The Impact of Organizational Culture on Organizational Commitment in Red Sea Hotels: Mediating Role of Job Satisfaction

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Abstract

Both academics and practitioners pay more attention to job satisfaction of employee since it has many positive consequences. One of these consequences is its' effects on organizational commitment. The current research tests the direct effect of organizational culture dimensions (stability, innovation, social responsibility, performance orientation, emphasis on rewards and supportiveness) on commitment and the direct effect during job satisfaction among hotel employees. The study presents a conceptual framework in which job satisfaction acts as a mediator in the relationship among culture dimensions and commitment. The data has been collected from 490 out of 600 form distributed in frontline employees in 17 hotels in Hurghada, the Red Sea, Egypt giving response percentage of 81 %. Questionnaires analyzed using SPSS and Structural Equation Modeling (SEM) with AMOS. These results suggest that job satisfaction partially mediates the relationship between social responsibility on organizational commitment and fully mediates the relationship between stability, innovation, performance orientation, emphasis on rewards and supportiveness on organizational commitment. The study recommends a special attention to both employee's satisfaction and culture dimensions among hotel employees due to their capacity to influence the attitude and behavior of hotel staff. Proper organizational culture makes employees more satisfied and committed; hence, executive management should create such organizational culture for their employees.

Keywords: job satisfaction; organizational culture; organizational commitment, Red Sea, hotels

Introduction

Human resources have become the most asset of organizations (Erkutlu, 2011). Hence, organization paid attention to their employees by creating the environment

that makes them satisfied and committed to their organization (Ellonen 2020). Organizational commitment is viewed as a key aspect that defines the organization's performance, the importance given to commitment originates from the fact that it helps organizations retain more workers and hence boost accomplishment, productivity, and effectiveness (Al Rowwad 2020). Organizational commitment is significant for forecasting employee performance, particularly employee turnover, which is substantially predicted by lack of commitment (Meixner 2020). Therefore, to achieve good organizational commitment in hotels, must important to determine the variables affecting organizational commitment, such as organizational culture and satisfaction.

Rasid et al. (2013) stated that culture is a crucial index of commitment creation, and that when employees are unsatisfied with their positions, they are less committed and more inclined to seek other opportunities abroad. Batugal (2019) mentioned that creating an organizational culture that appreciates and respects every person of the organization increases loyalty and employee's satisfaction. Bytyqi (2010) stated that job satisfaction is a main issue for successful organizations because satisfied employees are crucial for the success of organizations. When people are satisfied with their work, they become committed to their job and have higher performance (Alvi 2014). Job satisfaction refers to an employee's attitude about their work and the different aspects that influence it (Kim, 2017). It includes the emotional responses associated with overall job satisfaction and contentment with earnings, pensions, working conditions, and working hours (Park and Doo 2020).

Previous research studies (Dinc, 2017; Janicijevic et al., 2018; Carvalho et al., 2018; Soomro and Shah 2019; Arankiet et al., 2019; Yusuf, 2020; Rangus et al., 2020; Domfh and Hunsaker 2020; Ko et al., 2020; Prajogo et al.,2021; Widhy et al 2021, have examined the relationship between organizational culture and commitment, there was lack of studies that have investigated the impact of culture dimensions on commitment through employee satisfaction in the hospitality sector, especially in the Red Sea, hotels in Egypt, so the aim of this research examines the effect of organizational culture dimensions (stability, innovation, social responsibility, performance orientation, emphasis on rewards and supportiveness) on organizational commitment among resort hotel employees in Egypt, and examines the mediating effect of job satisfaction on the link between organizational culture dimensions and organizational commitment.

Review of Literature

Organizational culture

Willcoxson (2000) Robbins (2003) Oz et al., (2005) Stok (2010) Mbabzize et al., (2014) stated that culture is described as a collection of values and beliefs, aspirational goals, behavior standards, official and informal procedures and techniques. Schein (2010) referred to organizational culture as a series of norms, values, fundamental presumptions, and beliefs created by group members to deal with challenges of adaptation and integration that have a greater impact on the conduct of employees inside the organization. Mohanty and Pattnaik (2012) stated that organizational culture is critical for both business and employees because it influences employee commitment to the organization and directs employees in what

they should do and what is essential to them. According to definitions, organizational culture is a collection of beliefs, conventions, and attitudes that have emerged as a key component in the study of organizational behavior and may have a significant impact on companies, particularly in areas like commitment (Yusoff, 2011; Nalk, 2012; Janicijevic ,2012). Mihalache and Albo (2016) Aranki et al., (2019) Mukmin et al., (2021) stated that all definitions of organizational culture refer to a certain value that managers try to use in their organizations to guide employees to do the right things in a timely fashion to achieve organizational goals.

