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The Effect of Affective Commitment on Task Quality: Mediating Role of Employee Engagement

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ABSTRACT

This study aims to examine the influence of Affective Compliance on Task Quality, with a specific focus on the potential mediating effect of Employee Engagement. Affective Compliance pertains to the degree of emotional connection that employees experience towards their employing organization. In contrast, Task Quality refers to the extent to which the output generated by employees aligns with predetermined criteria and anticipated outcomes.

The research employs the Partial Least Squares (PLS) data analysis method, which facilitates the modeling of intricate relationships among the variables under investigation. The study's findings indicate that Affective Compliance exerts a positive and statistically significant impact on Task Quality. However, the discovery that Employee Engagement serves as a mediator in the association between Affective Compliance and Task Quality is of greater interest. Employee engagement is a concept that aids in elucidating the relationship between affective Compliance and task quality.

The findings of this study carry significant implications for the fields of human resource management and organizational development. Enhancing employees' levels of affective Compliance can enhance the quality of their tasks by fostering increased employee engagement. Hence, organizations must prioritize strategies that enhance the emotional connection between employees and the company, thereby enhancing the work output's quality. This study offers a comprehensive analysis of the interconnectedness of these variables within the work setting, presenting the possibility of enhancing employee productivity and work quality.

Keywords: Affective Commitment, Employee Engagement, Task Quality

INTRODUCTION

The enhancement of competitive advantages in hospitality services is significantly dependent on the presence of high-quality employees. The following are depictions of the functions that proficient personnel undertakes to enhance the competitive edge of hospitality services by providing friendly and adept service. It is imperative for competent personnel to offer amiable and proficient assistance to patrons of the hospitality establishment. It is imperative for the hospitality industry to adeptly manage guest grievances and offer possible resolutions to ensure guest satisfaction. Professionals are required to possess proficient communication abilities. Practical communication skills are a crucial requirement for competent employees in the hospitality industry, particularly in hotels, as they need to interact with guests from diverse cultural and ethnic backgrounds. Likewise, a proficient level of technical expertise is necessary. Proficient technical abilities in specific domains, such as room service, food, beverage service, or housekeeping, are imperative for competent personnel. The possession of initiative and creativity can yield a significant impact. In order to offer distinctive and pleasurable experiences to patrons of hotels, employees must possess qualities such as initiative and creativity. (Uddin et al., 2019; Yadav et al., 2022) Effective collaboration among competent personnel can facilitate attaining shared objectives and delivering optimal hospitality services to hotel patrons. Acquiring high-quality personnel can augment the competitive edge of hotels by providing superior guest experiences and service delivery. (Basit, 2019; Behl et al., 2023) Hospitality workers who exhibit high energy, endurance, commitment, and a professional demeanor will likely excel in their roles and deliver superior service. (Satria et al., 2019; Titi & Zulfikar, 2019) The hospitality industry is known to entail rigorous demands on both physical and mental fronts. A professional in the hospitality industry must possess the necessary skills and mindset to operate effectively in a fast-paced and demanding work setting. Hospitality industry professionals expect to be able to navigate challenging circumstances and adeptly manage guest grievances effectively. Hence, individuals working in the hospitality industry with elevated levels of vigor and endurance can readily conform to the exigencies of a profession that frequently necessitates arduous labor and robust physical resilience. (Zulfikar, 2021)

Furthermore, elevated levels of commitment, exertion, and relinquishment exhibited by hospitality personnel can significantly enhance the standard of service in the hotel industry. (Octaviana et al., 2021) Individuals must be ready to work variable schedules and occasionally exceed standard working hours. Typically, employees who willingly invest their physical and mental resources are highly motivated to deliver

