

## Organizational Citizenship Behavior among Resort Employees in the CALABARZON Region: Basis for Proposed Framework and Strategies

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**Abstract** – In this era of job hopping, hospitality establishments have been spending huge money in retraining new employees. The issue is the lack of the commitment from its employees considering the work-related factors and stress that influences them. With this dilemma at hand, the researcher aimed to assess the organizational citizenship behavior among the resort employees considering these factors. Using adapted questionnaires, data were gathered from a total of 166 employees from DOT accredited resorts in CALABARZON Region. Findings revealed that respondents are moderately affected by the work-related factors. They are also experiencing job stress, particularly in terms of role overload, role ambiguity, role boundary and responsibility. Further, their level of commitment on the dimensions of affective, continuance and normative is on the moderate level. Environmental factor has significant negative relationship with all the components of job stress. Likewise, there is a significant positive relationship between the organizational factor and the job stress except on the area of responsibility. There is no significant relationship between individual factor and job stress. Significant positive relationship was evident between individual and organizational factors and the organizational commitment while only normative commitment has significant relationship with individual, organizational and environmental factors. Significant relationships exist between organizational commitment in terms of continuance and all job stress components except role overload. Normative commitment is significantly correlated with role overload, role ambiguity, role boundary and physical environment. No significant relationship exists between affective commitment and job stress. Framework and strategies were proposed based from the result of the study.

**Keywords** – Job Stress, Organizational Citizenship Behavior, Organizational Commitment, Resorts, Work-Related Factors

### INTRODUCTION

Having employees who are willing to voluntarily go beyond their assigned tasks in order to perform extra activities that could promote the attainment of the organizational objectives is advantageous on the part of a service-oriented industry such as the resort industry. Organ coined this phenomenon as organizational citizenship behavior [1]. Considering that it is a people industry, it is important to ensure that the employees are committed to its organization so as to ensure that they can genuinely give quality service to their guests and be productive assets to their company in the long run. However, there are many factors that affect the organizational citizenship behavior of employees. This may vary depending on the work-related factors which include individual, organizational and environmental factors. Job stress has also been significantly associated with organizational commitment in previous researches [2]-[4]. These are key issues revolving around organizational citizenship behavior that are currently affecting the hospitality industry as a whole.

Though there are other new approaches to organizational commitment, Allen and Meyer [5] still remain to be one of the main forerunners on this field. Numerous researchers have already used this model in assessing organizational

commitment [6]-[7]. In fact, a study revealed that Allen and Meyer's model remains to be the most practical among other models in terms of practicality and happened to be more effective in increasing the employee's organizational commitment [8].

They defined organizational commitment as a "psychological state that characterizes the employee's relationship with the organization and has implications for the decision to continue membership in the organization". They developed the "three components model of commitment: affective commitment, normative commitment and continuance commitment.

Affective Commitment is characterized as employee's feelings of dedication to an organization. An employee who is affectively dedicated emphatically relates to the objectives of the organization and desires to stay in the company. It can upgrade work fulfilment since employees concur with the organization's goals and standards, since employees feel they are dealt with decently as far as value, and on the grounds that workers get hierarchical care, concern, and support. Full of feeling duty includes remaining with the association since you need to [9]. There had been empirical studies pertaining to factors affecting the affective commitment and its impact to the organizational commitment of the employees [10]-[23].

Continuance Commitment, on the other hand, is the eagerness of the employee to stay in the organization on account of the risk that he has. This is showed by a person who keeps up commitment to the organization since he/she cannot match pay and additionally benefits with another business. If the employee is unwilling to take the risk of moving to another company without the assurance that he will get a better compensation, he would then decide to simply remain in his present company.

It is crucial to assess these three components of organizational commitment in the hospitality industry since majority of its operation is highly dependent on its people. Furthermore, studies revealed the positive correlation between organizational commitment and organizational performance [24]-[34], thus, implying its significance to a labor-intensive industry such as hospitality.

There are many factors affecting the organizational commitment of employees. They may be influenced by the employee's emotional and spiritual intelligence, the support of the organization, job engagement and the emerging advancement in technology [35]. These factors include individual, organizational and environmental. Individual factors pertain to the spiritual and emotional well-being of a person that may affect his/her relation with the organization. There are numerous researches that correlated these factors to the employee's ability to participate in the company, handle certain concerns, and view his/her role within the organization [36]-[45]. Aside from individual factors, it is also logical to consider the factors associated with the organization. Organizational factor includes the nature of the work, the atmosphere in the workplace and the employees' perception of his work. Researchers have identified the various aspects of these organizational factors to the worker

Job stress is another contributing factor to employee's organizational citizenship behavior. It may be assessed considering the employee's role overload, role insufficiency, role ambiguity, role boundary, responsibility and physical environment [46]. Role overload pertains to the imbalance between job demand and the resources available to fulfill the job, and researches have proven how role overload can result to higher level of job stress [47]-[50]. On the other hand, role insufficiency is defined as the capacity of the employee to perform his tasks considering his educational background, training, skill set and work experience. Studies had pointed out the relationship between role insufficiency and job stress [51]-[53]. Role ambiguity refers to the clarity of expectations to the employee as well as the criteria from which he would be evaluated and this can alleviate the stress being experienced by the employees [54]-[55]. Role boundary is particular to the conflicting role demands in the workplace and the clarity of the line of authority from which the employee will be directly accountable to. It has been linked to job stress by numerous researchers [57]-[59]. Responsibility evaluates the workers' sense of responsibility concerning his own tasks and that of his co-workers. Studies revealed the relationship between responsibility and job stress [60]-[62]. Lastly, physical

environment has also been found related to job stress [63]-[67]. It is mainly the level of exposure of the employees to toxins in the environment, as well as the physical condition in the workplace. These indicators are often experienced by resort employees particularly on certain seasons when the demand is at its peak.

