing so at 4.46; the importance of acquiring knowledge and skills to improve operational efficiency and doing the job means service to the common good is 4.45 respectively. The respondents also agreed by 4.37 that they always render services with the interest of customers; 4.23 indicate the passion the respondents have in doing their job; and 4.14 is the mean that shows respondents have good understanding of the type of knowledge and skills needed to render services on their job. When asked if they will continue to work on their current line of duty, respondents agreed with an above average response of 3.97; those who perform self-evaluation on their job had the mean of 3.74; while good understanding of the preferences and variability of frequently visiting customers is 3.53 and a good number of responses showed that they continually manage progress in their tasks at 3.46. Those who agree to set specific job goals on a regular basis had an above average mean of 3.32, those who realize their full potential by doing their job had 3.29 and those willing to spend more time to properly meet their customers need had a slightly above mean of 3.09.

Also correlation coefficient of the dimensions of attitudinal professionalism namely, knowledge pursuance, self-management, sense of calling and customer orientation is considered below.

Table 8: Descriptive Statistics for dimensions of professionalism

	Minimum	Maximum	Mean	Std. Deviation
Knowledge pursuance	2.00	5.00	4.1754	.78021
Self-management	1.25	5.00	3.7525	.83237
Sense of calling	1.00	5.00	4.1058	.92763
Customer orientation	1.67	5.00	3.9748	.92421

In table 8 above, the descriptive statistics for dimensions of professionalism indicate above average means ranging from 3.7 to 4.2. This implies that the outlined dimensions of professionalism have very high frequencies based on the data derived from field survey.

From the above distributions, the respondents uphold professionalism in their line of duty, clearly all the means are above average. All the respondents clearly hold views that suggest they see professionalism as a practice that serves different interest of individuals to achieve the set objectives of their employers. Another very important indication is that even the employees set goals for themselves, through which they are able to determine their level of professionalism as well as self-achievements. This shows that the same way organizations strive to ensure professionalism for the purpose of effective and efficient service delivery; their employees also tend to uphold the same goals by commitment to service delivery and satisfaction of their customers. It is safe to say that the employees in the tourism service industry hold their jobs in high esteem by making use of the practice of professionalism to maintain discipline on their job.

4.2.2 Data Analysis on Organizational Commitment

In this study, there were five (5) survey questions which sought to ask respondents about organizational commitment.

Table 9: Descriptive statistics for organizational commitment

Statement	Mean
I would like to continue working at our company by considering our company as a workplace for life	3.04
I am pleased to choose our company as a workplace	4.04
Even if the opportunity to choose work again is given to me, our company will be considered a priority	4.00
I accept our company s future and fate as mine	3.87
I think our company is the best workplace to me	3.52

From table 9 above, those who are pleased to choose their company as a workplace had the highest mean of 4.04, while those who if given opportunity to choose will not differ in their choice of employer had 4.00 mean. Those who said they will accept their employer s fate as theirs recorded 3.87 and those who think their employer is the best had a mean of 3.52. However, there is a slightly above average mean of 3.04, which indicates that respondents would likely not continue working at the company neither will they consider it as a workplace for life.

Based on the responses generated from respondents on organizational commitment to their job, there is clear indication that all respondents were above average. The respondents confirmed the commitment they have to the objectives and service

rendering to their organizations. This is clearly expressed by their resolve to remain with their employers, and even when there is an opportunity to work, they will choose to stay with their current employer. By identifying with the values of their employing organization, they are able to remain dedicated to their jobs meaning the job conditions for service is satisfactory. This is an indication that they guarantee to consciously stay with their employing organization based on the benefit they have enjoyed. For there to be any form of commitment to any organization it means that they employees do have good feelings before they can attach themselves to an organization s set objectives. This clearly means that the extent of the commitment is very great.

4.2.3 Data Analysis on Job Satisfaction

For employee satisfaction, a total of four (4) questions were asked the respondents. The data for these questions are expressed in the table below.

Table 10: Descriptive statistics for employee satisfaction

Statement	Mean
I am satisfied with my work	3.80
I think my work fits my aptitude	3.36
I feel my work is fun	3.60
I think my work is valuable	4.63

Based on the calculated means, respondents job satisfaction with their work had an above average mean of 3.80; those who think their work fits their skills had a mean of 3.36; those who reveal their work is fun have a mean of 3.60 and those who hold their work as valuable have a mean of 4.63.