exceptional service to hotel patrons. In addition to their remuneration, employees strive to provide guests with exceptional and memorable experiences. (Mendoza et al., 2023; Sharafizad et al., 2020) The level of seriousness exhibited by hotel staff in their work affects the quality of service provided to guests favorably. They must be able to comprehend guests' requirements proficiently and offer adequate remedies in case of any complications. Proficient workers generally exhibit the capacity to concentrate on their work and effectively manage crucial assignments. They can adeptly manage challenging circumstances and proficiently address guest grievances. The provision of high-quality service is of paramount importance in the hospitality sector, as it serves to uphold and augment the standing of a hotel. Hospitality workers who exhibit elevated levels of energy, endurance, commitment, exertion, and gravity have the potential to make noteworthy advancements in enhancing service quality within the hotel industry. (Basit, 2019; Heryanto & Kadir, 2020) Hotel staff members can curate exceptional and memorable experiences for their guests while contributing to the establishment's reputation management and improvement efforts.

Sufficient training and development are imperative for individuals seeking excellence as hospitality professionals. Hotels must offer adequate staff training to augment their competencies and guarantee a comprehensive comprehension of the establishment's service protocols. Furthermore, hotels provide appropriate incentives and rewards to enhance employee motivation and performance. (Ababneh, 2021) Hospitality personnel exhibiting elevated levels of energy, endurance, commitment, exertion, and gravity have the potential to make noteworthy advancements toward enhancing service quality within hotel establishments. (Cendrayani & Sidharta, 2020; Farid, 2018) Hotel staff can curate memorable guest experiences, contributing to the establishment's reputation management and improvement efforts. In order to cultivate proficient hospitality personnel, it is imperative to provide adequate training and development opportunities, along with appropriate incentives and rewards, to stimulate employee motivation and augment their job performance.

Employees in the hospitality industry who possess elevated levels of vigor and endurance and a strong sense of devotion, exertion, and gravity in their job performance are inclined to demonstrate heightened levels of affective commitment towards their employing organization. As mentioned above, the phenomenon is subject to many factors, including but not limited to team pride, acknowledgment of diligent efforts, and elevated levels of job contentment. Hospitality staff exhibiting elevated levels of energy and endurance typically demonstrate a robust drive to furnish superior

service to patrons of the lodging establishment. The employees are motivated not solely by financial compensation but also by their desire to provide exceptional and memorable experiences for the patrons. Employees who exhibit robust motivation tend to display high affective commitment towards their organization. The employees feel satisfied in their membership within a thriving hotel collective, perceiving their labor as possessing significance and value. (Ababneh, 2021; Bag et al., 2023)

Furthermore, hospitality personnel who demonstrate dedication regarding their cognitive, physical, and emotional resources are likelier to exhibit elevated levels of affective attachment to their employing entity. Employees who voluntarily make such concessions frequently perceive that the organization highly values their diligent efforts and acknowledges their input. This condition may augment the employees' self-esteem and commitment to the company.

Employees in the hospitality industry who exhibit a strong sense of devotion towards their job are more likely to display a heightened level of affective commitment towards their employing organization. Dedicated employees typically possess the capacity to concentrate on their duties and effectively prioritize critical assignments. Furthermore, they can adeptly manage difficult circumstances and proficiently address any grievances raised by guests. Enhancing employees' confidence and job satisfaction can increase their emotional commitment to the organization. The performance and quality of service hospitality employees are influenced by their high level of affective commitment, characterized by elevated levels of energy, stamina, dedication, effort, and seriousness in their work—individuals who exhibit elevated levels of affective commitment towards greater loyalty and dedication towards their employing organization.

Additionally, individuals tend to exhibit heightened levels of productivity and improved performance when they perceive their work as significant and valuable. Moreover, hospitality personnel exhibiting elevated levels of affective commitment are inclined towards organizational engagement and active involvement in hotel-organized events. The fostering of camaraderie and solidarity among employees can enhance the quality of service provided. Affective commitment plays a significant role in bolstering employees' efficacy and service caliber within the hospitality sector. Employees in the hospitality industry who exhibit elevated levels of energy, endurance, commitment, diligence, and conscientiousness in their job performance are likelier to demonstrate a heightened degree of affective commitment to the organization. A strong affective commitment among employees can enhance their loyalty towards the organization, job satisfaction, and productivity, thereby improving the quality of service rendered. Consequently, hotels must

prioritize factors that have the potential to augment the degree of affective commitment among their workforce and devise tactics to sustain and elevate their level of affective commitment. This study investigates the impact of affective commitment on task quality, with employee engagement as a mediator, drawing from prior explanations and research.