In this era of job hopping, hospitality establishments have been spending lots of money in retraining new employees every now and then. The issue is more than just high turnover rate or low employee retention. What the industry lack is the focus on sustaining a culture of positive organizational citizenship behavior among employees that would motivate them, not just to stay, but to be partakers in the achievement of organizational goals. With this dilemma at hand, it is of high importance to assess the work-related factors, and job stress of resort employees and their effect to their organizational commitment.

The criteria for accreditation of resorts conducted by the Department of Tourism (DOT) mainly focuses on the dimensions of arrival and departure, public areas, bedrooms, bathrooms, food and beverage, lounge area, kitchen area, amenities and business practices [68]. There is very limited emphasis given to the welfare of the employees, which is vital in this labor-intensive industry. While resort owners are investing a lot in improving their facilities, a wiser investment would be towards highly productive and committed employees. Thus, the gap proves to be evident on the area of study about organizational citizenship behavior and its antecedents in order to improve the basis for accreditation by this government agency.

The output of this study would be beneficial mainly to the Department of Tourism as they reconsider inculcating aspects of employees' welfare in their accreditation criteria. In effect, this may also serve as a basis not just by national accreditation, but also by other international accrediting bodies for hospitality industry. For the top management of resorts, this can aid them in developing policies and programs to improve their human resources. Consequently, this may also gain higher regard for resort employees, resulting to better performance that would be appreciated more by the customers. Lastly, future researchers may gain insights on the correlation between these antecedents of organizational citizenship behavior, which they can apply to industries other than resorts.

#### **OBJECTIVES OF THE STUDY**

This research paper aimed to assess the antecedents of Organizational Citizenship Behavior including Work-related Factors, Job Stress and Organizational Commitment among Resort Employees in the CALABARZON Region. Specifically, it aimed to: assess the work-related factors affecting resort employees in terms of individual, organizational, and environmental; assess the job stress among resort employees in terms of: role overload, role insufficiency, role ambiguity, role boundary, responsibility, and physical environment; assess the organizational commitment among resort employees in terms of: affective,

continuance, and normative; test the significant difference on the work-related factors (individual, organizational, and environmental) when grouped according to profile variables; test the significant relationship between work-related factors (individual, organizational, and environmental) and job stress, test the significant relationship between work-related factors (individual, organizational, and environmental) and organizational commitment; test the correlation between job stress and organizational commitment; and, propose framework and strategies based from the result of the study.

## **MATERIALS AND METHODS**

Descriptive research is a type of research that attempts to describe the status of the study's focus. Common techniques include questionnaires, interviews, normative surveys, case studies, job analyses, observational research, developmental studies and correlational studies [69].

The researcher made use of the Descriptive-Survey method to assess the work-related factors, job stress and organizational commitment among resort employees in CALABARZON Region. Descriptive research method was used when the researcher wants to describe specific behavior as it occurs in the environment.

The present research also used triangulation method in the conduct of the research and in acquiring supplementary information from the respondents. Triangulation method was defined as "the use of multiple methods or data sources in qualitative research to develop a comprehensive understanding of phenomena" [70]. In the case of the present study, interview and focal group discussions with resort managers, supervisors and rank and file employees were also conducted to further enrich the information gathered.

The respondents of the study included DOT accredited resorts in CALABARZON Region. As of 2018, there are 46 DOT accredited resorts; three (3) in Cavite, nine (9) in Laguna, seventeen (17) in Batangas, eight (8) in Quezon and nine (9) in Rizal. Out of 46 DOT accredited resorts, only 32 resorts agreed to participate in the survey, and the number of respondents per resort varied depending on the number of employees allowed by the management to participate. The respondents were limited to all regular employees from each resort at varying job positions. A total of 166 respondents agreed to participate in the research.

To perform data analysis, the statistical tools that were used include percentage and frequency distribution, weighted mean, analysis of variance and independent T-test, and Pearson-r. Percentage and frequency distribution were used to present the profile of the respondents. Weighted mean was used to assess the individual, organizational and environmental factors, job stress and organizational commitment of the resort employees. Analysis of variance (ANOVA) and Independent Sample T-test were used to test the significant difference on three factors, job stress and organizational commitment when grouped according to profile variables. Pearson-Product Moment Correlation (Pearson-r) was used to test the significant relationship between three factors and organizational

commitment, the three factors and job stress and job stress and organizational commitment. The following Likert Scale was used: 3.50-4.00 – Strongly Agree; 2.50-3.49 – Moderately Agree; 1.50 – 2.49 – Disagree; and 1.00 – 1.49 – Strongly Disagree.

To observe highly confidential nature of the survey, no means were mentioned in the report. The identity of the respondents was not revealed. No opinion was given by the researcher, only information and result based on the data gathered.