Organizational culture dimension

According to Sarros et al. (2005) stated that organizational culture has six main dimensions: stability, innovation, social responsibility, performance orientation, emphasis on reward and supportiveness. The first dimension is innovation that the stage to which employees are supported to be innovative (Asgari, et al., 2011). innovation is where organizations adopt and develop innovations and diagnose or prevent environmental problems (Doran and Ryan, 2014). The second dimension is performance Orientation that is the continuous procedures of realized the performance of persons and link the performance with the planned objectives of the organization (Trivedi 2015). The third supportiveness refers that includes communication, helpfulness, empowerment, teamwork, and health and safety (Harvey and Erdos, 2009). supportiveness in organization allow employees to think and act as leaders within their work (Asiedu, 2015). The fourth dimension is stability an expression refers to the employee stability of a job in any organizations (Vucetic and Milosevic 2017). stability is equally vital for an organization; and stable organizations endure in times of crisis (Kirin et al., (2017). The fifth -dimension emphasis on reward is very important in all organization, it is in charge of human attitude inside any organization (Trivedi 2015). reward defined as the entire amount of financial and non-financial compensation or total payment supplied to an employee in exchange for labor or service done at work (Anku et al.,2018). Akoth (2020) added that rewards are the main source to keep employees and achievement their work. The sixth-dimension social responsibility the European Commission (2001) defined that social responsibility is a notion that is intimately associated with business ethics. social responsibility refers to aligning organization activity with prevalent society norms, beliefs, and performance expectations (Bode, 2012). Gunha et al., (2022) stated that social responsibility has built a positive environment and raised employee correlations.

Organizational Commitment

Organizational commitment is the degree to which employees support the organization's goals and are motivated to work for it and stay with it (Culha, 2010). organizational commitment is regarded as a critical necessity; it is an important way of connecting the organization with the working people because it helps minimize absenteeism and the problem of being late for work, as well as improving job performance (Emami (2012). organizational commitment as knowledge, skills, abilities, and work experience that is only useful to the company if the person is willing to apply it to achieve the organizational goals (Osa and Amos 2014). ccommitment mentioned as an employee's emotional reaction to his or her employer.

(Munir, et al., 2014; Gangai, 2015). organizational commitment is linked to employee's wish Continue in the firm and willingness to do business in order to achieve the organization's goals (Khoeini and Attarm; 2015 Derwerf 2016).

Organizational culture and Job satisfaction

 Alibegovic (2009); Raziq (2015) showed that job satisfaction is the pleasant emotional state by an employee's evaluation of their work condition. Bakotic and Babic (2013) stated that one of the primary criteria influencing organizational performance is job satisfaction. Aziri (2011) defined job satisfaction is a sense of individual accomplishment and success. job satisfaction has a direct influence on both personal and professional well-being as well as productivity and performance at work to be happy at work and must enjoy what they are doing perform it effectively and receive recognition for their efforts (Mohamed and Ali, 2016; Qureshi and Hamid, 2017). Kim (2017) stated that job satisfaction is as a set of sentiments or emotional reactions associated with a job, as well as the emotion that a person engaged in work activity evokes because of the matching between the rewards that come from this activity and her or his specific set of motivations. Razak et al., (2018) Abuzaid (2019) added that satisfaction is an individual's cognitive and emotional response to a workplace that is based on a comparison of personal requirements and perceived job results, as well as attitudes and work appraisal. Reidhead (2020) added that the organizational culture is highly important for employees in the hotel industry to realize a highly level satisfaction. organizational culture positively impacts on employee attitude and satisfaction in the hotel sector (Fawy 2014; Dawson et al,. 2023).

Mahmoud and Reisel (2016) stated that stability has a positive is influence on employee's satisfaction, over time employees create affective attachments toward their organizations, and job satisfaction is considered the important these attitudinal attachments. Djajasinga et al., (2020) added that job instability and opportunity for advancement leads to high employee turnover.

H1: Stability has a significant impact on job satisfaction of hotel employees.

Omega (2012) stated that in the contemporary global business environment, innovation is much more strongly associated with employee satisfaction and success than in previous environments. Lee et al., (2014) found that innovative was highly joined to employees' job satisfaction. Doran and Ryan (2014) added that innovations should be included in all the stages of production and service to achieve positive outcomes. Azeem et al., (2021) added that innovation is critical for employees because it is a possible indicator of creativity and job satisfaction.