From the statistics derived from the responses on employee satisfaction, there is an overall satisfaction expressed by an all above average means. Most importantly, the employees have high value for their jobs, and are also satisfied. It is clear also that, job satisfaction cannot be regulated but has a lot to do with terms and conditions of service. The only means through which the level of an employee s job satisfaction can be determined is through the emotional state resulting from encounters on the job. Thus, the attitude of employees towards their job can be determined by the level of satisfaction derived.

4.2.4 Factor Analysis

The 16 items of professionalism questionnaire were subjected to factor analysis. The four components explained the total of 95.09 % of variance. In this study 503 participants answered the questionnaire. Descriptive analyses showed 162 of participants were women and 341 men. Educational level of 11 participants was high school, 188 of them were in 2 years collage and 304 participants were in 4 years university. (M = 2.58, SD = .536).

The age range of participants was among under 20 to over 50 years old. 9 participants aged under 20, 294 of them aged between 21-30 years, 145 participants between 31-40 years, 38 of them between 41-50 years and 17 of participants aged over 50 years. (M = 2.52, SD = .800).

Duration of hotel service among participants showed 278 number of participants experience hotel service 3 years or fewer, 189 participants 4 to 9 years and among 36 participants duration of hotel service was 10 years or more. (M = 1.52, SD = .627).

The analysis showed that 51 of participants monthly income was 300-400 AZN, 148 of participants receive 401-500 AZN, 106 participants receive 501-600 AZN, 87 of them, receive 601-700 AZN, 81 participants receive 701-800 AZN, 21 people receive 801-900 AZN and monthly income of 9 participants was 901 AZN above. (M = 3.19, SD = 1.465).

On gender differences in professionalism, job satisfaction and organizational commitment, the independent t-test was used to find the difference between men and women in professionalism. The result of analysis showed that there is a significant difference between men and women in professionalism, t (501) = 20.889, p = .000. The finding showed women showed higher professionalism (M = 4.856, SD = .136) than men (M = 3.608, SD = .754).

The independent t-test showed that there is a significant effect of gender on job satisfaction among participants t (501) = 24.310, p = .000). Men and women showed different job satisfaction. Women s job satisfaction was higher (M = 4.896, SD = .146) than men (M = 3.346, SD = .804).

The independent t-test showed that there is a significant effect of gender on organizational commitment, t (501) = 28.046, p = .000. The finding indicated that women showed higher organizational commitment (M = 4.891, SD = .141) compare to men (M = 3.126, SD = .794).

The one way ANOVA was used to examine job satisfaction of participants in three different level of their education (high school, 2 years college, 4 years university). There was a significant main effect of educational level F (2,500) = 706.899, p = .000.

Post hoc test indicated that people with 2 years collage level showed more job satisfaction than people with high school level. People with 4 years university level showed more job satisfaction than people in high school level. People with 4 years university level showed more job satisfaction than people with 2 years collage level.

Table 11: Education level and job satisfaction

Education level	Mean	SD
High school	1.477	.134
2 years college	2.910	.556
4 years university	4.509	.477

The one way ANOVA was used to examine organizational commitment of participants in three different level of their education (high school, 2 years college, 4 years university). There was a significant main effect of educational level F (2,500) = 852.819, p = .000. Post hoc test indicated that people with 2 years college level showed more organizational commitment than people with high educational level. People with 4 years university level showed more organizational commitment than people with high school level. People with 4 years university level showed more organizational commitment than people with 2 years collage.

Table 12: Educational level and organizational commitment

Education level	Mean	SD
High school	1.400	.346
2 years college	2.637	.473
4 years university	4.431	.526

The one way ANOVA was used to examine organizational commitment of participants in three different level of their education (high school, 2 years college, 4 years university). There was a significant main effect of educational level F (2,500) = 905.296, p = .000. Post hoc test indicated that people with 2 years college level showed more professionalism than people with high school education level. People with 4 years university level showed more professionalism than people with high school level. People with 4 years university level showed more professionalism than people with 2 years collage.