METHOD

This study employs a survey research methodology, a commonly utilized approach for gathering participant data by administering questionnaires or interviews. Survey research is commonly conducted by distributing questionnaires to participants through traditional mail, electronic mail, or social media platforms. Questionnaires typically encompass inquiries about the variables that one intends to assess. Participants were requested to furnish truthful and precise responses grounded in their personal experiences.

The utilization of Partial Least Squares (PLS) for data analysis is a statistical technique that proves valuable in modeling intricate associations between independent and dependent variables. Partial Least Squares (PLS) is a variant of Structural Equation Modeling (SEM) characterized by its utilization of component-based analysis and its focus on formative construct properties. Partial Least Squares (PLS) is a statistical technique that involves the reduction of independent variables and dependent variables into a smaller set of principal components. Subsequently, these components are employed to construct a theoretical framework that elucidates the interplay among the abovementioned variables. The criteria employed in Partial Least Squares (PLS) encompass model quality assessment, as quantified by the metrics R-squared (R^2) and Q^2. The coefficient of determination, denoted as R^2, quantifies the proportion of variability in the dependent variable that can be accounted for by the independent variable. The metric Q^2 evaluates the predictive capability of a model in estimating the value of an unseen dependent variable.

RESULT and DISCUSSION

The validity test is conducted to ascertain that the measurement instrument suits the concept under investigation. The findings indicate that the instrument employed in this study demonstrates efficacy in assessing the variables of Absorption, Affective Commitment, Dedication, Task Quality, and Vigor.

Additionally, the reliability test confirms that this instrument exhibits reliability and consistency in its measurements. High values of Cronbach's Alpha, Composite Reliability, and Average Variance The extracted values demonstrate high reliability.

Therefore, the present study possesses a robust basis for subsequent examination, guaranteeing the utilization of dependable and precise data in elucidating the variables under investigation. The subsequent findings pertain to the assessments conducted to determine the validity and reliability of the tests employed in this study.

Table 1. presents the findings on the study's validity and reliability

Validity Test					
Instrument	Absorption	Affective Commitment	Dedication	Task Quality	Vigor
Abs1	0.783				
Abs2	0.816				
Abs3	0.741				
Abs4	0.731				
Abs5	0.652				
CA2		0.853			
CA3		0.730			
CA4		0.832			
CA5		0.904			
Ded1			0.590		
Ded2			0.645		
Ded3			0.739		
Ded4			0.762		
Ded5			0.792		
Ded6			0.769		
Qual1				0.751	
Qual2				0.717	
Qual3				0.790	
Qual4				0.809	
Qual5				0.795	
Vig1					0.804
Vig2					0.807
Vig3					0.825
Vig4					0.791
Vig5					0.741
Vig6					0.825
Reliability Test					
Cronbach's Alpha	0.802	0.851	0.810	0.831	0.887
Composite Reliability	0.862	0.899	0.865	0.881	0.914
Average Variance Extracted (AVE)	0.557	0.692	0.518	0.598	0.639

The findings presented in Table 1 demonstrate highly favorable outcomes in assessing the research instruments. Upon examination of the external loadings of the instruments, it is evident that all values exceed the threshold of 0.5. This observation indicates that the instruments possess validity in assessing the intended research construct. The presence of this external loading is a robust indication that each instrument item contributes substantially to the measurement of the variable under consideration.