H2: Innovation has a significant impact on job satisfaction of hotel employees.

Lenk (2012) stated that job practices which support performance orientation are more highly linked to job satisfaction. Jassmy and Bhaya (2016) defined performance orientation is a broad concept that contain to financial and operational performance measurements. Waldman, et al., (2016) added that performance orientation is the range to which an organization encourage and reward staff to increase job satisfaction and excellence performance.

H3: Performance Orientation has a significant impact on job satisfaction of hotel employees.

Rewards are an important component of achieving employee's satisfaction (Rafiq et al., 2012). Akafo and Boateng (2015) stated that reward an employee receives for doing the work is an important factor in job satisfaction. Starter (2019) stated that the majority of work incentives have positively impact on job satisfaction and interact with extrinsic rewards (pay equity and job stability) and all intrinsic rewards. Ratri and wahjudono (2021) added that employees motivated by the reward will work harder, which is very useful for the organization and employees.

H4: Emphasis on rewards has a significant impact on job satisfaction of hotel employees.

Supportive organizational culture tends to Promote loyalty and motivation, which turn to realization employee job satisfaction (Asiedu 2015). Abid et al., (2020) added that employees job satisfaction may be higher under managers who provide a lot of support to their staff. Prajogo et al., (2021) added that employee's job satisfaction will increase when employees feel supported by the organization.

H5: Supportiveness has a significant impact on job satisfaction of hotel employees.

Hag et al., (2017) mentioned that job satisfaction positively correlated with social responsibility. Every organization depends heavily on its workforce, who work hard to see that the organization upholds its social responsibility. (Khan et al., 2018). Ko et al., (2020) added that responsibility has a positive influence with job satisfaction. Yusuf (2020) mentioned that organizational culture is a pattern of basic assumptions and beliefs shared by employees of the organization and it can be educated to new employees. Hence, it could be hypothesized that:

H6: Social responsibility has a significant impact on job satisfaction of hotel employees.

Job satisfaction and organizational commitment

Job satisfaction linked to levels of commitment, thus when the increased satisfied a person is with his/her job the more committed his/her to his/her work (Jain 2012). Job satisfaction has been linked to organizational commitment, so an employer chooses the applicant who has a greater degree of satisfaction (Baah 2015). Job satisfaction and loyalty were shown to be highly connected, with satisfaction serving as a predictor of commitment (Donald et. al, 2016). Employees with high job satisfaction had increased organizational commitment (Soryani, et al., 2018). Organizational commitment is positively influenced by job satisfaction it indicates that when employee perceptions of their jobs improve, so does the organization's dedication, in other words, if a person's work satisfaction grows, that individual will also be more loyalty (Khan et al. 2017; Telaumbanua 2019). Job satisfaction positively influence both affective and normative commitment at four- and five-star hotels in Portugal (Cabarcos et al., 2019). Wang and Chen (2020) stated that there is a connection between employee satisfaction and organizational loyalty in the hospitality sector in Serbia. Djaelani et al., (2020) stated that employee satisfaction will affect the level of his commitment within the organization. Hence, it could be hypothesized that:

Hypothesis 7 (H7): Job satisfaction has a positive effect on organizational commitment.

Organizational culture and organizational commitment

Stability is an important part of organizational commitment and is the real motivation that an organization provides to its employees (Domfeh and Hunsaker 2020). Alananzeh et al., (2023) added that hotel managements interested to job stability by building employee confidence in management, as it has a significant impact on the members staff desire to loyalty in the hotel in which he works. Hakim, (2015) stated that organizations with characteristics such as innovation have a positive impact on commitment of their worker. Latif et al., (2021) stated that affectively committed employees believe on knowledge sharing and organization innovation. Omega (2012) stated that performance-oriented organizations attempt to organize all employee around stated corporate objectives to increase satisfaction and commitment. Woldman, et al., (2016) added that performance orientation is the extent to which an organization and society promote and reward group members to increase commitment and performance. Sarhan et al., (2020) found that employees' performance and organizational commitment have been affected positively by organizational culture. There is positive influence of organizational culture on organizational commitment from hotel industry (Sarhan et al.,2020; Liu 2022; Soliman and Hasanien 2022).