## **RESULTS AND DISCUSSION**

**Table 1. Work-Related Factors Affecting Resort Employees**

<b>Factors</b>	<b>CM</b>	<b>VI</b>	<b>Rank</b>
Individual	3.48	Agree	1
Organizational	3.31	Agree	2
Environmental	2.71	Agree	3

*Scale: 3.50-4.00: Strongly agree (SA); 2.50-3.49: Moderately agree (MA); 1.50-2.49: Disagree (D); 1.00 – 1.49: Strongly disagree (SD)*

Table 1 presents the work-related factors affecting resort employees. Among the three factors, the employees are mostly affected by the individual factors (3.48), followed by organizational factors (3.31), and environmental factors (2.71). All of these were verbally interpreted as agree.

This means that the employee's organizational citizenship behavior is highly influenced by his spiritual and emotional well-being rather than the organizational atmosphere nor his job engagement. It is therefore possible that his performance in the workplace is based on his ability to control his emotions and subjective well-being. Furthermore, the person's ability for self-motivation and drive to give their efforts towards good work performance, regardless of external factors, dictates the way they voluntarily and effectively contribute to the organization. A study confirmed that self-motivation is one of the main expected skills for one hospitality employee to be considered competent. This trait was expected by the employee themselves more than the expectation of the employers from them [71].

This further explains why resort employees evaluated themselves as self-motivated individuals. It is a trait that they expect from themselves and are doing their best to motivate themselves in ways that are applicable for them. Any employee in their right mind would always try to build up himself because no one would desire anything bad for oneself. In the resort set up, having self-motivated employees would be an advantage because it was proven that emotional intelligence has an impact on the employees' organizational citizenship behavior [72]. Since self-motivation is an indication of a high level of emotional intelligence, having this kind of employees would mean that the resort management will not have a difficult time in adapting a culture of positive organizational behavior.

On the other hand, the least factor that affects them is the environmental factor which is mainly the use of

communication devices outside of office hours. Though ranked least, it is still verbally interpreted as agree, which means some of them are affected by this environmental factor.

With the rapidly growth of technology, communication was made more accessible to people around the globe. This has positive benefits, but it also has its downside, particularly to the employees. Despite their set working hours, sometimes, they are still forced to do communication works through electronic mails or cellular phone. In the resort industry, this may be true to their reservation agents who need to immediately respond to inquiries of prospective clients and the resort manager who makes the final decision on circumstances that cannot be handled by the rank-and-file employee.

Research with high-skilled employees in various fields revealed that their tendency to work during their free time after their working hours affect their personal lives. This is because they must finish their tasks and solve work tasks [73]. This was recognized by a study which claimed that in terms of advancement in technology, it was implied that it is difficult to totally separate work from the employee's personal life. An example that was cited was the use of smart phones wherein the employee may continue to be notified of work concerns even while he is on his personal activities [74].

**Table 2. Job Stress among Resort Employees**

<b>Job Stress</b>	<b>CM</b>	<b>VI</b>	<b>Rank</b>
Role Overload	2.67	Agree	2
Role Insufficiency	2.40	Disagree	6
Role Ambiguity	2.53	Agree	3
Role Boundary	2.51	Agree	4
Responsibility	2.75	Agree	1
Physical Environment	2.42	Disagree	5

*Scale: 3.50-4.00: Strongly agree (SA); 2.50-3.49: Moderately agree (MA); 1.50-2.49: Disagree (D); 1.00 – 1.49: Strongly disagree (SD)*

Table 2 shows the job stress among resort employees. Among the factors affecting job stress, responsibility ranked highest with the overall composite mean of 2.75, followed by role overload (2.67) and role ambiguity (2.53), all verbally interpreted as agree.

Results imply that respondents have a sense of responsibility towards their tasks and co-workers. They recognize the contribution of each member of the organization in coming up with quality service to their guests. For instance, a good meal prepared by the chef may be ruined by the impolite waiter serving the dish to the guest. Their tasks are interconnected with each other, thus a failure of one staff may lead to the failure of the whole organization.

This is supported by another research that emphasized the role of positive work relationships in task assistance, career advancement and emotional support among employees which give way for greater personal growth, camaraderie and generosity among peers [75]. Feeling responsible for the tasks of a co-worker may have both positive and negative

implication. It may be beneficial when employees are taking it positively due to the good working relationship among peers that compels them to assist one another if needed. On the other hand, it may be negative when it causes people to complacently rely on one another resulting to failure to fulfill the tasks at all or having few employees burnt out by the burden given by their co-workers.

Among the least item included role boundary (2.51), verbally interpreted as agree. This was followed by physical environment (2.42) and role insufficiency (2.40), both verbally interpreted as disagree.

Result reveals the lack of provision from the resort management to address these needs of the employees, to be recognized and achieve further success. There are limited opportunities for the employees to explore the possibilities for more professional achievement. Resorts in the CALABARZON Region are generally smaller in terms of organizational size. There are only one or two managers handling the operations and few supervisors overseeing the various departments. They have very few positions to fill in, thus, providing limited probability for promotion. This will happen only when the manager or the supervisor leaves the organization. This reality causes stress to the resort employees knowing that no matter how they do their best, there is restricted opportunities for them to advance their career within the organization.