In addition to this, the results of the reliability test are highly satisfactory. The observed Cronbach's Alpha coefficients, which range from 0.802 to 0.887, suggest that the instruments

utilized in this study exhibit a satisfactory degree of internal consistency. Similarly, the presence of high Composite Reliability values ranging from 0.862 to 0.914 confirms that these instruments can consistently measure the same variables when subjected to repeated testing.

Upon examination of the Average Variance Extracted (AVE) value, which exhibits a relatively high range of 0.518 to 0.692, it can be inferred that these instruments can elucidate a significant portion of the variability within the constructs under investigation. This finding suggests that the research construct possesses both validity and reliability and a robust capacity to account for variations observed in the data.

The results obtained from the analysis of outer loading, Cronbach's Alpha, Composite Reliability, and AVE collectively offer robust evidence supporting the validity and reliability of the instruments employed in this study. This finding enhances the confidence level in the measuring instrument's efficacy for assessing the variables under investigation.

Table 2. Path and R square results

	Original Sample (O)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
Absorption -> Task Quality	0.315	0.120	2.614	0.009
Affective Commitment -> Absorption	0.445	0.079	5.655	0.000
Affective Commitment -> Dedication	0.555	0.076	7.298	0.000
Affective Commitment -> Vigor	0.645	0.068	9.497	0.000
Dedication -> Task Quality	0.046	0.126	0.363	0.716
Vigor -> Task Quality	0.476	0.114	4.177	0.000
	R Square		**R Square Adjusted**	
Absorption	0.198		0.190	
Dedication	0.308		0.301	
Task Quality	0.546		0.532	
Vigor	0.416		0.410	

In a highly competitive professional setting, organizations must possess a comprehensive comprehension and quantifiable assessment of employee motivation and engagement. The establishment of a productive work environment, the cultivation of employee motivation, and the promotion of favorable employee retention are crucial factors in achieving organizational success. In this undertaking, assessing vital dimensions such as Vigor, Dedication, and Absorption is relevant in comprehending employee motivation and engagement.

The initial dimension, referred to as "Vigor," measures the employees' levels of energy and endurance when performing their job responsibilities. As mentioned, the characteristic encompasses an intense devotion toward one's professional responsibilities, exemplifying

unwavering dedication, resolute commitment, and steadfast determination to accomplish assigned tasks with fervor. Determination is a crucial element that exemplifies resolute commitment and fervor in confronting prospective obstacles within one's professional endeavors.

The second dimension, "Dedication," pertains to the commitment demonstrated by employees through the expenditure of energy, cognitive resources, and exertion. This statement elucidates the degree to which employees demonstrate a willingness to exert their utmost physical and mental capabilities to attain the objectives set forth by the organization. Determining the significance of their work pertains to the extent to which employees perceive their job as possessing substantial meaning and relevance within the organizational framework. Enthusiasm and pride are essential components in this dimension, exemplifying the optimistic attitude and sense of accomplishment that individuals bring to their professional endeavors.

The third dimension, "Absorption," pertains to the degree of focus, involvement, and contentment individuals encounter in their professional endeavors. Concentration pertains to employees' capacity to focus on tasks and objectives while effectively managing potential distractions from external sources. Exhibiting a conscientious and responsible attitude towards one's work signifies a level of maturity and diligence in the execution of assigned tasks. The capacity to derive pleasure from one's work indicates the degree of satisfaction and happiness employees experience while engaging in their professional duties.

The measurement of these aspects holds considerable implications for human resource management. By developing a more comprehensive comprehension of Vigor, Dedication, and Absorption, organizations can effectively assess and comprehend the degree of motivation and engagement exhibited by their workforce. This result facilitates the development of more efficient management strategies, the identification of areas requiring enhancement, and the maintenance of employee motivation and engagement. Moreover, a comprehensive comprehension of these factors can facilitate organizations in cultivating an enhanced work milieu, thereby potentially fostering favorable outcomes in terms of employee welfare and productivity.