Tanford et al., (2011) found that reward benefits were significant predictors of behavioral commitment. Kar and Misra, (2013) mentioned that management support to employees is fundamental for employee commitment to the organization. Rangus et al., (2020) added that supportiveness and attention to the employee satisfaction significantly impacts of organizational commitment. Prajogo et al., (2021) added that the supportive culture focuses on how institutions support their employees, empower them and provide opportunities for advancement in their careers, which helps them in their commitment. Kanji and Chopra (2010) stated that social responsibility is beneficial not only for organization but also for its employees, consumers, and for communities, the environment and society at large. Ko et al., (2020) added that responsibility has a significant positive association to satisfaction and loyalty. Yusuf (2020) added that culture dimensions creates organizational commitment between employees of the organization, and assist to direct individual goals towards organization goals. Hence, it could be hypothesized that:

H8: Stability has a significant impact on organizational commitment of hotel employees.

H9: Innovation has a significant impact on organizational commitment of hotel employees.

H10: Performance Orientation has a significant impact on organizational commitment of hotel employees.

H11: Emphasis on rewards has a significant impact on organizational commitment of hotel employees.

H12: Supportiveness has a significant impact on organizational commitment of hotel employees.

H13: Social responsibility has a significant impact on organizational commitment of hotel employees.

The mediating effect of job satisfaction

Jain (2012) found that organizational culture influences employee morale and working conditions thus, aspects dimensions of culture are likely to influence job satisfaction, and satisfaction will lead to commitment. Carvalho et al., (2018) added that Job Satisfaction related to the feelings of the employee this feeling will influence the employee's behavior within and outside the business. Habib et al, (2014) Stated that organizational culture influenced the internal organizational policies and affects the employee's commitment towards the organization aims, if employees of e organization have more understanding with the organizational culture, they will have more job satisfaction. Paramita et al., (2020) stated that organizational culture is consistently adopted and supported by strong organizational commitment. Batugal (2019) added that organizational commitment is connected to a more favorable business culture and improved job satisfaction. Soomro and Shah (2019) stated that satisfaction has association with culture. while commitment significantly predicts job satisfaction. Kim and Park (2020) stated that organizational culture was directly connected to employee satisfaction and loyalty, and organizational culture was shown to have the most impact on commitment, but in terms of the direct effect; workers' job satisfaction was shown to have a bigger influence on organizational commitment than organizational culture. Taba (2018) stated that performance and work satisfaction were playing mediating role in the relationship between rewards system with organizational commitment. Tadese (2019) indicated that the employee who got positive support they satisfied and committed to his organization, and job satisfaction was partial mediation between support and commitment. Stankevičiūtė et al. (2021) explains that job satisfaction can be associated with many employee psychological factors such as stability and loyalty. Tran et al., (2021) stated that social responsibility has important effect on commitment through job satisfaction. Widhy et al., (2021) added that job satisfaction is important to realize the impact of organizational culture dimensions on commitment are mediated through job satisfaction. In the hospitality industry, job satisfaction plays as a mediator role between organizational culture and commitment (Naqvi et al., 2013; Shahriari et al., 2022) (Figure 1). Hence, it could be hypothesized that:

H14: Job satisfaction has a mediation effect on the link between Stability and organizational commitment.

H15: Job satisfaction has a mediation effect on the link between Innovation and organizational commitment.

H16: Job satisfaction has a mediation effect on the link between performance orientation and organizational commitment.

H17: Job satisfaction has a mediation effect on the link between Emphasis on rewards and organizational commitment.

H18: Job satisfaction has a mediation effect on the link between Supportiveness and organizational commitment.

H19: Job satisfaction has a mediation effect on the link between Social responsibility and organizational commitment.
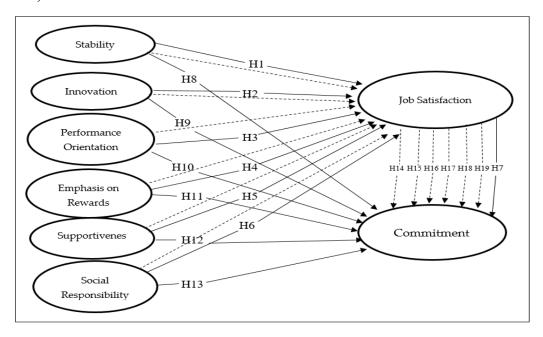
Fig 1. The research Conceptual model

Methodology

The Research Sample

Employees in Hurghada hotels were the population of this study. The study population consists of five-star chain hotels in Hurghada City, the reason for chosen these hotels each of the hotels provide their consumers with a variety of facilities and services, which may have an impact on the organizational culture (Razali et al 2018). According to Egyptian Hotel Association (2020), Hurgada has 17 hotels. Only 600 employees' (Front office, food and beverage) of these hotels were chosen because they have a direct relationship with customers. The sample size determined according to formula of (Thompson, 2012).