Organizational support such as promotion and opportunities for professional development turns out to have moderating effect to the employees which can increase job stress leading to the employees' intention to leave the organization [76]. Therefore, resort establishments may need to consider the opportunities for career growth in order to lessen the stress that their employees are experiencing at work. This may compel resort management to also grow and expand in order to provide their employees inspiration to also grow professionally.

**Table 3. Resort Employees' Organizational Commitment**

<b>Org, Commitment</b>	<b>CM</b>	<b>VI</b>	<b>Rank</b>
Affective	3.32	Agree	1
Continuance	3.12	Agree	3
Normative	3.26	Agree	2

*Scale: 3.50-4.00: Strongly agree (SA); 2.50-3.49: Moderately agree (MA); 1.50-2.49: Disagree (D); 1.00 – 1.49: Strongly disagree (SD)*

Table 3 summarizes the factors affecting the organizational commitment among resort employees. Among the factors, affective ranked the highest with the overall composite mean of 3.32, followed by normative (3.26) and the least factor is continuance (3.12), all verbally interpreted as agree.

Results revealed the familial nature of organization among resorts in CALABARZON region. Majority of these resorts have very few employees, moving them to be closer and more acquainted with each other. This is a big factor in ensuring a high level of affective commitment in any organization. As

social beings, employees need a working environment wherein they are at ease with the people they are working with and experience close connection with them. This agrees with research which concluded that transformational leadership, through contingent reward, results to a more positive organizational commitment as compared to transactional leadership [77]. Motivating employees by connecting with them creates an environment that encourages people to remain bonded with the organization. Affective commitment is centered on the emotional attachment of the employees, and particularly to the resort industry in the region, it is dependent on the culture of family within the organization. This implies that employees will tend to stay in the organization if they have good working relationship with their co-workers and they perceive their workplace as their home.

On the other hand, continuance being ranked least demonstrate how employees are not compelled to stay merely because of the competitive package of compensation and benefits that the resort offers. The weakest point of the continuance commitment are the benefits that the employees are getting as motivation to stay in their current company. The Philippine government has minimal requirement concerning the benefits of employees, and this is varying depending on the nature of their employment. There are other companies which provide additional benefits that are not mandated by the government. This increases their employees' motivation to stay and work harder.

This was supported by another research which concluded that employees stay in the company mainly because of the benefits that they acquire and their obligation values towards the company [78]. Benefits, then, play a crucial role in motivating employees to continue their service and affiliation with their current company. Consequentially, failure to provide a competitive benefit package may move them to look for better options in other companies. Apparently, this is an area of weakness on the dimension of continuance commitment for resort employees. It is possible that there are some resorts that are not offering enough benefits to their employees compelling enough for them to stay in the organization. This may be attributed to the large population among employees that are contractual, thus, they are not entitled to some benefits that are enjoyed by regular employees.

Table 4 shows that significant difference exists in the work-related factors affecting the employees when grouped according to position as denoted by the computed p-value of .007 which is less than 0.01 alpha level. The result of Post Hoc test reveals that the staff are less significantly affected than the managers specifically on the environmental factor. On the other hand, there is no significant difference on the individual and organizational factors when grouped according to position.

Table 4. Significant Difference on the Work-Related Factors when Grouped According to Profile Variables

Profile	WRF	f/t-value	p-value	I
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<b>Position</b>	Ind.	1.056	.294	Not Significant
	Org.	-1.497	.137	Not Significant
	Env.	-2.780	.007	Significant
<b>Age</b>	Ind.	6.017	.003	Significant
	Org.	2.787	.065	Not Significant
	Env.	2.565	.080	Not Significant
<b>Civil Status</b>	Ind.	.359	.720	Not Significant
	Org.	.817	.415	Not Significant
	Env.	-.125	.900	Not Significant
<b>Length of Service</b>	Ind.	3.523	.032	Significant
	Org.	.197	.822	Not Significant
	Env.	4.830	.009	Significant
<b>Sex</b>	Ind.	2.421	.017	Significant
	Org.	1.831	.069	Not Significant
	Env.	3.788	.000	Significant

\*Significant at  $p\text{-value} < 0.05$

Findings reveal that managers are more exposed to environmental factors such as the use of communication devices outside their working hours that affected them more as compared to the staff. Managers handle more complicated responsibilities, and they are directly reporting to the top management. This often requires them to be readily available whenever concerns arise. This is in congruence with a study which emphasized how stress caused by communication devices are affecting managers and executives [79].

Meanwhile, there is a significant difference in the work-related factors affecting employees in terms of individual factor when grouped according to age as denoted by the computed p-value of .003 which is less than 0.01 alpha level. The Post Hoc Test result reveals that those group of respondents belongs to 40 years old and above are less significantly affected in terms of individual factor compared to 20-39 years old. However, no significant difference exists in the organizational and environmental factors.

This means that younger employees have lower level of emotional and spiritual intelligence compared to those older employees. The younger employees' inner turmoil and confusion affect the way they perform in their workplace. Therefore, when it comes to individual factor, older employees tend to be more adept and stable to handle organizational tasks and concerns. The emotional and spiritual intelligence of people progress through the years. As people learn from their mistake, they become stronger and more resilient.

This result is in accordance with research which implied that older workers tend to recall past mistakes and achievements, what went well and not, good and bad ideas, and used all of this wisdom to apply in the present concerns of the organization [80]. Resort management can then rely on their older employees in coming up with informed and unbiased decisions, given that they have stronger emotion and spirit.