Table 13: Educational level and professionalism

Education level	Mean	SD
High school	1.852	.211
2 years college	3.178	.492
4 years university	4.602	.333

The one way ANOVA was used to examine participants job satisfaction in five different age (under 20, 21-30 years, 31-40 years, 41-50 years, over 50 years). There was a significant main effect of age F (4,498) = 273.862, p = .000. Post hoc test showed that people in different range of age (age between 21 and 30, between 31 and 40, between 41 and 50 and also people age over 50) showed more job satisfaction than people aged under 20. The result showed that there is no significant difference between people age 31-40 years and people age 41-50 and also no difference between 31-40 years and people over 50 years. Also there is no significant difference between people aged 41-50 years and people over 50.

Table 14: Age and job satisfaction

Age				
Under 20 M (SD)	21-30 years M (SD)	31-40 years M (SD)	41-50 years M (SD)	Over 50 years M (SD)
1.444 (.110)	3.269 (.699)	4.725 (.247)	5.00 (.000)	5.00 (.000)

The one way ANOVA was used to examine the participants organizational commitment in five different age. The result showed there is a significant main effect of age on organizational commitment. $F_{(4,498)} = 341.857$, $p = .000$. Post hoc test showed that people aged in four category (21-30 years, 31-40 years, 41-50 years and over 50 years) showed higher organizational commitment than people under 20 years. The result indicated that there is no significant difference between people aged 31-40 years and people aged over 50 years. And also there is no significant difference between people aged 41-50 years and people over 50 years.

Table 15:Age and organizational commitment

Age				
Under 20 M (SD)	21-30 years M (SD)	31-40 years M (SD)	41-50 years M (SD)	Over 50 years M (SD)
1.311 (.317)	3.039 (.676)	4.675 (.317)	5.00 (.000)	5.00 (.000)

The one way ANOVA was used to examine participants professionalism in five different age. The result of ANOVA test showed that there is a significant main effect of age on professionalism. $F_{(4,498)} = 231.639$, $p = .000$. Post hoc test indicated that people aged in four category (21-30 years, 31-40 years, 41-50 years and over 50

years) showed higher professionalism than people under 20 years. The result indicated that there is no significant difference in participants professionalism who are aged 31-40 years and participants aged over 50 years. And also there is no significant difference between participants aged 41-50 years and people over 50 years in their professionalism.

Table 16: Age and professionalism

Age				
Under 20 M (SD)	21-30 years M (SD)	31-40 years M (SD)	41-50 years M (SD)	Over 50 years M (SD)
1.805 (.205)	3.536 (.654)	4.734 (.130)	4.993 (.019)	5.00 (.000)

The ANOVA test was used to examine the participants professionalism based on duration of their hotel service. The result indicated that there is significant effect of duration of hotel service on participants professionalism. F (2,500) = 456.818, p = .000. Post hoc test showed that participants who their service duration was 10 years or more and also participants who their service duration was 4-9 years showed higher professionalism than people who work for 3 years or fewer. Also people with 10 years or more duration service showed higher professionalism than people with 4-9 years hotel service.

Table 17: Duration of service and professionalism

Duration of service		
3 years or fewer M (SD)	4-9 years M (SD)	10 years or more M (SD)
3.395 (.670)	4.726 (.167)	5.00 (.000)

The ANOVA test was used to examine the job satisfaction level based on duration of participants hotel service. The result of test showed that there is significant effect of duration of hotel service on participants job satisfaction. F (2,500) = 515.878, p = .000. Post hoc test showed that participants with 4-9 years hotel service and people with 10 years or more experience showed higher job satisfaction than people with 3 years or fewer duration of hotel service. Also result showed that people with 10 years or more hotel service showed higher job satisfaction than people with 4-9 years.

Table 18: Duration of service and employee s job satisfaction

Duration of service		
3 years or fewer M (SD)	4-9 years M (SD)	10 years or more M (SD)
3.122 (.719)	4.690 (.288)	5.00 (.000)

The ANOVA test was used to examine the organizational commitment in different duration of participants hotel service. The ANOVA test showed that there is a significant effect of duration of hotel service on participants organizational commitment. F (2,500) = 541.852, p = 000. Post hoc test showed that participants who work for 10 years or more and also participants with 4-9 years hotel service showed higher organizational commitment than participants who work 3 years or fewer. Result indicated that people with 10 years or more work experience showed higher organizational commitment than people with 4-9 year s work experience.