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

Where N the population size (6000) and the size of statistical sample is specified as 375, and for more assurance were distributed randomly to 600 employees at these chain hotels, with 120 missing data or plainly inappropriate replies. In the end, 480 surveys were valid for analysis, giving response percentage of 80 %, which it sufficient for data analysis.

The Study Instrument

Organizational commitment measured by Meyer and Allen, (1991). organizational culture (OCUL) that has been measured by Sarros et al., developed by O'Rielly et al., (1991) and updated by Sarros et al., (2005). job satisfaction that was quantified using (JSS) created in 1997 by Paul E. Spector.

Table 1 shows the means and SD. values for OC, JS and OCOM for chain five-star hotels. The results in Table 1 confirm the normal distribution of the data. reliability

was confirmed through Cronbach alpha. The values of alpha are 0.819, for "organizational culture, (Stability 0.960, Innovation 0.926, Social responsibility 0.918, Performance orientation 0.944, Emphasis on rewards 0.918, Supportiveness 0.901) 0.888, job satisfaction, (Pay 0.926, Supervision 0.893, Natural of Work 0.934, Communication, 0.929) and 0.835, COMM (Affective Commitment 0.907, Continuance Commitment 0.938, Normative Commitment 0.958). The values are all above 0.70, which confirm that the reliability of the scale is satisfactory (Streiner & Kottner 2014).

Since the study adopted a self-administered questionnaire, there might be a possibility for common method variance (CMV), we have adopted the approach of Podsakoff et al., (2012) First, we have informed all respondents that their answers are for research purposes and they remain anonymous. Second, we designed the questionnaire where dependent variable came before the independent variable. Third, we have piloted the questionnaire with 15 hotel employees and 15-university professor to ensure its face and content validity. The results confirmed that CMV is not a concern in this research.

Table. 1. The descriptive statistics of the constructs

Items	Min	Max	SFL	Mean	SD	Skewness	Kurtosis
Stability							
OCST1	1	5	0.93	3.03	1.245	-0.008	-0.972
OCST2	1	5	0.95	3.07	1.242	-0.023	-0.968
OCST3	1	5	0.98	3.04	1.248	-0.014	-0.984
OCST4	1	5	0.84	3.05	1.258	-0.007	-0.995
Innovation							
OCINN1	1	5	0.93	3.13	1.277	-0.078	-1.057
OCINN2	1	5	0.88	3.20	1.301	-0.152	-1.086
OCINN3	1	5	0.83	3.09	1.310	-0.048	-1.117
OCINN4	1	5	0.84	3.15	1.285	-0.081	-1.074
Performance Orientation							
OCPO1	1	5	0.91	3.06	1.316	-0.018	-1.062
OCPO2	1	5	0.89	3.12	1.287	-0.083	-0.999
OCPO3	1	5	0.91	3.07	1.317	-0.036	-1.059
OCPO4	1	5	0.89	3.07	1.320	-0.036	-1.058
Emphasis on Rewards							
OCEOR1	1	5	0.83	3.15	1.306	-0.103	-1.097
OCEOR2	1	5	0.82	3.10	1.327	-0.032	-1.144
OCEOR3	1	5	0.89	3.17	1.314	-0.108	-1.117
OCEOR4	1	5	0.89	3.11	1.311	-0.056	-1.108
Supportiviness							
OCSUP1	1	5	0.75	3.13	1.329	-0.102	-1.109
OCSUP2	1	5	0.83	3.11	1.306	-0.073	-1.058
OCSUP3	1	5	0.94	3.16	1.278	-0.117	-0.987
OCSUP4	1	5	0.82	3.17	1.305	-0.127	-1.043
Social Responsibility							