Furthermore, there is no significant difference in the factors affecting employees between single and married respondents as denoted by the computed p-values which are greater than 0.05 alpha level. This signifies that both groups

have the experience on all three factors. Results show that regardless of the employees' civil status, they are all affected by the factors identified. This may be contributed to the similar work environment that they are facing regardless of their family concerns. Literature identified personal factors that affect the individual employee to either stay loyal to the company or leave for another job opportunity. This includes family problems and concerns about the education of their children. Though there are very limited research on this area, it was found out to be one of the factors for employees to consider another company [81].

Significant difference exists on the individual and environmental factors when grouped according to length of service as denoted by the computed p-values which are less than 0.05 alpha level. Meanwhile, no significant difference exists on the organizational factor when grouped according to length of service. The Post Hoc Test results reveal that those respondents with the length of service from 10 years and above are significantly less affected of individual factor compared to respondents with below 5 years length of service. On the other hand, those respondents with below 5 years are significantly less affected in terms of environmental factor compared to respondents with 10 years and above.

Findings show that those who stayed longer in the company have higher spiritual and emotional intelligence. They are then, less affected by their personal concerns. However, in terms of environmental factors such as the use of communication devices and affection towards the management, those who stayed longer are more affected as compared to the latter. This means that the longer they stay in the organization, they grew more in handling their emotional and spiritual well-being, but the more they are also prone to be placed to a higher level of responsibility that requires environmental hazards such as communication devices outside

working hours. This is supported by research which claimed that older workers are more inclined to valuing soft skills such as loyalty, reliability, management skills and social skills, while younger workers are focused more on hard skills such as advanced technology, flexibility, and physical strength [82].

Significant difference exists in the individual (.017) and environmental (.000) factors affecting respondents when grouped according to sex as denoted by the computed p-values which are less than 0.05 alpha level. However, there is no significant difference on the organizational factor as indicated by the computed p-value of 0.069 which is greater than 0.05 alpha level. The result of Post Hoc Test reveals that male respondents are more significantly affected compared to females in terms of individual and environmental factors. This means that female respondents have higher emotional and spiritual intelligence, and do not mind if they are being asked to do communication works even outside their working hours. Men, on the other hand, would prefer to compartmentalize work from personal time, thus, they are more affected by these circumstances. Similarly, research found out that women have more tendency to hone their problem-solving skills informally. They are more inclined to assume full responsibility in improving themselves and continue being assets to the company. In effect, they are continuously being utilized by work organizations [83]. Women are generally more capable to do multi-tasking. They can perform their duties for the family while answering phone calls or email messages from their boss. Unlike men who tend to compartmentalize aspects in their life like family separated from work, women are wired in a way that everything is interconnected. Therefore, they are no bothered even if they would need to respond immediately to their bosses or clients even outside their working hours or even when they are already at home.

**Table 5. Significant relationship between the factors Affecting Resort Employees and Job Stress**

		<b>Ind.</b>	<b>Org.</b>	<b>Env.</b>
Role overload	Pearson Correlation	-.072	.348(**)	-.736(**)
	Sig. (2-tailed)	.356	.000	.000
Role insufficiency	Pearson Correlation	-.090	.205(**)	-.640(**)
	Sig. (2-tailed)	.248	.008	.000
Role ambiguity	Pearson Correlation	-.046	.237(**)	-.673(**)
	Sig. (2-tailed)	.555	.002	.000
Role boundary	Pearson Correlation	.001	.293(**)	-.668(**)
	Sig. (2-tailed)	.993	.000	.000
Responsibility	Pearson Correlation	.094	.128	-.500(**)
	Sig. (2-tailed)	.228	.100	.000
Physical environment	Pearson Correlation	.027	.189(*)	-.676(**)
	Sig. (2-tailed)	.734	.015	.000

\*Significant at  $p\text{-value} < 0.05$ ; \*\* Significant at  $p\text{-value} < 0.01$

Table 5 reveals that environmental factor affecting resort employees has significant negative relationship with all the

components of job stress as denoted by the computed p-values which are less than 0.01 alpha level. This signifies the

possibilities of those employees who are highly affected in terms of the environmental factor are also those respondents with higher level of job stress.

Findings reveal that employees who are forced to do communication tasks outside working hours through electronic mails and cellular phones are experiencing higher level of job stress. The continuous advancement in technology paves the way for more convenient way of communicating. This may address short-term concerns of the organization, but it has negative rebound particularly on the health of the employees. Having to think about work during the time that an employee is supposed to be resting causes minute but compounding stress. The worse thing is that it starts to become his lifestyle and the person is getting used to it. Unknowingly, he becomes more and more absorbed in his work that other areas such as relationship with family members are already being compromised. Although the purpose of advances in technology is to increase work efficiency, this may be counterproductive because it may cause intensified emotional and physical stress among the employees [84].

Likewise, there is a significant positive relationship between the organizational factor and the job stress except on the area of responsibility as denoted by the computed p-values which are less than 0.05 alpha level. This implies the possibilities of those employees who are highly affected in terms of organizational factor are also those employees with higher level of job stress. Therefore, those that are feeling low energy at work due to overtime are also the ones that are experiencing high level of job stress. However, if they are only minding their own work and are not accountable for the work of others, they would feel less job stress. Often, tasks are both physical and mental. Being burdened by the tasks of the co-workers can increase the stress that the employee is experiencing. This may take a toll on his own health especially when this stress is being experienced at a compounding level. Similar result was found on another research which concluded that occupational stress is experienced due to long hours of work, work overload, and managerial roles and responsibilities toward their junior associates [85].