Table 19: Duration of service and organizational commitment

Duration of service		
3 years or fewer M(SD)	4-9 years M (SD)	10 years or more M (SD)
2.914 (.718)	4.593 (.425)	5.00 (.000)

The ANOVA test was used to examine participants professionalism in seven different monthly incomes. The result of ANOVA showed that there is a significant effect of monthly income on professionalism. $F_{(6,496)} = 1223.441$, $p = .000$. Post hoc test indicated that income effect on level of professionalism among participants. When the monthly income was higher the professionalism was higher too. The result showed that just there is no significant difference between 701-800 AZN and 901 AZN or above and also no difference between 701-800 AZN and 801-900 AZN. And there is no significant difference between 801-900 AZN and 901 AZN and above.

Table 20: Monthly income and professionalism

Monthly income						
300-400 M (SD)	401-500 M (SD)	501-600 M (SD)	601-700 M (SD)	701-800 M (SD)	801-900 M (SD)	901 above M (SD)
2.284 (.297)	3.388 (.302)	4.218 (.209)	4.644 (.050)	4.913 (.081)	5.00 (.000)	5.00 (.000)

The ANOVA test was used to examine job satisfaction of participants with different monthly income. The result showed that there is a significant effect of monthly income on job satisfaction. $F_{(6,496)} = 1303.393$, $p = .000$. Post hoc test showed that increasing of income effect on job satisfaction of participants and there is a significant difference between each level of participants monthly income. The result indicated

that there is no significant difference between 701-800 AZN and 801-900 and also between 701-800 and 901 AZN or above.

Table 21: Monthly income and job satisfaction

Monthly income						
300-400 M (SD)	401-500 M (SD)	501-600 M (SD)	601-700 M (SD)	701-800 M (SD)	801-900 M (SD)	901 above M (SD)
1.882 (.270)	3.158 (.308)	3.955 (.275)	4.583 (.185)	4.975 (.075)	5.00 (.000)	5.00 (.000)

The one way ANOVA test was used to examine the organizational commitment in different level of monthly income. The result of test showed that there is a significant effect of monthly income on participants commitment. $F_{(6.496)} = 1003.776$, p =.000. Organizational commitment of participants increases when their incomes increase. Post hoc test indicated that there is significant difference in organizational commitment of participants by increasing the monthly income. The result showed that there are only two insignificant differences. There is no significant difference between 701-800 AZN and 801-900 AZN and there is no significant difference between 701-800 AZN and 901 AZN and above.

Table 22: Monthly income and organizational commitment

Monthly income						
300-400 M (SD)	401-500 M (SD)	501-600 M (SD)	601-700 M (SD)	701-800 M (SD)	801-900 M (SD)	901 above M (SD)
1.882 (.270)	3.158 (.308)	3.955 (.275)	4.583 (.185)	4.975 (.075)	5.00 (.000)	5.00 (.000)

4.3 Testing of Hypothesis

Regression was used to find the effect of professionalism on job satisfaction and test showed that there is a significant effect of all 16 items of professionalism on job satisfaction, $F_{(1,502)} = 25813.123$, $p = .000$. The result showed that 98.1 % of 16 items of professionalism effect on job satisfaction. (Beta = .99, $p = .000$).

Table 23: Monthly income and organizational commitment

Predictor	B	se	Beta	sig	R square
Professionalism	1.141	.007	.990	.000	98.1

Standard regression was used to assess the ability of four dimensions of professionalism (knowledge pursuance, self-management, customer orientation, sense of calling) to predict job satisfaction. The result showed that 98% of four factors predict job satisfaction $F_{(4, 498)} = 66664.248$, $p = .000$. All four factors significantly affect job satisfaction. Knowledge pursuance ($\beta = .134$, $p = .002$), self-management ($\beta = .336$, $p = .000$, customer orientation ($\beta = .339$, $p = .000$), sense of calling ($\beta = .196$, $p = .000$).

Table 24: Effect of professionalism on job satisfaction

Predictors	B	se	B	sig
Knowledge pursuance	0.169	0.054	0.134	.002
Self-management,	0.397	0.028	0.336	.000
Customer orientation	0.360	0.036	0.339	.000
Sense of calling	0.209	0.034	0.196	.000

The result of regression analysis supported the hypothesis (H1) Professionalism has significant influence on employee s job satisfaction .

Regression was used to assess the effect of professionalism on organizational commitment. The result showed that there is a significant effect of professionalism on organizational F $(1,501)$ = 6815.241, p = .000 and 93.2 % of all 16 items of professionalism effect on organizational commitment. (Beta = .965, p =.000).