OCSR1	1	5	0.82	3.02	1.291	-0.025	-1.064
OCSR2	1	5	0.88	3.07	1.266	-0.001	-1.031
OCSR3	1	5	0.88	3.03	1.288	-0.027	-1.063
OCSR4	1	5	0.85	3.08	1.273	-0.054	-1.043
Job Satisfaction							
Pay	1	5	0.92	3.18	1.235	-0.119	-0.911
Promotion	1	5	0.65	3.20	1.195	-0.099	-0.847
Supervision	1	5	0.61	3.22	1.202	-0.078	-0.935
Contingent rewards	1	5	0.60	3.10	1.248	-0.078	-0.937
Natural of Work	1	5	0.64	3.11	1.219	-0.044	-0.876
Communication	1	5	0.75	3.19	1.234	-0.196	-0.843
Organizational Commitment							
Affective Commitment	1	5	0.79	3.23	1.168	-0.148	-0.807
Continuance Commitment	1	5	0.82	3.14	1.233	-0.091	-0.903
Normative Commitment	1	5	0.67	3.20	1.227	-0.113	-0.886

The Results

The results of confirmatory factor analysis

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

Convergent validity evaluates the relationship between the variables. Two measures can be taken to confirm this. First, checking if standardized factor loadings are above 0.5. Second, the AVE "average variance extracted" is greater than 0.5. The AVE for all parameters in the current investigation was more than 0.7. The AVE ratings for organizational culture are 0.723, job satisfaction is 0.742, and organizational commitment is 0.786. These values provided a level of convergent validity that was sufficient (see Table 2). The results also supported the three components' good discriminant validity. Two actions were taken to guarantee this. The MSV value for the three components in the initial step was lower than the AVE values, according to Fornell and Larcker (1981) stated that discriminant validity is supported if the AVE for each construct is higher than its shared variance with any other construct.

(see Table 2). The square roots of the AVEs in the second step were greater than the external values.

Table 2. The scale validity

Factors and Items	CR	AVE	MSV	1	2	3	4	5	6	7	8
1- Innovation	0.932	0.774	0.304	**0.880**							
2- Stability	0.933	0.776	0.477	0.502	**0.881**						
3-Performance orientation	0.918	0.738	0.236	0.387	0.381	**0.859**					
4-Emphasis on Rewards	0.919	0.739	0.402	0.386	0.618	0.486	**0.860**				
5- Supportiveness	0.903	0.700	0.317	0.332	0.563	0.398	0.404	**0.837**			
6-Social Responsibility	0.901	0.696	0.423	0.491	0.650	0.481	0.572	0.483	**0.834**		
7-Job Satisfaction	0.919	0.742	0.529	0.409	0.500	0.375	0.493	0.421	0.536	**0.861**	
8.Organizational Commitment	0.935	0.786	0.515	0.480	0.426	0.473	0.429	0.337	0.379	0.677	**0.886**

Model fit: normed X^2 = 3.77, RMSEA = 0.075, CFI = 0.904, TLI = 0.916, NFI = 0.913, PCFI=0.825, PNFI=0.798. CR "Composite Reliability"; AVE "Average Variance Extracted"; MSV "Maximum Shared Value".

Structural equation modeling results

The research adopted structural equation modeling for developing the research structural model. After developing, a theoretical model of the research and adopting pre-tested scales for examining the model, validity and reliability were evaluated. The SEM was then adopted in Table 3 and Figure 2. The results confirm that the collected data fit the final structural sample (Figure 2). The GOF metrics for the final research model are normed $\chi2$ = 3.30, RMSEA = 0.069, CFI = 0.935, TLI = 0.929, NFI = 0.910, PCFI = 0.847 and PNFI = 0.825. (see Table 3 and Figure 2)

The results of final model (Figure 2) showed that stability has positive impact on job satisfaction (H1: β= 0.34, T-value = 7.846, P<0.001). innovation has positive influence on job satisfaction (H2: β= 0.17, T-value = 3.939, P<0.001). social responsibility has impact on Job satisfaction (H3: β= 0.18, T-value = 4.218, P<0.001). performance orientation has a significant positive effect on job satisfaction (H4: β= 0.26, T-value = 6.068, P<0.001). emphasis on rewards has positive influence on Job satisfaction (H5: β= 0.22, T-value = 5.103, P<0.001). supportiveness has influence on job satisfaction (H6: β= 0.12, T-value = 2.777,

