



Contents lists available at [EKB](https://ejournals.ekb.eg/)

Minia Journal of Tourism and Hospitality Research

Journal homepage: <https://mjthr.journals.ekb.eg/>



The Relationship between Organizational Culture and Organizational Commitment in the Egyptian Hotels

Mohamed Abd El Salam Mahmoud^a, Yasser Ibrahim Ahmed^b,
Abu Elnasr E. Sobaih^c, Muhammad Abd El Monem Ebraheem Abd Elsalam^d,

^a Hotel Management Dep., Institute of Tourism and Hotels in Qena, Ministry of Higher Education, Egypt

^b Hotel Management Dep., Faculty of Tourism and Hotels, Helwan University, Egypt

^c Management Department, College of Business Administration, King Faisal University, Saudi Arabia

^d Hotel Management Dep., Faculty of Tourism and Hotels, Minia University, Egypt

Keywords

Organizational culture dimensions
Organizational commitment
Egyptian Hotels

Abstract

Organizational culture is important for hotel owners and the employees because it influences employee's commitment to the hotels. The aim of this research is to examine the relationship between dimensions of organizational culture (Stability, Innovation, performance orientations, Emphasis on rewards, social responsibility and supportiveness) on employee commitment at a hotel in Hurghada (Egyptian city on the red sea) it's have many hotels. Data collected from 490 employees in 17 hotels in Hurghada, the Red Sea, Egypt. The results of structural model confirmed that there is a statistically significant relationship between organizational commitment and several dimensions of organizational culture (Stability, Innovation, performance orientations, Emphasis on rewards, social responsibility and supportiveness) and commitment in the Chain Five-Star hotel. Based on the findings, it is recommended that hotel management focusing on employee's stability and encouraging them to give opinion inside the hotel and pay greater attention to characteristics of corporate culture to increase employee commitment.

1. Introduction

Human resources are high level of ability and attitude it is the essential road of competitive edge that is hard to change by participant (Erkutlu, 2011). The employees are the most crucial aspect of a hotel's success, and employee dedication and effort are critical to a hotel's success (Kessuwan and Muenjohn, 2010).

Organizational commitment is defined as the period to which a human identifies with and is involved in a specific establishment (Miroshnik, 2013). Organizational commitment in management and behavioral science are the most crucial factors in the relationship between workers and businesses and commitment is one of the most studied psychological factors for its ability to predict employee actions on the job (Tok, 2013). Organizational commitment is critical for organizations that have a desire to keep employees, as plans and results are affected by employee commitment, which is shaped by the organization's culture (Dinc, 2017).

Syed, et al., (2015) stated that employees' commitment to their organizations is influenced by two variables which the culture of organizations and the employees' sense of their working for a shared goal. Javad et al., (2013) stated that workers who are committed to their jobs are more likely to be a Great blessing for any organization who are invested in their work are more likely to come up with innovative solutions to problems, which are also beneficial. Neelam, (2015) note that the amount of employee commitment has been connected to several critical organizational outcomes, including attendance, organizational citizenship, desire to leave, and absenteeism that may be managed. according to Batugal, (2019) stated that we need to understand the nature of organizational culture in order to grasp the degree of commitment in an organization, and how cultivating a culture of appreciation and respect for all employees may boost organizational commitment.

Organizations with characteristics of innovation and job stability have a positive and significant influence and make better loyalty (Hakim, 2015). Performance-oriented organizations attempt to organize all employees and stakeholders, around stated corporate goals and employee appreciation is a critical component of communicating and promoting ever-changing goals in modern companies (Omega, 2012). The degree to which an organization is performance-oriented and emphasis on reward increase performance and excellence (Waldman, et al., 2016).

According to previous studies Hitka et al., 2015; Krajcsak, 2018; Handari, 2019; Arankiet et al., 2019; Al Rowwad, 2020; Yusuf, 2020 that have examined the relationship between organizational culture dimensions and organizational commitment, there were lack of studied have investigated the impact of organizational culture dimensions on organizational commitment in the hospitality sector, so current research handle this gap and explore influence of organizational culture on commitment in hospitality industry especially in Hurghada, Red Sea, Egypt. So, the aim of this research examines the extent of the relationship between organizational culture dimensions represented in stability, innovation, performance orientation Emphasis on reward, social responsibility and supportiveness distribution on the organizational commitment of hotel staff.

2.: Literature Review

2.1: Organizational culture:

Organizational culture may be characterized are norms and practices that develop when a team works to address challenges of internal and external integration (Atteya 2009; Desson and Clouthier 2010; Deal et al; 2011). Organizational culture is keeps

upper management and staff working together to get things done (Stok et al., 2010). Organizational culture defined as attitudes that has emerged as a key component in the study of organizational behavior and may have a significant impact on commitment (Mbabzize et al., 2014). Organizational culture referred to a specific value that managers aim to apply in their companies to lead workers to do their best at the appropriate times to accomplish organizational objectives (Mihalache and albo 2016). Organizational culture is an intangible and pervasive set of shared assumptions about what it means to be an organization and what employees might expect from their work environment (Morcos, 2018). Organizational culture plays a serious role on how innovation is organized and how individuals are encouraged to be creative in-service organizations, it is linked to positive work attitudes and perceived positive results for customers (Mushtaq and Tanveer 2019). Organizational culture can change the performance of employees in hospitality, as performance is more influenced with the values and belief prevalent in the hotels (Bhardwaj and Kalia 2020).

2.2: Dimension of Organizational Culture

2.2.1: Stability:

Stability is significant in terms of recognized link between culture and loyalty (Cicek and Kiyak, 2011). Omega (2012) mentioned that stability assesses the firm's predictability and rule. Gavic et al., (2017) stated that an organization needs stability as much as anything else, and stable organizations survive crises. Sears (2021) added that stability had a substantial impact on employee commitment, when employees' stability was high the strongest commitment was detected; when employees' stability was poor commitment was clearly weaker.

2.2.2: Innovation:

Lin (2016) mentioned that innovation and commitment show a strong positive connection, and they are negative predictors of turnover intention. Haruna (2017) added that innovations are an integral part of corporate techniques for a number of reasons, including the implementation of more fruitful and service delivery processes, better performance in the hospitality industry, and Innovation is one of the key instruments of growth strategies for breaking into new markets, expanding market share, and giving the company a competitive edge. Azeem et al (2021) added that organizational culture is critical for innovation performance because it is a possible indicator of creativity that leads to organizational development and success in the marketplace.