On the other hand, there is no significant relationship between individual factor and job stress as denoted by the computed p-values which are greater than 0.05 alpha level. This means that emotional and spiritual well-being of the person is not related to the job stress that the person is experiencing. The emotional and spiritual intelligence does not ease the stress that he is undergoing at work. Contrary to this result, other studies showed significant, reverse relationship between spiritual and emotional intelligence, and job stress [86]-[89].

Table 6. Significant Relationship between the Factors Affecting Employees and Organizational Commitment

		Ind.	Org.	Env.
Affective	Pearson Correlation	.461(**)	.354(**)	-.017
	Sig. (2-tailed)	.000	.000	.828
Continuance	Pearson Correlation	.405(**)	.389(**)	.106
	Sig. (2-tailed)	.000	.000	.175
Normative	Pearson Correlation	.448(**)	.366(**)	.189(*)
	Sig. (2-tailed)	.000	.000	.015

\*Significant at  $p\text{-value} < 0.05$ ; \*\* Significant at  $p\text{-value} < 0.01$

Emphasized on table 6, there is a significant positive relationship between factors affecting resort employees in terms of individual and organizational factors and the organizational commitment as denoted by the computed p-values which are less than 0.01 alpha level. This implies that those employees who are highly affected by the factors are also those employees with higher level of commitment. Meanwhile, only normative commitment has significant relationship with factors affecting employees as denoted by the computed p-value of 0.015 which is less than 0.05 alpha level. It may be associated with the positivism being inculcated on the mind of the employees that enable them to look past the challenges they are facing within the organization. This may intensify the attachment of the employees to the organization and their resolve to stay in it longer.

A study revealed that spiritual intelligence and organizational commitment has an indirect relation, mediated by job satisfaction [90]. Similarly, other researches proved the relationship between spiritual intelligence and organizational commitment [91]-[93]. This means that spiritual intelligence may increase organizational commitment. If a company desires to improve the level of organizational commitment among its employees, the approach should be holistic, touching not only the work-related aspects of development, but also the inner spiritual well-being of its employees. This result comes in accordance with the study which found out that perceived organizational support proved to be the strongest predictor when it comes to organizational commitment [94]. On the contrary, failure to do so could push them to leave. This presents an implication to the resort management that emphasizes the need to provide policies and procedures that show support and appreciation to the employees. It also urges the resort management to alleviate the effect of the use of technological communication devices outside of working hours to prevent the job stress that the employees are experiencing, and consequently, increasing the organizational commitment of the employees. The positive effect of these policies would be for sustainable resort operations and management.

Table 7. Correlation Matrix between Job Stress and Organizational Commitment

Job Stress	Affective		Continuance		Normative	
	r-value	p-value	r-value	p-value	r-value	p-value
Role Overload	-.026	.744	.101	.195	<b>.187*</b>	<b>.016</b>
Role Insufficiency	-.012	.879	<b>.322**</b>	<b>.000</b>	.130	.094
Role Ambiguity	-.044	.574	<b>.312**</b>	<b>.000</b>	<b>.188*</b>	<b>.015</b>
Role Boundary	-.019	.805	<b>.233**</b>	<b>.003</b>	<b>.155*</b>	<b>.046</b>
Responsibility	.025	.748	<b>.184*</b>	<b>.018</b>	.145	.062
Physical Environment	.070	.372	<b>.330**</b>	<b>.000</b>	<b>.235**</b>	<b>.002</b>

As reflected on table 7, significant relationships exist between organizational commitment in terms of continuance and the following job stress components: role insufficiency (.000), role ambiguity (.000), role boundary (.003), responsibility (.018) and physical environment (.000) with computed p-values which are less than 0.05 alpha level. This implies that even though the employees are experiencing stress at work, they are still committed, and they are willing to continue their service to the organization. However, role overload is the only job stress component which is not significantly related to continuance commitment. It is possible that the resort employees enjoy their familial relationship within the organization but are experiencing concerns when it comes to the bulk of work that they are tasked to do. Even when they feel a close connection with the organization, it is somehow diminished when they are burdened by numerous work which affects their commitment to the company. A study concluded that some of the reasons why employees are experiencing job stress included improper voice mechanism and unfair distribution of workload among employees [95].

Normative commitment is significantly correlated with role overload (.016), role ambiguity (.015), role boundary (.046) and physical environment (.002). This signifies that even though the employees have high job stress at work, they keep in mind their obligations to serve the company because of their high level of normative commitment. However, role insufficiency (.094) and responsibility (.062) are not significantly related to normative commitment. No matter how loyal the employee is, if he does not see his company as giving him opportunities for career growth or if he is burdened

by the tasks of their co-workers, he may opt to find another company that would suffice these needs. This means that career growth is of higher value for him as compared to loyalty to one's company. This result is in congruence with empirical research which concluded opportunities for promotion can highly influence the affective and normative commitment of the employees [96]. Similarly, another study revealed that fairness in performance appraisal system would help retain employees who has fervent desire for independence [97]. Moreover, when employees highly perceive the presence of procedural and distributive justice on the performance appraisal, they are moved to have higher level of organizational commitment [98].