Table 25: Standard regression of professionalism and job satisfaction

Predictor	B	se	Beta	Sig	R square
Professionalism	1.192	.014	.965	.000	.932

Standard regression was used to assess the ability of four dimensions of professionalism (knowledge pursuance, self-management, customer orientation, sense of calling) to predict organizational commitment.

Table 26: Effect of professionalism on organizational commitment

Predictors	B	se	B	Sig
knowledge pursuance	-0.195	0.107	-0.144	.070
self-management	0.534	0.055	0.421	.000
customer orientation	0.284	0.071	0.249	.000
sense of calling	0.521	0.067	0.456	.000

The result showed that 93% of four factors predict organizational commitment $F(4,498) = 1846.519$, $p = .000$. All three factors significantly predict organizational commitment. Self-management ($\beta = .421$, $p = .000$), customer orientation ($\beta = .249$, $p = .000$), sense of calling ($\beta = .456$, $p = .000$) whereas, knowledge pursuance was marginally significant ($\beta = -.144$, $p = .070$).

The result of regression analysis supported the hypothesis (H2) Professionalism has significant influence on employee s organizational commitment .

The correlation test was used to find the relationship between job satisfaction and organizational commitment. $R = .968$, $p = .000$. The result showed that job satisfaction is positively related to organizational commitment.

Table 27: Correlation between job satisfaction and organizational commitment

		J-S	O-C
Job_satisfaction	Pearson Correlation	1	.968**
	Sig. (2-tailed)		0
	N	503	503
Organizational_ Commitment	Pearson Correlation	.968**	1
	Sig. (2-tailed)	0	
	N	503	503

Regression was used to find the effect of job satisfaction on organizational commitment. The result indicated that there is a significant effect of job satisfaction on organizational commitment F $(1,501)$ = 7571.573, p = .000 and 93.8 % all items of job satisfaction effect on organizational commitment. (Beta = .968, p = 1.038).

Table 28: Regression of job satisfaction and organizational commitment

Predictor	B	se	Beta	Sig	R square
Job satisfaction	1.038	.012	.968	.000	.938

The result supported the hypothesis (H3) job satisfaction is positively related to organizational commitment.

4.4 Findings

This study set to assess the effect of professionalism on organizational commitment and employee s job satisfaction at selected five star hotels in Baku, with the aim of

examining the influence of attitudinal professionalism. The three research questions that have been constructed in the beginning of the research.

The implication of the above findings is that self-management stands out as the most useful dimension of attitudinal professionalism, which enhances employee s job satisfaction. The effect of self-management among employees suggests that they have motivation and control as professional attributes. Thus, pointing to their ability to set goals by themselves, towards actualizing organization s set goals. Furthermore, the sense of calling is also found to be a very significant element in the influence of professionalism on job satisfaction. This means the employees have passionate attachment to their jobs and this tends to have great effect on their competence and confidence to service delivery. Although the influence of customer orientation as an attitudinal dimension is not high, there is an indication for commitment towards prioritizing the needs of customers. There is a clear indication also that knowledge pursuance has less influence on job satisfaction as when compared with the other dimensions of attitudinal professionalism. This however does not totally suggest the absence of knowledge pursuance as employees are willing to develop skills and improve on their job.

The result presented above affirms early study conducted by Hall (1968) that there exists a connection between the attitudes and behavior of workers. Another by Shafer, Part and Liao (2002) also upholds the influence of professionalism on job satisfaction as positive (Shafer *et al*., 2002). There is consistent relationship between professionalism and job satisfaction (Norris and Niebuhr, 1984), the connection between the two variables is strengthened and gives rise to increased job satisfaction

among employees (Kalbers and Fogarty, 1995; Boyt et al., 2001; Shafer et al., 2002; Dali and Mas ud, 2014).

Standard regression was used to assess the ability of four dimensions of professionalism predict organizational commitment. The implication here is that there is high influence of self-management on organizational commitment. As a significant factor in the job of an employee, this implies that their job responsibilities are clearly defined and they do enjoy autonomy of work as well. Though there might tend to be different forms of commitment among employees, their ability to exert self-management can be influenced also by the duration they have remained on the same job. The sense of calling among employees also suggest they have high level of commitment occasioned by factors relating to working environment such as when the positioned are filled with people who have the right proportion of skills to carryout tasks.