2.2.3: Performance Orientation:

Omega (2012) stated that performance-oriented organization attempt to organize all workers and stakeholders, notably dealers and distributors, around stated corporate objectives measured in sales, profitability, customer pleasure, and productivity, employee appreciation is a critical component of communicating and reinforcing ever-changing goals in modern firms. Woldman, et al (2016) defined Performance orientation as the grade in which an organization support and rewards employees to realize excellence performance. Jassmy and Bhaya, (2016) noted that performance oriented refers to a wide range of metrics, not only those related to money. According to Susilowoti and Azis, (2020) there is a positive correlation between performance and commitment.

2.2.4: Emphasis on Rewards:

According to Amewugah et al (2018) a reward defined as total payment supplied to an employee in exchange for labor or service done at work. Morcos (2018) noted that every hotel should has a complete employee incentive system that encompasses four areas: salary, benefits, recognition, and appreciation. Jones (2019) noted that there was a strong, positive connection between rewards and loyalty to the organization. Younies and Al- Tawil (2021) added that it is crucial for organizations in hospitality sector to design a well-balanced system that serves to motivating employees to satisfy both their personal needs and organizations goals.

2.2.5: Social responsibility

Social responsibility refers to aligning organization activity with prevalent society norms, beliefs, and performance expectations (Bode, 2012). Li, (2012) added that there is a considerable positive association among social responsibility and overall employee commitment. Socially responsible develop relationships between organizations and stakeholders and improve economic, social, and environmental performance (Ganescu and Gangone, 2017). responsibility has a significant positive correlation with organizational commitment (Hag et al., 2018; Ko et al., 2020).

2.2.6: Supportiveness

Supportiveness in organization allow employees to think and act as leaders with in their work (Asiedu, 2015). supportiveness had a strong positive link with commitment (Naz et al., 2020). Deregge, (2021) emphasized that supportiveness has a significant impact both directly and indirectly via the establishment of emotional organizational commitment. supportive organizational culture is one that focuses on how a company supports its people, and in a supportive culture, employees are engaged, empowered, and provided opportunities to advance in their careers (Prajogo et al., 2021).

2.3: Organizational Commitment:

Organizational commitment defined as the condition in which an employee sees the organization goals as his own and desires to stay a part of the organization (Clark 2011; Nagar, 2012; Albdour and Altarawneh, 2014). Employees' commitment to an organization is described as their ready to invest their time, energy, and other personal resources for the organization's physical and intangible assets (Shieh, 2014). Staff members dedication to the organizations and their eagerness to work toward its objectives are examples of organizational commitment (Derwerf, 2016). Organizational commitment is an important problem in the hotel sector, since hotels prefer to employ loyal staff to the hotel (Palomo et al., 2020). Organizational commitment benefits hospitality sector due to its impact on employees' job performance, employee turnover, and acceptance of organizational change by employees (Al Rowwad, 2020).

2.4: Dimension of Organizational Commitment

Affective commitment defined as a person's emotional connect to an organization (Mercurio 2015). Affective commitment is the most potent type of organizational commitment because it is based on intrinsic motivation rather than extrinsic incentive (Nazneen, 2017; al Rowwad, 2020). Affective commitment refers to an employee's favorable attitude toward their organization (Khan 2020). Continuance commitment refers to how much employees feel obligated to stay with their organization (Derwerf (2016). Continuous commitment refers to being aware of the consequences of leaving the organization including the possibility of wasting time and effort (Radosavljevic et

al., 2017). Continuous commitment is based on costs and employees do not leave because they are afraid of losing their income (Khan 2020). Normatively committed personnel are those who feel obligated to continue working in the organization (Turner 2005). Normative commitment is a type of responsibility toward an organization based on a person's moral sense that remaining in the organization is the right and decent thing to do since they feel they should (Nazneen, 2017; al Rowwad, 2020). Normative commitment is showing the amount to which an employee's perceptions are aligned with an organization's essential ideals (Khan 2020).

2.5: Relationship between Organizational culture and Organizational commitment:

Rasid et al., (2013) mentioned that organizational culture has a major impact on commitment. Hakim (2015) stated that organizations with a culture that emphasizes innovation and stability are more likely to have committed employees, thus culture has a positive influence on commitment. Mitic et al., (2016) added that the relationship between performance orientation and commitment indicate that culture has influence on commitment. Hadion (2017) noted that a stronger culture increases organization dedication to develop its employees. Setyaningrum (2017) added that organizational culture is an important element that greatly impact on commitment and employee retention. Adam et al., (2018) added that there was a considerable favorable influence of organizational culture on employee loyalty. Polychroniou and Trivellas, (2018) mentioned that organizational culture can support organizational commitment together with employees of the organization to help achieve aims. Yamali (2018) stated that organizational culture has a considerable impact on commitment, and both factors together have a good and large impact on performance. Lee (2020) stated that there is positive connection between culture and responsibility commitment. Kim et al., (2020) added that responsibility has a significant positive association loyalty. Prajogo et al., (2021) added that the supportive culture focuses on how organizations encourage and empower their people, which helps them on their commitment. Employee loyalty was found to be significantly influenced by organizational culture on hotel industry (Razali et al., 2019; Liu 2022). Hence, it could be hypothesized that:

- H1. Stability positively affects organizational commitment.
- H2. Innovation positively affects organizational commitment.
- H3. Performance orientation positively affects organizational commitment.
- H4. Emphasis on reward positively affects organizational commitment.
- H5. Social responsibility positively affects organizational commitment.
- H6. Supportiveness positively affects organizational commitment.