P<0.001). job satisfaction has influence on organizational commitment (H7: β= 0.81, T-value = 14.644, P<0.001). stability has influence on organizational commitment (H8: β= 0.32, T-value = 6.631, P<0.001). innovation has a significant positive effect on organizational commitment (H9: β= 0.15, T-value = 3.111, P<0.001). social responsibility has not influence on organizational commitment (H10: β= 0.04, T-value = 0.792, P<0.001). performance orientation has a significant positive effect on job satisfaction (H11: β= 0.20, T-value = 4.124, P<0.001). emphasis on rewards has significant positive effect on organizational commitment (H12: β= 0.25, T-value = 5.009, P<0.001). supportiveness has effect on organizational commitment (H13: β= 0.11, T-value = 2.371, P<0.001). Furthermore, the robustness of the structural value R2 for organizational commitment (R2 = 0.70).
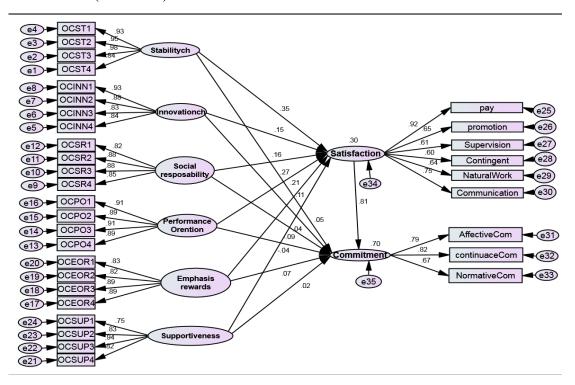

Figure 2. The structural model

Table 3. The result of structural model

Independent variables	β	C-R t-Value	R²	hypotheses
H1- Stability ⟶ Job satisfaction	0.34 ***	7.846		supported
H2- Innovation ⟶ Job satisfaction	0.17 ***	3.939		supported
H3- Social responsability ⟶ Job satisfaction	0.18 ***	4.218		supported
H4- Performance oriention ⟶ Job satisfaction	0.26 ***	6.068		supported

H5- Emphasis on rewards ⟶ Job satisfaction	0.22 ***	5.103		supported
H6- Supporiveness ⟶ Job satisfaction	0.12 ***	2.777		supported
H7- Stability ⟶ Organizational commitment	0.32 ***	6.631		supported
H8- Job satisfaction ⟶ Organizational commitment	0.81 ***	14.644		supported
H9- Innovation ⟶ Organizational commitment	0.15 ***	3.111		supported
H10- Social responsability ⟶ Organizational commitment	0.04	0.792		No supported
H11- Performance oriention ⟶ Organizational commitment	0.20***	4.124		supported
H12- Emphasis on rewards ⟶ Organizational commitment	0.25***	5.099		supported
H13- Supporiveness ⟶ Organizational commitment	0.11 **	2.371		supported
Organizational commitment			0.70	supported

Model fit: ($\chi2$ = 3.30, RMSEA = 0.069, CFI = 0.935, TLI = 0.929, NFI = 0.910, PCFI = 0.847 and PNFI = 0.825).

For examining the mediating effect of job satisfaction in the relationship between OC dimensions and OCOM using 5000 resampling bootstrapping. and according to Zhao et al. (2010) stated that in order to discover mediation, whether using SEM or regression, only the indirect influence should be significant in order to demonstrate the entire effect of mediation, however partial mediations are supported if both the direct and indirect regression coefficients are significant. Consequently, as shown in Table 4 results indicate that job satisfaction partially mediates the link between social responsibility and organizational commitment and fully mediates the relation between stability, innovation, performance orientation, emphasis on rewards and supportiveness and organizational commitment. The earlier result is confirmed by check the SEM standardized indirect impact from stability to organizational commitment as the direct effect increased from (β = 0.05, P > 0.001) to a total impact of (β = 0.32, P < 0.001), the direct influence of innovation to organizational commitment as the direct effect increased from (β = 0.04, P > 0.001) to a total effect of (β = 0.15, P < 0.001), the direct impact of performance orientation to organizational commitment as the direct influence increased from (β = 0.04, P > 0.001) to a total effect of (β = 0.20, P < 0.001), the direct effect of emphasis on rewards to organizational commitment as the direct effect increased from (β = 0.07, P >0.001) to a total effect of (β = 0.25, P < 0.001), the direct effect of supportiveness to organizational commitment as the direct effect increased from (β = 0.02, P > 0.001) to a total effect of (β = 0.11, P < 0.001), Finally, the direct insignificant effect of social responsibility to organizational commitment (β= 0.09, P > 0.05) decreased to a total effect of (β= 0.04, P > 0.001). These results finding that job satisfaction partially mediates the relationship between social responsibility on organizational commitment and fully mediates the

link among stability, innovation, performance orientation, emphasis on rewards and supportiveness on organizational commitment.