Meanwhile, no significant relationship exists between affective commitment and job stress as denoted by the computed p-values which are greater than 0.05 alpha level. This signifies that employees have diverse levels of job stress that do not affect the level of their affection towards the organization. It is possible that the resort employees experienced more positive, familial relationship within the organization which led them to overlook the stress that they are undergoing at work.

Contrary to the result, numerous researches proved the negative influence of job stress to the organizational commitment of the employees [99]-[100]. There is, then, a probability, that the culture difference between the previous researches and the present research led to the differences on the outcome. Filipinos tend to be more resilient to stress and are found to be more affective people as compared to other nationalities.

Table 18. Proposed Strategies as Input to Human Resource Development Plan

Key Result Areas/ Objectives	Strategies	Desired Outcome	Persons/ Agencies Involved
<b>Individual Factor</b> <i>Self-motivation among employees</i>	Addition of the trait self-motivated on the job posting when hiring new employees	Self-motivated employees	Human Resource Department
	Inclusion of personality development and visioning in the training module of employees		
	Mentoring program – Older employees may do mentoring session with younger ones		
<b>Organizational Factor</b>	Organizing morale booster at the beginning of every shift as part of the job description of the shift manager/ supervisor	Inspiring atmosphere	Shift Manager/ Supervisor

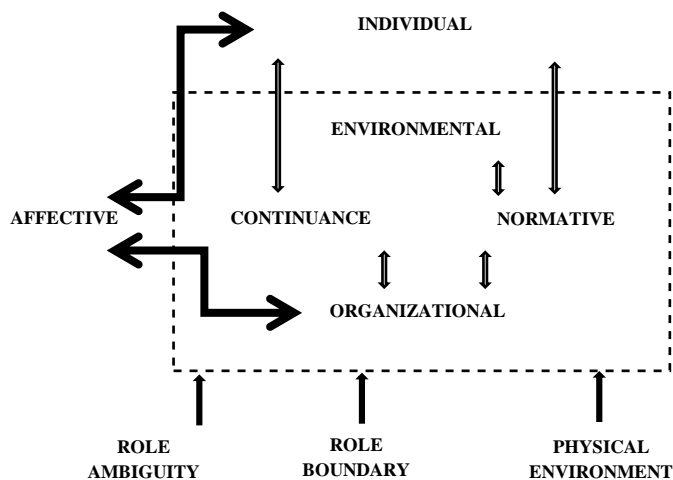


**Pulhin, Organizational Citizenship Behavior among Resort Employees in the CALABARZON Region**

<i>Creating inspiring atmosphere within the organization</i>	Using sandwich approach in giving feedback to employees which is properly documented Giving incentives to high-performing employees which is properly documented	within the organization	Human Resource Department
<b>Environmental Factor</b> <i>Reduction of the use of communication devices outside office hours</i>	Developing written policy on setting communication time limit to office hours only especially for men and those who with longer tenure in the company Shifting schedules of administrative employees including sales associates to ensure inquiries would be addressed 24/7	Reduced stress by reducing the use of communication device outside office hours	Resort Management  Human resource department
<b>JOB STRESS</b>			
<b>Role Over-load</b> <i>Balance between job demand and resources</i>	Team-based intervention (assigning teams, instead of individuals, in performing the tasks assigned) and clear written tasks for each member of the team Training program focusing on dealing with overload (e.g., time management) that are properly documented to show evidence of such practice	De-creased role overload of employees	Shift Manager/ Supervisor  Human Resource Department
<b>Role Ambiguity</b> <i>Clear Performance Evaluation</i>	Job plan/ expectation agreement form may be given at the beginning of the employee's work which is properly documented and reviewed at the end of the year Conducting career development planning may be done in cooperation with each individual employee twice a year, all properly documented	Clarity on performance expectation and evaluation	Human Resource Department
<b>Role Boundary</b> <i>Clear lines of authority</i>	Instituting specific written lines of communication for interpersonal, vertical and organizational communication Establishing and communicating clear organizational structure to all employees and organizational chart displayed within the facility	Clarity on lines of authority	Human Resource Department
<b>Responsibility</b> <i>High level of responsibility for the activities and work performance of subordinates</i>	Training on proper delegation to subordinate and setting written standard procedures for delegation together with authority to implement them Making subordinates accountable to the consequences of their performance and written documentation such as service agreement	Decreased stress due to burden of responsibility	Human Resource Department Shift Manager/ Supervisor Subordinate
<b>ORGANIZATIONAL COMMITMENT</b>			
<b>Affective</b> <i>Sense of family within the organization</i>	Annual teambuilding activity for employees and proper documentation to prove the existence of these practices Establishing family council to address employee conflicts and incident reports of such conflicts addressed that are compiled	Increased sense of family within the organization	Human Resource Department
<b>Continuance</b> <i>Difficulty-ty of employees to leave the organization</i>	Promoting positive motivation to stay through job satisfaction (e.g., pay, benefits, promotion) and written documents to prove the existence of these practices	Positive motivation to stay in the organization	Human Resource Department

<b>Normative</b> <i>Loyalty of employees</i>	Providing incentives for loyal employees considering their length of service (e.g., recognition, material incentive, profit sharing schemes, etc.) and proper documentation to show evidences of such practice	Increased loyalty of employees	Human Resource Department
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Table 8 presents the proposed strategies as input to human resource development plan of resort business. These strategies are based on the top weighted mean result from the study. The purpose of this table is to propose practical strategies that may be implemented by the resorts and may be considered by the Department of Tourism for policy and program formulation in CALABARZON and other regions. The focus of this proposal is on the individual, organizational and environmental factors affecting resort employees. The indicators of job stress that were found to be prevalent among the respondents and the three components of the organizational commitment are affective, continuance and normative commitment.