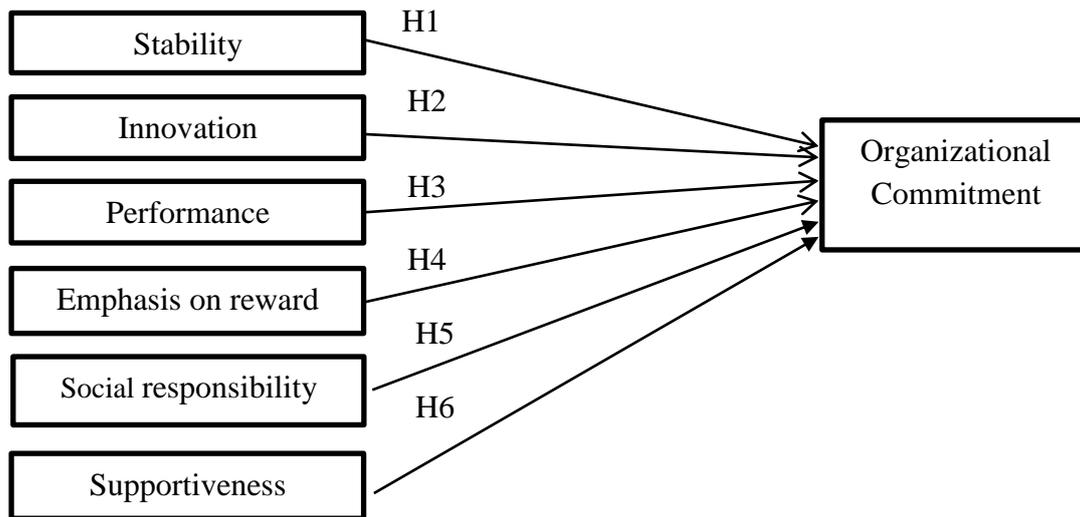


Figure.1: the research conceptual model.

3. Methodology

3.1 Research population, sample and Data Collection

Hurghada hotels' employees were the population of this research. Study population consists of Five Star chain hotels in Hurghada City, it is one of the most outstanding tourist cities in Egypt and the world and a main tourist center for Thousands of tourists, it's had many five-star hotels (Gamal et al., 2019; Ayyad 2023). According to Egyptian Hotel Association (2020). Hurgada has 17 chain hotels. Only workers and supervisor's employee (Front office, food and beverage) of these hotels were chosen. The sample size was calculated using the formula of (Thompson, 2012).

$$n = \frac{N \times p(1 - p)}{N - 1 \times (d^2 \div z^2) + p(1 - p)}$$

As a result, these hotels received around 600 forms, 120 of which were missing data. In the end, 480 surveys were valid for analysis, yielding a response percentage of 80%, which was sufficient for data analysis.

3.2 Scales:

These lines describe the concepts connected to measure organizational culture, organizational commitment, and the section referring to demographic information is offered at the beginning of the questionnaire. Along with standard demographic questions, using a 5-point Likert scale, we also asked respondents to assess how much they agreed or disagreed with each statement. One (1): Completely agree with; five (5): Completely reject the survey's questions were broken down into three groups.

3.2.1 Organizational culture

Organizational culture (OC) has been measured by O'Rielly et al., (1991) and updated by Sarros et al. (2005) the measuring instrument consisted of Stability, innovation, performance orientation, emphasis on rewards, social responsibility and Supportiveness were all represented by four items on the sixty (24)-item measuring instrument.

3.2.2 Organizational Commitment:

Mayer and Allen's (1991) and Meyer et al (1993) mentioned that commitment scale used to evaluate employees' dedication to a company. to describe their organizational commitment, participants responded to 24 items.

3.2.3 The demographic questions:

The demographic questions include questions related to the job, department, hotel name, gender, age, and length of service in the hotel.

3.3 Data analysis:

The following are the most essential statistical approaches that will be used to analyze the data acquired using the generated questionnaire form:

- Cronbach Alpha Test for measuring the research tool's reliability coefficients and calculating the coefficient of internal consistency of data connected to the study variables represented in organizational culture and organizational commitment.
- Use simple linear regression to locating the degree and direction of the link among the variables.
- The correlation and beta determination factors will also be employed (B).

3.4 Validity and Reliability

3.4.1 Validity:

According to Hair et al., (2010) content validity is the degree in a scale's items match to the theoretical meaning of the scale, and is normally evaluated based on the judgment of experts or researchers to check the substance of this study's validity. I conducted a pilot test with 50 frontline personnel and supervisors from five-star chains hotels to establish convergent validity for the impacted subsample, the statistically significant standardized factor loadings varied from 0.57 to 0.98. The second composite reliabilities (CR) of both groups exceeded the 0.70 threshold of acceptability that was indicated. Third, the AVE estimate varied between 0.57 and 0.93.

3.4.2 Reliability:

According to Haradhan (2017). "Reliability" refers to a measurement that delivers constant, equal results across time, which includes the uniformity of tests administered to the same individuals across time and across different time periods, and the parity of subtests within the same test Kubai, (2019). refer that Cronbach's alpha is the very widely used reliability statistic for determining internal consistency among items, and reliability is defined as the stability of a measurement across a variety of contexts. Cronbach's alpha values less than 0.7 (but larger than 0.6) are acceptable for descriptive analysis due to the large number of examined constructs.

Table 1. Internal Consistency Estimates. Cronbach's Alpha.

Constructs	Items	No of Items	Cronbach's Alpha.
Organizational Culture	Stability	4	.896
	Innovation	4	.928
	Performance Orientation	4	.863
	Emphasis on Rewards	4	.895
	Social Responsibility	4	.901

	Supportiveness	4	.903
Organizational Commitment	Affective Commitment	8	.907
	Continuance Commitment	8	.938
	Normative Commitment	8	.958

Cronbach's Alpha values for organizational culture in the Five-star hotel chain varied from 0.863 to 0.928, while values for organizational commitment in the Five-star hotel chain ranged from 0.907 to 0.958, both over the Constructs for acceptability shown in table 1. Kline, (2005) Stated that rates of Cronbach's Alpha between 0.7 and 0.8 are generally accepted.

4. Results and Discussion

4.1: Descriptive Statistics

Table 3. Displays the mean and standard deviation values for culture dimensions and commitment for chain five-star hotels. All items in the Chain Hotel have a standard deviation more than 1.11, indicating some heterogeneity in employee answers to this construct. So according to Table 3. Respondents had good opinions of some parts of their organization's culture and negative impressions of others. Additionally, Table 3 also includes the data's skewness and kurtosis scores; no values greater than 2 or +2 and the average means of all items gauging organizational commitment on the Chain Five-star Hotel are all over (3.00) All items in the Chain Hotel have a standard deviation of more than 1.13, The average score on all factors that makes up organizational commitment is more than 3.39. Additionally, the skewness and kurtosis scores of the data distribution are no values exceeding the score of -2 or +2, so the results confirm that normal distribution to data.

Table 3. Descriptive data (Mean, Standard Deviation, Skewness and Kurtoses values) of organizational culture and organizational commitment.