There is a clear indication that the employee organizations have measured up to desired style in management for the employees to reveal a high sense of calling. They also have good working relationships with fellow employees and personal characteristics. However, customer orientation has less influence on the organizational commitment of employees. And also lesser influence that knowledge pursuance has on organizational commitment. Therefore, attitudinal professional is found to have high influence on the level of employee s commitment to their employing organizations.

In a study on professionalism as a predictor of organizational commitment, Bartol (1979) affirmed that professional attitudes have more connection with the amount of

commitment an employee will give to their employer. This means that on overall, the attitudinal professionalism has high influence on organizational commitment.

Based on the above findings, there is a clear indication that there is a connection between knowledge pursuance, self-management, sense of calling and customer orientation and organizational commitment respectively. The same way the result shows a correlation between knowledge pursuance, self-management, sense of calling and customer orientation with job satisfaction.

The study conducted by Elizur, Borg, Hunt and Beck (1991) shows that there is an accumulation of approaches and attitudes in different work environments. Therefore, the work standards give rise to how well an employee will ensure knowledge pursuance, self-management, sense of calling and customer orientation (Hertberg, Mausner, and Snyderman, 2011). The affirmation is given in Bratton and Gold (2007) that it is the work values which give room for positive working conditions. Therefore, enhanced working environments can heighten employee s job satisfaction (Aksu and Aktas, 2005; Lam, Pine and Baum, 2003). The relationship between the service orientation and employee s job satisfaction and organizational commitment is established in Jernigan, Beggs and Kohut (2002).

The implication of the above findings shows that there is a similar correlation between organizational commitment and job satisfaction. This is affirmed by a study on organizational behavior (Lashley and Lee-Ross, 2003) and Allen and Meyer (1990).

Chapter 5

CONCLUSION

In this chapter, the conclusion for the conducted study is presented, using results analyzed in the previous chapter. The researcher also states the limitations of study as well as makes recommendations for the benefit of future research endeavours.

5.1 Conclusion

This study was conducted on the impact of attitudinal professionalism on employee satisfaction and organizational commitment at five star hotels in Baku, Azerbaijan. The primary aim of this study was to know the level of professionalism among employees as well as the influence professionalism has on job satisfaction and organizational commitment.

In this study, it was found that the level of professionalism among employees was very significant, therefore considered a very viable concept. Based on the findings, there is a clear result that the employees view professionalism as a concept that is of high value towards their successes on their job. This means that employees find it interesting to acquire knowledge and skills so as to bring about efficiency. The results also provide a clear-cut understanding of the need to perform self-evaluations to ensure that self-set goals are achieved. In doing this, employees indicate they are versatile on how well their services should be rendered to their customers; therefore, they make it a priority to serve the interest and carter for the preferences of the customers. This is supported by socio-economic valuables like educational level, age

and monthly income of the employees, which are factors that strongly to influence professionalism among employees.

The researcher also found that professionalism has significant influence on the job satisfaction of employees. By so doing, employees have expressed satisfaction with their work and hold strong views that their job sufficiently suits their ability. There is also a clear indication that they have high value for their job as it proves fun to work with their various employers. The existing influence professionalism has on job satisfaction of employees is a clear indication that professionalism supports their level of satisfaction on their present job.

The findings also reveal that professionalism has significant influence on organizational commitment. This influence is justified by the willingness of employees to continue working with their present employers because their pleased with the working conditions. The employees hold strong resolve to continue working even if given the liberty to choose other jobs, a conviction that can best be achieved by a suitable organization s policy which gives room for the achievement of self-goals.

5.2 Implications of the Study

The implications of the findings the hospitality industry in Baku is fast evolving and so while there is increased influx in the number of tourist to the region, more five star hotels are also springing up. It is for this reason that the employees of these organizations strive to improve themselves and provide excellent services. However, it is unclear what role the management of these five star hotels play in ensuring that professionalism is ensured. This is necessary because, the result in this study clearly

reveals what personal effort the employees make to ensure they render the desired services. What is unknown also is how external factors such as government interventions, and particularly how working environment conditions influence their willingness to remain on their jobs. Therefore, the recommendations for further study seek to carter for these implications.