Hence, the assessment of Vigor, Dedication, and Absorption assumes paramount importance in the endeavor to establish an efficacious and inspiring organizational milieu. By comprehending and effectively overseeing these factors, organizations can optimize the capabilities of their workforce and attain heightened accomplishments in an ever more competitive marketplace.

Within the hospitality industry, employees must possess a significant degree of affective

commitment. Affective commitment refers to employees' emotional attachment to their organization, encompassing affection, loyalty, and pride. Regarding the dimension of Vigor, hospitality employees must augment their affective commitment, which encompasses various indicators such as employees' energy levels, stamina, dedication to work, determination, and perseverance. The Vigor dimension places significance on elevated levels of energy and stamina. Hospitality personnel who possess elevated energy and stamina levels are more likely to exhibit enhanced effectiveness in their work performance. Individuals can efficiently and punctually accomplish tasks, enhancing their ability to navigate complex circumstances effectively. In order to attain elevated levels of energy and stamina, hospitality employees must possess a robust affective commitment towards the organization in which they are employed. The affective commitment of a robust nature engenders a heightened sense of responsibility among hospitality employees towards the organization. Individuals will experience a sense of personal identification with the organization, leading to increased enthusiasm and energy in their professional endeavors.

Furthermore, alongside measures of energy, stamina, and commitment to tasks, the attributes of determination and perseverance also hold significance as indicators within the Vigor dimension. Hospitality workers with determination and perseverance will be more adept at confronting and overcoming challenges and obstacles within their professional domain. Individuals demonstrate a persistent and tenacious attitude when confronted with challenges, exhibiting unwavering determination in their pursuit of optimal resolutions. In order to cultivate determination and perseverance, hospitality employees must possess a robust affective commitment towards their respective organizations.

Affective commitment is a crucial requirement for employees working in the hospitality industry. Affective commitment pertains to employees' emotional attachment towards their employing organization, encompassing sentiments such as affection, allegiance, and admiration for the organization. Regarding the vigor dimension, hospitality personnel must augment their affective commitment, given the presence of indicators such as elevated levels of energy and stamina, unwavering dedication to their work, and the possession of traits such as perseverance and resilience. The vigor dimension places significant emphasis on elevated levels of energy and endurance. Hospitality personnel exhibiting elevated levels of vitality and endurance can perform their duties with optimal effectiveness and efficiency. Individuals can efficiently accomplish tasks within the designated time frame and competently manage challenging circumstances. In order to attain elevated levels

of energy and endurance, hospitality personnel must possess a robust emotional commitment toward their employing organization. A robust affective commitment among hospitality employees engenders a heightened obligation towards the organization. Individuals perceive the organization as an essential component of their identity and endeavor to perform professionally to the best of their abilities. This phenomenon compels hospitality workers to exhibit high motivation, vigor, and endurance levels in performing their duties. In addition to measures of energy and endurance, the level of commitment demonstrated by individuals in their professional pursuits is a significant factor in assessing their vigor. Hospitality personnel who exhibit commitment are capable of efficiently accomplishing tasks with concentration. Individuals exhibit a high focus and dedication toward their tasks, thereby minimizing the likelihood of being diverted by external factors. In order to attain a high level of dedication in their work, hospitality employees must possess a robust emotional commitment toward their employing organization. A robust affective commitment among hospitality employees engenders a sense of substantial organizational significance in their work. The employees perceive that their work significantly contributes to the organization's success. As mentioned earlier, the factor serves as a driving force for hospitality personnel to exhibit elevated levels of enthusiasm and commitment toward their job responsibilities. Besides energy, stamina, and dedication, perseverance and resilience are significant determinants of vigor. Hospitality personnel who exhibit perseverance and resilience can adeptly manage challenges and impediments. Individuals exhibit persistence in problem-solving and strive to identify optimal resolutions. In order to cultivate perseverance and resilience, hospitality personnel must exhibit a robust emotional commitment to their employing organization.