Constructs	Items	SFL	Mean	SD	Skewness	Kurtosis
Stability	OCST1	0.87	3.38	1.131	-0.320	-0.482
	OCST2	0.87	3.39	1.138	-0.302	-0.541
	OCST3	0.88	3.35	1.171	-0.318	-0.593
	OCST4	0.91	3.42	1.126	-0.415	-0.400
Innovation	OCINN1	0.92	3.33	1.128	-0.345	-0.479
	OCINN2	0.90	3.37	1.142	-0.355	-0.526
	OCINN3	0.86	3.30	1.181	-0.323	-0.629
	OCINN4	0.84	3.37	1.145	-0.363	-0.505
Performance Orientation	OCPO1	0.90	3.62	1.110	-0.614	.0540
	OCPO2	0.84	3.65	1.027	-0.472	.0770
	OCPO3	0.87	3.63	1.065	-0.550	.1150
	OCPO4	0.82	3.90	1.321	0.188	-1.526
Emphasis on Rewards	OCEOR1	0.83	3.45	1.205	-0.457	-0.556
	OCEOR2	0.82	3.36	1.258	-0.335	-0.812
	OCEOR3	0.89	3.53	1.186	-0.435	-0.603
	OCEOR4	0.89	3.50	1.180	-0.449	-0.530
Social Responsibility	OCSR1	0.92	3.02	1.291	-0.025	-1.064
	OCSR2	0.76	3.07	1.266	-0.001	-1.031

	OCSR3	0.83	3.03	1.288	-0.027	-1.063
	OCSR4	0.82	3.08	1.273	-0.054	-1.043
Supportiveness	OCSUP1	0.75	3.13	1.329	-0.102	-1.109
	OCSUP2	0.83	3.11	1.306	-0.073	-1.058
	OCSUP3	0.94	3.16	1.278	-0.117	-0.987
	OCSUP4	0.82	3.17	1.305	-0.127	-1.043
Organizational Commitment	AFCOM	0.80	3.48	1.024	-0.324	-0.296
	COCOM	0.76	3.41	1.073	-0.247	-0.376
	NOCOM	0.71	3.46	1.071	-0.278	-0.365

4.2, Measurement Model Evaluation

Reliability of 0.7 and AVE of 0.5 were used as indicators of construct level. The standard for a sufficient sample size to attain a high degree of factor significance is a factor loading of 0.40. This investigation's sample size, N=480, was calculated to be 0.40. The data shows that there is a strong and stable correlation between all of the categories.

4.2.1: CFA results:

Fit to data estimates were calculated using confirmatory factor analyses (CFA). AVE > 0.5, CR > 0.60, SR > 0.80, and a considerable route loading from an item to its latent concept are all necessary conditions for establishing convergent validity. Organizational culture's final indicator loading and reliability were much higher. The data in Table 4 have already been given.

Confirmatory factor analysis was used in the study to analyze the "goodness of fit" (GOF) of the gathered data. The GOF metrics comprise "normed chi-square" (norm 2), "root means square error approximation" (RMSEA), "Comparative Fit Index" (CFI), and "Tucker Lewis index" (TLI). the normed 2 value must be less than 5, and the RMSEA must be less than 0.08 and, if possible, 0.05. Furthermore, NFI, TLI, and CFI values—all of which had 0.90 as their threshold value—were supported by (Bentler and Bonett 1980). The results in Table 2 showed satisfactory GOF .

Convergent validity evaluates the relationship between the variables. Two measures can be taken to confirm this. First, checking if standardized factor loadings are above 0.5. Second, the AVE "average variance extracted" is greater than 0.5. The AVE for all dimensions in this investigation was more than 0.6. The AVE ratings for stability is 0.77, innovation is 0.77, performance orientation is 0.73, emphasis on reward is 0.73, Supportiveness is 0.70, Social Responsibility is 0.69 and organizational commitment is 0.78. These values provided a level of convergent validity that was sufficient (see Table 4). The results also supported the two components' good discriminant validity. Two actions were taken to guarantee this. The MSV (maximum shared variance) value for the two components in the initial step was lower than the AVE values, according to Fornell and Larcker (1981) mentioned that discriminant validity is established when the AVE for each concept is larger than its shared variance with any other construct. (see Table 4).

Table 4. The results of convergent and discriminant validity.

Factors and Items	CR	AVE	MSV	1	2	3	4	5	6	7
1- Innovation	0.932	0.774	0.304	0.880						
2- Stability	0.933	0.776	0.477	0.502	0.881					
3-Performance orientation	0.918	0.738	0.236	0.387	0.381	0.859				
4-Emphasis on Rewards	0.919	0.739	0.402	0.386	0.618	0.486	0.860			
5- Supportiveness	0.903	0.700	0.317	0.332	0.563	0.398	0.404	0.837		
6-Social Responsibility	0.901	0.696	0.423	0.491	0.650	0.481	0.572	0.483	0.834	
7-Commitment	0.935	0.786	0.515	0.480	0.426	0.473	0.429	0.337	0.379	0.886

Note: CR = composite reliability; α = Cronbach's alpha; AVE = average variance extracted; MSV = maximum shared variance

5. Structural Equation Modeling (SEM)

The researchers in this research used a confirmatory two-step methodology, first doing a thorough literature analysis to create a conceptual model (Figure 1), and also gathering observational data to determine whether or not it linked to the conceptual model. Second, SEM analysis was carried out to investigate the influence of organizational culture aspects (Stability, Innovation, Performance orientations, Emphasis on rewards, social responsibility, Supportiveness) on organizational commitment. This was done after confirming the validity and reliability of the measurements.

As shown in figure 2 and Table 5, this research proposed six hypotheses. According to the findings, there is a positive and statistically significant connection among stability and organizational commitment H1 ($\beta = 0.15$, t-value=3.192, $P < 0.001$). Hence, H1 was confirmed. Therefore, the H2 were validated. Since there was a positive and statistically significant link between innovation and commitment H2 ($\beta = 0.18$, t-value=3.751, $P < 0.001$). The hypothesis 3 is a positive and statistically significant relationship among Performance Orientations and commitment H3 ($\beta = 0.35$, t-value=6.838, $P < 0.001$). there is a positive and statistically significant link between emphasis on rewards and commitment H4 ($\beta = 0.16$, t-value=4.784, $P < 0.001$). there is no relation statistically significant among social responsibility and commitment H5 ($\beta = 0.02$, t-value=0.396, $P < 0.001$). there is a positive and statistically significant relationship between supportiveness and commitment H6 ($\beta = 0.12$, t-value=2.564, $P < 0.001$).