5.3 Limitations of the Study

The limitation encountered in the course of this this study is the inability of the researcher to cover all the selected five star hotels. Initially, the researcher set out to administer questionnaires to thirty three (33) five star hotels in Baku. Unfortunately, only twenty four (24) employers agreed for their employees to respond to the survey questions. Nine (9) hotels management make different barriers for making research in their hotel.

5.4 Recommendations

In this study, the research has the following recommendations for the management of hotels in Azerbaijan.

To be able to meet up with the growing trends in hospitality and tourism industries, the management of hotels in Azerbaijan should as a matter of urgency, ensure professionalism among employees to be able to get the desired successes.

By maintaining an open top-bottom relationship among workers, job satisfaction and commitment to organization s goals by employees will be enhanced. This will enable a smooth dedicated to the demands of clients, both locally and internationally.

To be able promote the tourism industry of Azerbaijan, government must ensure that more policies are initiated for the growth to be tenable.

5.5 Recommendations for Further Research

The primary population of this study was employees of five star hotels in Baku whom responded to the survey based on availability. The suggestion is for future researches to consider sampling only managerial and subordinates respectively. This way, it will be easier to ascertain the influence professionalism has on those in managerial positions over those who hold lower positions.

It is also suggested that other research endeavors take into consideration, the various factors that give rise to organizational commitment and job satisfaction respectively. Also, if a prospective researcher considers studying any of the types of organizational commitment and job satisfaction, it will prove helpful in understanding the extent to which professionalism gives rise to efficiency on their jobs.

Also worthy of mention that employees indicated that they were unlikely going to continue working with their present employers. For this reason, I suggest that further study be considered on turnover intentions in the hospitality industry, particularly at five star hotels in Baku. This research interest can also be carried out in the various tourist destinations across continents.

Another viable theme to research on is to compare the level of professionalism based on number of years in the services industry. And lastly, to explore the role of government involvement in the tourism industry and how it influences job satisfaction and organizational commitment respectively.

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APPENDIX

Appendix 1: Questionnaire

Dear Sir/ Madam

I am conducting a survey on relationship of professionalism with organizational commitment, and job satisfaction at five star hotels in Baku. It will take no more than 15 minutes.

Your responses will be completely *ANONYMOUS* and *CONFIDENTIAL*, and will be used only for *RESEARCH PURPOSES*.

Thank you very much for your co-operation

Əməktaşlıq etdiyiniz üçün təşşəkkürlər.

Please rate your level of agreement with each of the following statements.

Zəhmət olmasa verilən suallara razılıq səviyyənizi işarələyin.

Please rate each statement (*1= strongly disagree; 2= disagree 3= neutral; 4= agree; 5= strongly agree*).

Hər bir fikri qiymətləndirin (1= tamamilə narazı, 2= narazı, 3=*biteref, 4=razı, 5=* tamamilə razı)

	Strongly Disagree				Strongly Agree
It is important to acquire knowledge and skills to improve operational efficiency. bilik və bacarıqlara sahib olunması işin səmərəliliyini artırmaq üçün önəmlidir.	1	2	3	4	5
I have a good understanding of what types of knowledge and skills are needed in order to perform tasks efficiently.	1	2	3	4	5

Qarşıya qoyulan tapşırıqların yerinə yetirilməsi üçün mənnən tələb olunan bilik və bacarıqların nədən ibarət olduğunu yaxşı bilirəm.

I actively learn the knowledge and skills necessary to perform tasks efficiently. Öhtəliklərimi yerinə yetirmək üçün tələb olunan bilik və bacarıqlara fəal sekildə sahib olmağa çalışıram.	1	2	3	4	5
I have a good understanding of the preferences and variability of frequently visiting customers. Dəvamlı gələn qonaqların istəkləri ilə bağlı yaxşı anlayışım və təkliflərim var.	1	2	3	4	5
I set specific job goals on a regular basis. Işimlə əlaqəli hədəflərim var	1	2	3	4	5
I continually manage progress in my tasks. Davamlı şəkildə işimdə yüksəlməyi planlaşdırıram	1	2	3	4	5
I perform self-evaluations of my task performance. Yerinə yetirdiyim işdə özünü-qiymətləndirmə edirəm.	1	2	3	4	5
I reward myself when I achieved goals that I have set. Qarşıma qoyduğum məqsədlərə nail olduğumda özümü mükafatlandırıram	1	2	3	4	5
By doing my job I serve the common good. Işimi icra edərkən ortaq məqsədlərə xidmət edirem	1	2	3	4	5
I am passionate about doing my job. Işimi zövqlə icra edirəm	1	2	3	4	5
By doing my job I can realize my full potential.	1	2	3	4	5