*Fig. 1 Framework of Organizational Citizenship Behavior among Resort Employees in CALABARZON*

This framework illustrates the interrelation and connection between the work-related factors and organizational commitment, as well as the factors of job stress affecting resort employees, as derived from the result of the present study. There are three main variables studied, namely the work-related factors identified through the yellow boxes, job stress highlighted by the red boxes and organizational commitment on the blue boxes.

Work-related factors include individual, organizational and environmental factors. Individual factor pertains to the spiritual and emotional intelligence of the employees, while organizational factors include the nature of the work, the atmosphere in the workplace and the employees' perception of his work. Environmental factor involves the employees' perception of his job engagement and the effect of the emerging advancement in technology.

The organizational commitment includes the affective, continuance and normative commitment of employees.

Affective means the emotional attachment of the employees towards their organization. Continuance commitment emerges when employees perceive that there are no better opportunities than the one being offered by their present organization. Normative commitment portrays the sense of obligation to stay in the organization.

Among the various factors affecting job stress among employees, role ambiguity, role boundary and physical environment seem to be the ones that have high impact to the resort employees. Role ambiguity pertains to the confusion about the expectations, roles, and responsibilities to be done by the employees. Role boundary is the conflicting role demands in the workplace and the clarity of the line of authority from which the employee will be directly accountable to. Physical environment includes the working condition of the employees.

Individual and organizational factor show significant relationship with all the dimensions of organizational commitment including affective, continuance and normative commitment, as indicated by the double headed arrow pointing to and from the variables. It implies that the employees' level of spiritual and emotional intelligence, together with their perception on the nature of their work, affects their level of organizational commitment including all the dimensions.

On the other hand, environmental factor has significant relationship only with normative commitment, indicated by the double headed arrow between the two variables. The employees' sense of obligation to stay in the organization is affected when there is low employee engagement and when they are asked to use communication devices after working hours.

The broken lines isolate environmental and organization work-related factors and continuance and normative dimensions of commitment, which are all highly affected by the factors of job stress particularly role ambiguity, role boundary and physical environment, as indicated by the single headed arrow pointing from the factors of job stress. This implies that when there is confusion on job expectation and online of authority, and when employees are experiencing erratic work schedules, their unwillingness to take the risk of leaving the company and their sense of obligation towards it are both affected. Moreover, these factors of job stress also influence the employees' perception on the nature of work and the hazards in their workplace.

In general, work-related factors, organizational commitment, and job stress are interrelated to each other. Specifically, for the resort industry in CALABARZON Region, individual and organizational work-related factors play a key role in determining the organizational commitment

of the employees. Furthermore, the areas of job stress that affects them include role ambiguity, role boundary and physical environment.

#### **CONCLUSION AND RECOMMENDATION**

The respondents agreed that they are moderately affected by the individual, organizational and environmental factors towards work. The resort employees are experiencing job stress in terms of role overload, role ambiguity, role boundary and responsibility. The organizational commitment of resort employees are on the moderate level in terms of affective, continuance and normative. Staff are less significantly affected than the managers specifically on the environmental factor. Meanwhile, the group of respondents belongs to 40 years old and above are less significantly affected of individual factors compared to 20-39 years old. Furthermore, males are more significantly affected of individual and environmental factors than females. Environmental factor has significant negative relationship with all the components of job stress. Likewise, there is a significant positive relationship between the organizational factor and the job stress except on the area of responsibility. On the other hand, there is no significant relationship between individual factor and job stress. There is a significant positive relationship between individual and organizational factors and the organizational commitment while only normative commitment has significant relationship with individual, organizational and environmental factors. Significant relationships exist between organizational commitment in terms of continuance and the following job stress components: role insufficiency, role ambiguity, role boundary, responsibility and physical environment. Normative commitment is significantly correlated with role overload, role ambiguity, role boundary and physical environment. No significant relationship exists between affective commitment and job stress. Strategies and framework were proposed based from the result of the study.

Resort management may formulate programs that can promote the spiritual well-being of the employees through facilitating retreats annually. Resort management may provide policies that strengthens the organizational commitment through incentives as well as rewards and recognition. The resort management may provide communication schemes to hear and address complaints from the employees. Human resource department may create programs to address the concerns of the employees regarding job stress caused by role overload, role ambiguity, role boundary and responsibility. Resort management may implement programs to increase the attachment of the employees to the organization through giving them deeper appreciation of their contribution to the organization. Resort management may improve the benefit package provided for the employees. Human resource department may conduct career development planning with employees to increase their loyalty to the company. The Department of Tourism and resort owners may consider the proposed strategies under People Management, Development and Well-being to be included in the programs and projects.

Limitations of the study include the scope of respondents, within CALABARZON Region only, thus, the results cannot be generalized for the entire country. Future researchers may conduct similar study applied to establishments outside the CALABARZON Region in terms of customer relationship management.

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