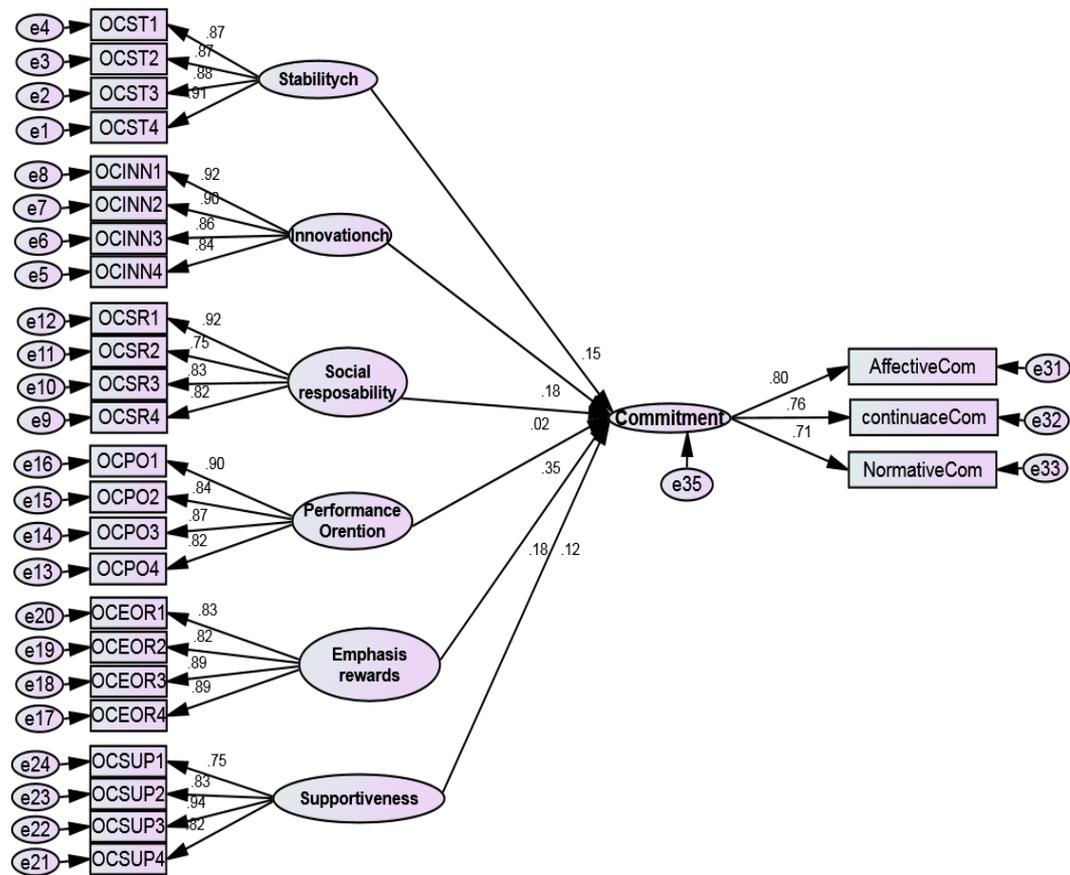


Figure 2. The structural model.

Table 5. The results of structural model.

Result of the Structural Model	β	C-R <i>t</i> -Value	ρ	Hypotheses
H1 Stability \longrightarrow commitment	0.15	3.192	0.001	supported
H2 Innovation \longrightarrow commitment	0.18	3.751	0.000	supported
H3 Performance Orientations \longrightarrow commitment	0.35	6.838	0.000	supported
H4 Emphasis on Rewards \longrightarrow commitment	0.18	3.784	0.000	supported
H5 Social Responsibility \longrightarrow commitment	0.02	0.396	0.722	unsupported
H4 Supportiveness \longrightarrow commitment	0.12	2.564	0.010	supported

6. Discussion

This research has examined the direct impact of organizational culture dimensions (Stability, Innovation, performance orientations, Emphasis on rewards, social responsibility and supportiveness) on organizational commitment in Red Sea Hotels, through used path analysis. The study proposed six hypotheses the first hypothesis Stability is positively influence to organizational commitment. The results of this research provide evidence that stability has a powerful impact on commitment. The research found out that staff on hotels cared most about job stability since it was linked to higher levels of organizational commitment. This result is agreed with (Hakim, 2015; Cicek and Kiyak, 2011; Omega, 2012; Kirin, et al., 2017; Sears, 2021) indicated that organizations that focus on the stability of employees get a lot of benefits, including the dedication and commitment of the employees in the hotel. the

second hypothesis Innovation is positively impact to organizational commitment. The result showed that there is a significant impact of Innovation on commitment, the research found out that employees of hotel were more committed to the hotel when they were given opportunities to innovate and when they were taught to embrace new ways of working. this result agreed with (Asgari, et al., 2011; Omega, 2012; Lin, 2016; Haruna, 2017; Azeem et.al., 2021) mentioned that employees' willingness to innovate and take risks is directly correlated with their level of loyalty to the organization. the third hypothesis performance orientations, is positively influence to organizational commitment. The result showed that there is a significant influence of performance orientations on organizational commitment. this result in line with (Jassmy and Bhaya, 2016; Daniel, 2018; Anwar and Budi, 2018; Susilowoti and Azis, 2020) confirmed that performance orientation emerged as the significant predictors of commitment of employees. the four hypothesis Emphasis on rewards is positively influence to organizational commitment. The result showed that there is a significant effect of Emphasis on rewards on organizational commitment this his result agreed with (Anku, et al, 2018; Mccoy, 2019; Jones, 2019; starter, 2019) confirmed that there was a strong, positive connection between rewards and commitment to the organization. The result showed that there is no relation significant between social responsibility and commitment this result disagree with (Bode, 2012; Li, 2012; Ganescu, 2017; Hag et al., 2018; Ko et al., 2020) stated that social responsibility has a significant positive correlation with organizational commitment also result showed that there is a significant influence of supportiveness and commitment this result agreed with (Asiedu, 2015; Naz et al., 2020; Deregge, 2021; Prajogo et al., 2021) emphasized that supportiveness has a significant impact both directly and indirectly on organizational commitment.

7: Conclusion

Any hotel's success depends on its staff's dedication and understanding of the organizational culture (Taha and Rodriguez 2020). according to a result of research, the hotel must understand the elements of the organization's culture that contribute to organizational commitment. organizational culture in hotels affects hotel performance and puts pressure on employees to think and act in a sound and correct manner, organizational commitment is important and directly impacts the success of the hotel and helps employees see how they match their goals, inspiring them to succeed at greater heights, organizational culture is important for both business owners and employees because it reduces employee turnover rates.