Işimi icra edərkən potensialımı tam olaraq işlədirəm					
If I were financially secure, I would continue with my current line of work. Əgər, maddi cəhətdən yaxşı təmin olunsam, bu işdə çalışmağa davam etmək istəyirəm	1	2	3	4	5
My work is one of the most important things in my life. Işim həyatımdakı ən vacib şeylərdən biridir.	1	2	3	4	5
I enjoy interacting with customers. Müştərilərlə xidmət etməkdən zövq aliram	1	2	3	4	5
I always have the customers best interests in mind. Müştərilərin hər şeyin ən yaxşısını istədiyi həmişə ağlımdadır.	1	2	3	4	5
I am willing to spend more time to properly meet a customer s needs. Müştərilərin istəklərini düzgün şəkildə qarşılamaq üçün əlavə vaxt sərf etməyə həvəsliyəm	1	2	3	4	5

Please rate your level of agreement with each of the following statements.

Zəhmət olmasa verilən suallara razılıq səviyyənizi işarələyin.

Please rate each statement (*1= strongly disagree; 2= disagree 3= neutral; 4= agree; 5= strongly agree*).

Hər bir fikri qiymətləndirin (1= tamamilə narazı, 2= narazı, 3=*biteref, 4=razı, 5*= tamamilə razı)

	Strongly Disagree				Strongly Agree
I would like to continue working at our company by considering our company as a workplace for life

Iş həyatımın sonuna qədər hazırda çalışdığım şirkətdə çalışmaq istəyərdim | 1 | 2 | 3 | 4 | 5 |
| I am pleased to choose our company as a workplace

Bu şirkəti iş yeri olaraq seçdiyim üçün məmnunam | 1 | 2 | 3 | 4 | 5 |
| Even if the opportunity to choose work again is given to me, our company will be considered a priority

Əgər iş yerimi yenidən seçmək imkanım olsa, ilk olaraq indi çalışdığım şirkətə üstünlük verərəm | 1 | 2 | 3 | 4 | 5 |
| I accept our company s future and fate as mine

Şirkətin gələcəyini və aqibətini öz taleyim olaraq görürəm | 1 | 2 | 3 | 4 | 5 |
| I think our company is the best workplace to me

Düşünürəm ki, işlədiyim şirkət mənim üçün ən yaxşı iş yeridir | 1 | 2 | 3 | 4 | 5 |

Please rate your level of agreement with each of the following statements.

Zəhmət olmasa verilən suallara razılıq səviyyənizi işarələyin.

Please rate each statement (*1= strongly disagree; 2= disagree 3= neutral; 4= agree; 5= strongly agree*).

Hər bir fikri qiymətləndirin (1= tamamilə narazı, 2= narazı, 3=*biteref, 4=razı, 5*= tamamilə razı)

	Strongly Disagree				Strongly Agree
I am satisfied with my work Işimdən razıyam	1	2	3	4	5
I think my work fits my aptitude Düşünürəm ki, bacarıqlarım və işim üst-üstə düşür	1	2	3	4	5
I feel my work is fun Işim əyləncəlidir	1	2	3	4	5
I think my work is valuable Fikrikmə, mənim işim əhəmiyyəyli bir işdir	1	2	3	4	5

Please, provide us the following general information:

Gender: ☐ Female   ☐ Male

Education Level: ☐High School   ☐2 years University/College degree

☐4 years University degree ☐Graduate degree   ☐ Other:…………………

Age: ☐ Under 20   ☐ 21-30   ☐ 31-40   ☐ 41-50   ☐

Above 50 years old.

Your Nationality:

Your position at this hotel:

Number of years at this hotel ----------------- Year(s)

Total number of working years in tourism hospitality industry -----------------

Year(s)

5. Annual income:

☐ Less than €5,000   ☐ €5,001 and €10,000   ☐ €10,001

and €15,000

☐ €15,001 and €20,000   ☐ €20,001 and €25,000   ☐ €25,001

and €30,000

☐ Above €30,001

If you would like to receive a summary of the research results, please, write your E-Mail below.

E-mail:_____

THANK YOU FOR YOUR COOPERATION