The affective commitment of a robust nature engenders a sense of identification among hospitality employees, wherein they perceive the organization they are employed by as an integral aspect of their own identity. Individuals within the organization will experience a sense of personal accomplishment and ownership of the overall success of the entity. This intervention is expected to enhance hotel employees' enthusiasm, tenacity, and perseverance. In addition to the Vigor dimension, hotel employees must enhance their affective commitment concerning the Dedication dimension. The Dedication dimension encompasses indicators of the sacrifice of physical and mental energy, a sense of purpose and significance, as well as enthusiasm and pride. Sacrificing one's energy and thoughts is a significant indicator within the dimension of Dedication. Hotel employees with a notable degree of self-sacrifice, conscientiousness, and vigor are likelier to

perform at their optimal level in their professional duties.

In order to attain significant levels of Dedication in terms of energy, cognitive efforts, and emotional investment, hospitality personnel must possess a robust affective commitment towards their employing organization. A substantial magnitude of affective commitment engenders a sense of organizational assimilation among hospitality employees, wherein they perceive their workplace as an integral component of their identity. Individuals will experience a sense of significance in their work, perceiving it as having substantial value for the organization. This result will enhance the readiness of hotel employees to dedicate their energy, cognitive abilities, and efforts toward their work. The presence of a sense of meaning is a significant determinant within the Dedication dimension. Employees in the hospitality industry who perceive their work as having significant meaning will likely exhibit higher enthusiasm towards their jobs. Individuals will experience a sense of significance to the success of the organization in which they are employed. In order to attain a sense of significance, hospitality personnel must possess a robust emotional attachment to the establishments in which they are employed. Enthusiasm and pride are significant indicators within the dimension of Dedication. Hospitality employees who exhibit high enthusiasm and pride toward their organization are likelier to demonstrate increased enthusiasm toward their work. Individuals will experience a sense of pride in their affiliation with the organization, motivating them to exert their utmost effort in their professional endeavors. In order to cultivate enthusiasm and a sense of pride, hospitality employees must possess a robust affective commitment towards their respective organizations.

Developing a robust affective commitment among hospitality employees can engender a perception of ownership concerning the organization. Employees exhibit a sense of ownership toward the organization's success, which drives their motivation and fosters persistence and adaptability. In conjunction with the vigor dimension, hospitality personnel must proactively augment their affective commitment within the Dedication dimension. The Dedication dimension comprises various indicators, including but not limited to the expending effort, exhibiting dedication, discovering significance, manifesting enthusiasm, and a sense of pride in their work—the Dedication dimension is critical indicators such as exerting effort, displaying dedication, and making sacrifices. Hospitality staff who exhibit elevated levels of exertion, commitment, and selflessness possess the ability to provide optimal performance. In order to attain elevated levels of performance, employees in the hospitality industry must actively foster a robust emotional commitment towards their employing

organization. The robust emotional attachment experienced by individuals fosters their conviction that the institution is a fundamental component of their self-concept, and they perceive their labor as possessing substantial significance for the establishment. As a result, individuals allocate their efforts, commitment, and personal concessions toward their professional endeavors. The perception of a sense of meaningfulness is a crucial indicator within the Dedication dimension. Employees in the hospitality industry who find their work meaningful tend to exhibit higher enthusiasm and motivation. The individual acknowledges their efforts' significant influence on the prosperity of the entity. In order to achieve a sense of significance, hospitality personnel must cultivate a robust emotional attachment to their employing entity proactively. Enthusiasm and pride are notable factors that serve as indicators within the Dedication dimension. Employees in the hospitality industry who exhibit enthusiasm and a sense of pride toward their organization tend to display higher levels of motivation and engagement in their work. The individuals experience a feeling of self-esteem in their affiliation with the organization and exhibit a resolute commitment to delivering optimal performance. In order to foster a sense of enthusiasm and pride, hospitality personnel must cultivate a robust affective commitment towards their employing organization actively.