The research used the organizational culture scale measurement tool by O'Rielly et al., 1991 and updated by Sarros et al., 2005. Data were collected in 28 hotels in the Egyptian city of Hurgada. The research concluded that there is a statistically significant link among organizational commitment and the dimensions of the studied organizational culture (stability, innovation, performance orientations, emphasis on rewards, Social responsibility, and supportiveness).

8: Implications

The present research has various implications for managers in the hotel business, since it examined the influence of culture on commitment. In particular, the findings indicate a favorable connection between culture and commitment to the hotel. The evidence suggests that there is a favorable correlation between an organization's

culture and organizational commitment. Managers who desire more commitment from their staff should seek to strengthen the hotel's culture. The research also provided a strategy to help the Egyptian hotel sector boost employee engagement by concentrating on culture and commitment in chain five-star properties. This research has various ramifications for hotel management, including the necessity to identify and prioritize staff development and retention as a top priority due to the importance of human capital. Managers should also be aware of how job insecurity and an unfair distribution of incentives may have an impact on an employee's dedication to the hotel. Therefore, hotel management should make every effort to guarantee that all employees are satisfied with their fair share of the hotel's resources and results.

9: Limitations and future research

Data was acquired from Hurghada (City in Egypt) however, without additional examinations; it would be difficult to determine how generalizable the findings of this study are to other countries, a convenience sample was employed to obtain data from employees in the Egyptian hotel industry. Furthermore, the survey data was self-reported by hotel employee. In future studies, could investigate the effect of other variables, such as leadership style, empowerment and job satisfaction in the hospitality sector. Future studies can also examine the impact of demographic data on the organizational commitment of workers in the hotel sector.

10: Recommendations:

There are various recommendations for hotels to keep the degree of commitment among their staff.

- Creating training programs focus at raising knowing of importance of organizational culture and it influence on loyalty.
- Focusing of the hotel management on employee's stability and encouraging them to give opinion inside the hotel.
- Hotel Management needs to give more attention to organizational culture with its components and elements, as it raises employees' commitment.
- Management should emphasize innovation, promote and reward the employees' creative ideas.
- Management should give employees rewards and incentives for the purpose of satisfying their needs and these bonuses should be linked to commitment.
- Management should apply justice in systems of moral reward and material incentives for employees.

References

- Abd Elsalam, M. (2021). Examining the Organizational Citizenship Behavior among Hotels' Employees in Luxor. *Minia Journal of Tourism and Hospitality Research*. 12. (1). 157.
- Adam, A. Yuniaesih, T. Ahmed, E. Kusnendi, K. (2018). The mediation effect of organizational commitment in the relation of organization culture and employee performance. *Advances in economics business and management research*. 117. (262).
- Adnan, S. Nhaily, A. Wang, H. (2018) to evaluate and study the relationship between employee's commitment and individual performance. Master thesis. P. 13.
- Al rowwad, A (2020). the role of organizational commitment in enhancing organizational effectiveness. *Education excellence and innovation management through vision 2020*. Conference paper. 9134.
- Al Rowwad, A. (2020) The role of organizational commitment in Enhancing organizational effectiveness education excellence and innovation management conference. 9135.
- Al. alawi, A. Al.marzoqi, N. Mohamed, Y. (2007). Organizational culture and Knowledge sharing critical success factors. *Journal of Knowledge management*. 11. (2). 25.
- Albdour, A. Altavawneh, I. (2014). Employee engagement and Organizational Commitment: evidence Jordan. *International journal of business*. 19. (2). 194.
- Amewugah, B. Anku, J. Glover, M. (2018). Concept of reward management reward system and corporate Efficiency. *International journal of economics commerce and management*. VI. (2). 622.
- Andyanto, D. (2018). The effect of organizational commitment and organizational culture on employee performance through employee satisfaction, study of Islamic hospital of Malang. *European Journal of business and management*. 10. (8). 31.
- Anwar. P, Budi. I. (2018). The influence of job satisfaction and motivation on the employee performance at pt. Era media informs. *International conference on design engineering and computer science*. 453. (6).
- Aranki, D. Suifan, T. Sweis, R. (2019). The relationship between organizational culture and organizational commitment. *Modern Applied Science*. 13:139.
- Asgari, M., Nojavaee, S., and Hadipoor, N. (2011) Relation Between Commitment and Organizational Culture in Staff Field of Vocational and Technical Training in the Country, *Australian Journal of Basic and Applied Sciences*. 5. (8). 225.
- Asiedu, E. (2015). The supportive organizational culture and its impacts on employee job satisfaction: A case study in A selected Banking company in Oxford, a city in the United Kingdom. *International journal of social sciences and management*. 2 (3). 291.
- Atteya, N. (2009). Testing the impact of the organizational culture on work outcomes and attitudes: an empirical study in the travel agencies in Egypt. *Journal of selling major account management*. 12. (2). 35.
- Ayyad, K. (2023). Thermal comfort strategies for the city of Hurghada. *MSA University Engineering journal*. 2. (2). 2.

- Azeem, M. ahmed, M. sagged, M (2021). Expanding competitive advantage through organizational culture knowledge sharing and organizational innovation technology in society. *Journal*. (66). 3.
- Batugal, M. (2019). Organizational culture. Commitment and Job satisfaction of faculty in Private. Sectarian higher education institutions (HELs). *World journal of education*. 9. (2). 133.
- Bhardwaj, B. Kalia, N. (2020). Contextual and task performance: role of employee engagement and organizational culture in hospitality industry. *Vilakshan – Ximb. Journal of management*. 18 (2). 194.
- Body, C. (2012). The effect of national culture on corporate social responsibility orientation: A comparison between Dutch and German business students. *Master of business administration. University of twenty*. 11.
- Cicek, I. Kiyak, M. (2011). The effect of organizational culture on organizational efficiency: the moderating role of organizational environment and CEO values *procedia social and behavior sciences*. 1565.
- Clark, J. (2011). The effects of leadership style on hotel employee's commitment to service quality, retrieved July 07, 2011 from <http://proudest.Uni.Com>.
- Dahler, P. (2018). Job satisfaction in Public and private schools: competition is key. *Social policy& administration journal*. 52 (5). 1095.
- Deal, T. Kennedy, A. (2011). *Corporate cultures: the rites and rituals of corporate life*, Addison. Wesley. London.
- Deregge, M. (2021). The boundary spanning behavior of nurses: the role of support and affective organizational commitment. *Health care manage review*. 45.(2). 131.
- Derwerf, R. (2016). 3 key types of organizational commitment. *Effector leading in employee feedback*. 2.5.
- Desson, K. clouthier, J. (2010). *Organizational culture. Why does it matter?* International atomic energy agency. Vienna. Austria. 1.
- Dinc, M. (2017) Organizational commitment components and job performance: Mediating role of job satisfaction, *Pakistan Journal of Commerce and Social Sciences (PJCSS)*, ISSN 2309-8619, Johar Education Society, Pakistan (JESPK), Lahore. 11(3) 773-789.
- Egyptian Hotel Association, *Statistical Reports (2020)*, available at: <http://www.egyptianhotels.org/Statistics.aspx>.
- Erkutlu, H. (2011). The moderating role of organizational culture in the relationship between organizational justice and organizational citizenship behaviors. *Leadership & Organization Development Journal*, 32(6), 532-554
- Fornell, Claes, and David F. Larcker. (1981). Evaluating structural equation models with unobservable variables and measurement error. *Journal of Marketing Research* 18: 39–50.
- Gamal, G. Abou el Seoud, T. (2019). The potential impact of climate change on Hurghada city Egypt, using tourism climate index. *Geo journal of tourism and GeoCities*. 25. (2). 498.
- Ganescu, C. Gangone, A. (2017). A model of socially responsible organizational culture. *Studia Universities vasile Goldes Arad. Economic series*. 27. (2). 45.

- Gavic, G Kirin, S. Vasojevic, N. Rakonjac, I. (2017). Stability and flexibility of the organizational culture after the transition of economy. The case of Serbia preprints (WWW. Preprints. Org). 2.
- Hadion, A. (2017). The relationship organizational culture and organizational commitment on public service quality. Perspective local government in Bandung, Indonesia international review of management and marketing. 7. (1). 235.
- Hair, J. Ringle, C. Sarstedt, M. (2013). Editorial: partial least squares structural equation modeling: rigorous applications better results and higher. Long range planning. 46(2)9.
- Hair, Joseph R., Rolph E. Anderson, R. L. Tatham, and W. C. Black. (2014). Multivariate Data Analysis. Saddle River: Prentice Hall.
- Hakim, A. (2015). Effect of Organizational Culture. Organizational Commitment to Performance: Study in Hospital of District South Konawa of South east Sulawesi. The international Journal of Engineering and Science. (4). 33.41.
- Hakim, A. (2015). Effect of Organizational Culture. Organizational Commitment to Performance: Study in Hospital of District South Konawa of South east Sulawesi. The international Journal of Engineering and Science. (4). 33.41.
- Handari, S. (2019). Analysis of organizational culture with Denison's model approach for international business competitiveness. Journal of problems and perspectives in management. 17. (1). 146.
- Handari, S. (2019). Analysis of organizational culture with Denison's model approach for international business competitiveness. Journal of problems and perspectives in management. 17. (1). 146.
- Haq. M. Kuchinke. P. Iqbal. A (2018). The relationship between corporate social responsibilities. Job satisfaction and organizational commitment: case of Pakistani higher. Journal of cleaner production. 142. 2352.2363.
- Haradhan, M (2017). Tow criteria for Good measurements in research Validity and reliability. Annalas of Spiro Haret University. 17(3). 10.
- Haruna, M. (2017). Technology innovation and small business performance: an empirical analysis based on technology- organization environment model. Proceedings of the 1 management technology and development conference November ATB university Bauchi, Nigeria, ISBN: 978-978-950-158-8
- Hitka, M. Vetrakova, M. Balazova, Z, Danihelova, Z. (2015). Corporate culture as a tool for competitiveness improvement. Business economic and management conference. 30.34.
- Jassmy, B. Bhaya, Z. (2016). Strategic orientation and effects on organizational performance. Analytical study in estate banks in Al. Dewaniya province, proceedings of the 10th international management conference. 204.
- Jassmy, B. Bhaya, Z. (2016). Strategic orientation and effects on organizational performance. Analytical study in estate banks in Al. Dewaniya province, proceedings of the 10th international management conference. 204.
- Javad, M., Mehrdad, J. and Fridolin, A. (2013). The Relationship between Organizational Commitment and Organizational Learning, International Journal of Academic Research in Business and Social Sciences, 3(1): 130.140.
- Jones. M (2019). The relationship between rewards and organizational commitment among female leaders in large nonprofit organizations. Doctor of philosophy. Capella University. P.86.

- Kessuwan, K. Muenjoun, N. (2010). Employee Satisfaction: work related and personal factors. *International review of business research papers*. 6. (3). 168.
- Khan, I. (2020) impact of affective, normative and continuous commitment on organizational performance: A study of private Banks. *Journal of managerial sciences*. 14 (1). 90-91.
- Kim, C. Geun, H. Choi, S. Lee, Y. (2017). The impact of organizational commitment and nursing organizational culture on job satisfaction in Korean American registered nurses. *Journal of Tran's cultural nursing*. 28. (6). 593.
- Kim, E. Park, S. (2020). Top management support for talent and culture on career development. 47. (6). 693.
- Kim. S. Ko. J. Jang. H. (2020). The effect of corporate social responsibility recognition on organizational commitment in global freight forwarders. *The Asian journal of shipping and logistics*. 37. (122).
- Kline, R (2005). *AZ Principles and practice of structural equation modeling* (2nd ed) New York. NY: The Guilford press.
- Ko. J., Jang. H., Kim. S. (2020). The effect of corporate social responsibility recognition on organizational commitment in global freight forwarders. *The Asian journal of shipping and logistics*. 37(3).122.
- Krajcsak, Z. (2018). Relationship between employee commitment and organizational cultures a theoretical framework. *International journal of organizational analysis*. 26. (3). 400.
- Kubai, E (2019). *Reliability and Validity of Research instruments UNICEFs University- Zambia*. P5.
- Lee, D. (2020). Impact of organizational culture and capability on employee commitment to ethical behavior in the healthcare sector. *Service business*. (14). 68.
- Li. M (2012) study on the relationship between corporate social responsibility and organizational commitment. *Advances in information sciences and service sciences*. 4(21) 342.
- Lin, w. (2016). Innovation Climate, organizational commitment and turnover intention. *Survey on cultural enterprises employees*. *International conference on economic and management*. 1.
- Liu, X. (2022). Brand knowledge and organizational loyalty as antecedent of employee. *Based brand equity: mediating role of organizational culture*. *Original research journal*. 13 (1). 8.
- Mbabazie, P. Muucunguzi, A, Daniel. T. (2014). Building organizational cultures from effective management of people and organizations: a case study of butenyl local government in Uganda. *Journal of sociology*. 2. (3). 3.
- Mercurio, Z. (2015) affective commitment as a core essence of organizational commitment: An integrative literature review. *Human resource development review*. P. 9.
- Meyer, J. Allen, N. (2000). The measurement and antecedents of effective continuance and normative commitment to the organization. *Journal of occupational psychology* 63 (1). 455.
- Mihalache, R. albu, R. (2016). Organizational culture – A factor of potential positive influence on the collectivities of any organization. *Journal of economic sciences* .9. (1). 149.
- Miroshnir. V. (2013). *Organizational culture and commitment*. Palgrave Mcmillan. New York. 35.