There is a need for employees in the hotel sector to enhance their affective commitment concerning the dimensions of Vigor and Dedication. Affective commitment of a substantial nature can enhance the enthusiasm and vitality of hotel employees and promote sincerity, determination, and persistence in their work. It may also lead to the willingness to expend significant physical and mental effort and foster a sense of purpose, enthusiasm, and elevated pride in their professional endeavors. This result will facilitate hotel employees in delivering optimal performance in their professional duties, thereby yielding favorable outcomes for the organization in which they are employed. Hence, hospitality establishments must prioritize the enhancement of employees' affective commitment.

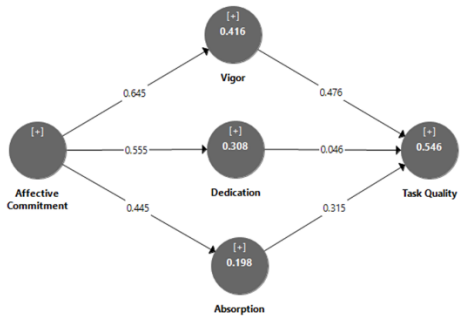

Figure 1. Path Analysis

Affective commitment is a crucial attribute for employees working in the hospitality industry. Affective commitment refers to employees' emotional attachment to their organization, encompassing affection, loyalty, and pride. Within the framework of the Vigor dimension, hospitality personnel must augment their affective commitment, as this encompasses various

indicators such as employees' energy levels, stamina, Dedication to work, determination, and perseverance. Employees' vitality and endurance levels are pivotal indicators within the Vigor dimension. Hospitality personnel with elevated energy and stamina levels are more likely to exhibit enhanced work performance. Individuals can efficiently and punctually accomplish tasks, demonstrating enhanced competence in managing demanding circumstances. In order to attain elevated levels of energy and stamina, hospitality employees must possess a robust affective commitment towards the organization in which they are employed.

The affective commitment of a substantial nature engenders a notable sense of obligation within hospitality employees towards the organization in which they are employed. Individuals perceive the organization as an intrinsic component of their identity, fostering a heightened motivation to exert optimal effort in their professional endeavors. The presence of enthusiasm enhances the spirit and energy exhibited by hospitality employees in performing their duties.

Committing to one's work is an essential factor in assessing vigor. Hospitality personnel who exhibit a strong commitment to their job can efficiently and attentively carry out tasks while minimizing susceptibility to distractions. In order to cultivate a sense of Dedication in their professional endeavors, hospitality employees must possess a robust level of affective commitment towards their employing organization. A high level of affective commitment among employees can engender a sense of profound significance in their work for the organization, enhancing its overall success. The cultivation of a sense of purpose has the potential to enhance individuals' levels of enthusiasm and Dedication within their professional endeavors.

In conjunction with energy levels, stamina, Dedication, determination, and perseverance are also significant factors to consider when assessing the Vigor dimension. Hospitality professionals who exhibit determination and perseverance are better equipped to navigate and overcome challenges and obstacles, displaying a proactive approach to finding optimal solutions. In order to acquire these attributes, hospitality personnel must possess a robust affective commitment towards their employing organization.

Affective commitment of a substantial nature engenders a sense within employees that the organization is deeply intertwined with their own identity. Employees will develop a sense of ownership and identification with the organization's achievements, leading to increased Dedication and perseverance in their job performance. In addition to the Vigor dimension, hospitality employees must augment their affective commitment concerning the Dedication dimension. Dedication encompasses

various manifestations, such as the willingness to expend both physical and mental energy, the pursuit of significance, the presence of enthusiasm, and the experience of pride in one's professional endeavors. The Dedication dimension is characterized by the essential indicators of expending energy, cognitive engagement, and exerting effort. Hospitality personnel willing to exert additional effort will likely thrive in their respective positions. In order to attain a heightened degree of Dedication in their professional endeavors, hospitality personnel must possess a robust affective commitment towards the organization in which they are employed.