- Mitic, s. Vukonjanski, J. Gligorovic, B. Zoric, k. (2016). Organizational culture and Organizational Commitment: Serbian case. *Journal of Engineering Management and competitiveness (JEMC)*. 6. (1). 26.
- Morcos. R. (2018). The relationship of employee reward systems and motivation level with special emphasis on franchising. *Ligs University*. 14.
- Mushtaq, A. Tanveer, A. (2019) Organizational culture in hotel Industry perception and preferences among staff advances in management. 6 (5). 55.
- Nagar, K. (2012). Organizational Commitment and job satisfaction among teachers during times of burnout. *Research journal of Vikalpa*. 37. (2). 47.48.
- Naz. S. Li. C. Nisar. Q. Khan. M. Anwar. F. (2020). A study in the relationship between supportive work environment and employee retention: role of organizational commitment and person. Organization fit as mediators. *Original research journal*. Say pub. Com/ home / sgo. P.9.
- Nazneen, A. Miralam, M. (2017) a study of affective continuance and normative commitment its impact on job satisfaction among the faculty members of technical university. 6 (4). 1428.
- Neelam, N. (2015). Organizational culture as a Determinant of organizational commitment: what drives I T employees in India? *Global Business and organizational Excellence*. (10). 63.
- Nikpour, A. (2017). The impact of organizational culture on organizational performance: the mediating role of employee's organizational commitment. *International journal of organizational leadership*. (6). 69.70.
- Omega, P. (2012). The perceived relationship between organizational culture and employees Job satisfaction at Kenya commercial bank. *Master of business Administration school of business*. University of Nairobi. 15.18.
- Palomo, D. Gomez, A. Lopera, F. (2020). Disentangling organizational commitment in hospitality industry: role of empowerment. Enrichment, satisfaction and gender. *International journal of hospitality management*. 90. 16.
- Polychroniou, P. & Trivellas, P. (2018). The impact of strong and balanced organizational cultures on firm performance: Assessing moderated effects. *International Journal of Quality and Service Sciences*, 10, 25.
- Prajogo, W., Kusumawati, H., Wijaya. N. (2021). The relationship among supportive organizational culture, Job satisfaction, employee affective response to organizational change and organizational cynicism. *Int. J. trade and Global markets*. 14(1). 22.
- Prajogo, W., Kusumawati, H., Wijaya. N. (2021). The relationship among supportive organizational culture, Job satisfaction, employee affective response to organizational change and organizational cynicism. *Int. J. trade and Global markets*. 14(1). 22.
- Radosavljevic, Z. Cilerdzic, V. Dragic, M. (2017). Employee organizational commitment. *Faculty of business economic and entrepreneur euro ship international Review*. (1). 20.
- Rasid, S. Manaf, M. Guoguoob, F. (2013). Leadership and Organizational Commitment in the Islamic Banking Context: The Role of organizational Culture as A mediator. *American Journal of Economics*. (3). 171.176.
- Razali, N. S. M., Zahari, M. S. M., Ismail, T. A. T., & Jasim, A. R. (2019). Relationship between Organizational Culture and Job Loyalty among Five-star and Four-star Hotel Employees. *International Journal of Academic Research in Business and Social Sciences*, 8(15). 14–32.

- Reilly, C. (1991). Corporation, culture and commitment: Motivation and social control in organization. *California management Review*. 15.
- Sears, G. (2021). Do employee responses to organizational support depend on their personality? The joint moderating role of conscientiousness and emotional stability employee relations: the international journal. 43.(5). 1136.
- Setyaningrum, R. (2017) relationship between servant leadership in organizational culture, organizational commitment, organizational citizenship behavior and customer satisfaction. *European research studies journal*. XX (3). 546.
- Shien, C. (2014). Effects of Organizational Commitment on career Satisfaction of employees and work value in catering Industry. *Journal of Social Sciences*. (46). 118.130.
- Starter, K. (2019). Is it "Just work" the impact of work rewards on job satisfaction and turnover intent in the nonprofit, for – profit, and public sectors? *American review of public administration*. 49. (4). 504.
- Susilowati, F. Azis, H. (2020). Contribution of organizational commitment to improving employee performance in building project. *Journal of physics: conference series*. 1625. (02066). 2.
- Taha, M. Rodriguez, T. (2020). The Impact of the Organizational Culture on Hotel Outsourcing and Sustainable Performance an Empirical Application in the Egyptian Hotel Sector. *Sustainability*. 12. 9687.
- Thompson, s. (2012), *Sampling, Willy Series Probability and Statistics, Third Edition*, P 59-60.
- Tok, T. (2013). Teachers' job satisfaction and organizational commitment in Turkey. *International Journal of Engineering and Management Sciences*, 4(2). 255.
- Turner, B. (2005). Commitment among intercollegiate athletic coaches. Unpublished doctoral dissertation. The Ohio state University. P. 6.
- Woldman, D. Delugue, M. Washburn, N. (2016). Cultural and leadership predictors of corporate social responsibility values of top management. *Journal of international business studies*. (37).823.837.
- Yamali, F. (2018) effect of compensation, competencies and organizational culture on organizational commitment its Implications on expert's performance of construction services company in Jambi province. *International journal of advances in management and economics*. 7 (2). 29.
- Younies, H. Al- Tawil, T. (2021). Hospitality workers reward and recognition. *International journal of low and management*. 63 (2). 157.
- Yusuf, F. (2020). The effect of organizational culture on lecturer's organizational commitment in private universities in Indonesia. *International Journal of Higher education*. 9 (2).17.