A high level of affective commitment among employees engenders a sense of organizational identification, wherein individuals perceive the organization as an integral aspect of their identity. Individuals are likely to attribute considerable significance to their work within the organization, resulting in increased motivation and commitment toward their assigned tasks. Identifying significance within one's work is a crucial indicator within the dimension of Dedication. Hospitality industry workers who derive significance from their jobs are inclined to exhibit heightened levels of enthusiasm and passion. The individuals hold the belief that their contributions exert a substantial influence on the overall success of the organization. In order to achieve a sense of significance, hospitality employees must possess a robust affective commitment towards their respective organizations.

Enthusiasm and pride are significant indicators within the Dedication dimension. Hospitality personnel who exhibit enthusiasm and a sense of pride in their employing organization are likelier to display heightened levels of motivation and engagement in their assigned duties. The individuals experience a sense of pride in their affiliation with the organization and demonstrate a commitment to achieving excellence in their respective responsibilities. In order to cultivate enthusiasm and a sense of pride, hospitality employees must possess a robust affective commitment towards their respective organizations.

Enhancing employees' affective commitment in the hospitality industry is expected to yield favorable outcomes in terms of the quality of their job performance. Employees who demonstrate a strong commitment are likely to exhibit increased enthusiasm, productivity, and effectiveness, as well as possess elevated levels of energy and stamina. Individuals can accomplish tasks efficiently and demonstrate enhanced capabilities in managing demanding circumstances. Furthermore, individuals who exhibit a strong commitment to their professional responsibilities are more likely to maintain concentration and exhibit reduced susceptibility to external disruptions, thereby leading to heightened levels of productivity and efficacy. The qualities of

determination and perseverance can empower individuals to effectively surmount challenges and obstacles, cultivating an environment conducive to creativity and innovation. High-quality work results can be attributed to elevated levels of sacrifice, the pursuit of meaning, enthusiasm, and a sense of pride.

In an era characterized by heightened competition, attaining high-quality work outcomes holds paramount importance for the success of a hospitality organization. Consequently, hospitality organizations must prioritize the enhancement of employees' affective commitment. By cultivating employees' affective commitment, hospitality organizations can foster a workforce characterized by heightened enthusiasm, productivity, and effectiveness, thereby enabling the delivery of work outcomes of superior quality.

In a contemporary business landscape characterized by intense competition, achieving superior work results is critical to the prosperity of hospitality companies. Consequently, hotel companies must prioritize increasing the affective commitment of their employees. Increasing employee affective commitment can result in a more enthusiastic, productive, and effective workforce, thereby enabling hospitality organizations to achieve high-quality work outcomes.

There are several reasons why employees who work in three-star hotels are less enthusiastic and proud of their organization. Some possible factors that may affect employee morale and work quality in the hospitality industry include a mismatch between employee values and organizational culture, lack of self-efficacy, disruptive emotions, and attribution errors. Additionally, factors such as work hours, salary, professional development opportunities, leadership and management, work atmosphere, and infrastructure can also influence job satisfaction in the hospitality industry. Hotel managers can improve employee performance by using motivational strategies such as recognition and rewards, training and development, and creating a positive work environment.

CONCLUSION

Employees in the hospitality sector must exhibit a significant degree of affective commitment towards their employing organization. Affective commitment pertains to an individual's emotional attachment to an organization, characterized by sentiments of affection, allegiance, and esteem. To enhance affective commitment, it is necessary to concentrate on factors such as vigor, which encompasses energy and stamina, work dedication, perseverance, and resilience. The Dedication dimension of an individual's work performance can be improved by increasing their affective commitment, which is effort, dedication, sacrifice, meaningfulness, enthusiasm, and pride. The augmentation of employees' affective

commitment can favor the attainment of superior work outcomes in hospitality organizations. This phenomenon is likely to lead to a workforce characterized by heightened levels of enthusiasm, productivity, and effectiveness, thereby enabling the delivery of work products of superior quality. Consequently, hospitality establishments must give precedence to augmenting the affective commitment of their workforce.

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