Table 4. The results of the mediation effect

Parameter	Estimate	Lower	Upper	P	Mediation
H14 - Stability ⟶ Job Satisfaction ⟶ commitment	0.047	0.186	0.387	0.228	0.228 > 0.05
H15 - Innovation ⟶ Job Satisfaction ⟶ commitment	0.037	0.038	0.222	0.320	0.320 > 0.05
H16 - Social responsibility ⟶ Job Satisfaction commitment	0.092	0.034	0.252	0.014	0.014 < 0.05
H17 - Performance oriention ⟶ Job Satisfaction ⟶ commitment	0.038	0.133	0.312	0.323	0.323 > 0.05
H18 - Emphasis on rewards ⟶ Job Satisfaction ⟶ commitment	0.072	0.016	0.277	0.057	0.057 > 0.05
H19 - Supporiveness ⟶ Job Satisfaction commitment	0.023	0.000	0.187	0.534	0.534 > 0.05

Discussion

Employees are the most crucial aspect of the success of any organization, and satisfied employee are typically more loyal and willing to take on additional work during challenging times. (Kessuwan and Muenjohn, 2010). One of the most important components, in management and behavioral science, in the interaction between employees and their organizations are organizational commitment. (Tok, 2013). This research examines the direct impact of organizational culture dimensions (stability, innovation, social responsibility, performance orientation, emphasis on rewards and supportiveness) on organizational commitment as well as the indirect impact of J S.

The results showed that stability impact on job satisfaction. These results match with Mahmoud and Reisel (2016) finding that stability influence on employee satisfaction, over time employees create affective attachments toward their organizations, and job satisfaction is considered the important these attitudinal attachments. The results also revealed that innovation has influence on job satisfaction These results agree with Omega (2012) Azeem et al., (2021) Doran and Ryan (2014) confirmed that innovation is much more strongly associated with employee satisfaction and success. The results find that performance orientation has influence on job satisfaction this result is also in line with Lenk (2012) Waldman, et al., (2016) stated that job practices which support performance orientation are more highly linked to job satisfaction and performance orientation is an encourage and reward employees to increase job satisfaction. The results also find that emphasis on rewards has impact on job satisfaction this results agree with Rafiq et al., (2012) Akafo and Boateng (2015) Starter (2019) Ratri and wahjudono (2021) finding that Rewards are the main component of achieving employee job satisfaction and rewards play an important role in improving job satisfaction and employees motivated by the reward will work harder, which is very useful for the organization and employees. the results showed that Supportiveness has effect on job satisfaction. These results agree with Asiedu (2015) Abid et al., (2020) Prajogo

et al., (2021) finding that employee's job satisfaction will increase when employees feel supported by the organization. The results also revealed that social responsibility has influence on satisfaction These results agree with Hag et al., (2017) Khan et al., (2018) Ko et al., (2020) finding that responsibility has a positive influence on employee satisfaction.

The results finding that stability has influence on organizational commitment, and found out that staff on hotels cared most about job stability. This result is agreed with Domfeh and Hunsaker (2020) Alananzeh et al., (2023) confirmed that hotel managements interested to job stability by building employee confidence in management, because it is impact on the employee's desire to commitment in the hotel in which he works. The result revealed that there is impact of innovation on commitment, the research found out that employees of hotel were more committed to the hotel when they were given opportunities to innovate and when they were taught to embrace new ways of working. this result agreed with Hakim, (2015) Lin, (2016) Latif et al., (2021) that innovation was found to have a significantly influence on organizational loyalty of their employees, and employees' willingness to innovate and take risks is directly correlated with their level of loyalty to the organization. The result revealed that there is impact of performance orientations on commitment. this result in line with Sarhan et al., (2020) Omega, (2012) Woldman, et al., (2016) confirmed that performance orientation emerged as the significant predictors of commitment of employees. The result revealed that there is a significant effect of Emphasis on rewards on organizational commitment this his result agreed with Tanford et al., (2011) Akoth (2020) Kar and Misra, (2013) confirmed that there was a strong positive connection between rewards and commitment to the organization. The result revealed that a strong positive connection between Supportiveness and commitment this his result agreed with Rangus et al., (2020) Prajogo et al., (2021) that supportiveness significantly impacts of organizational commitment and the supportive culture focuses on how institutions support their employees, which helps them in their commitment. The result also revealed that there is no significant effect of social responsibility on organizational commitment this his result different with Kanji and Chopra (2010) Hag et al., (2017) Ko et al., (2020) that social responsibility has association with organizational loyalty.

The study revealed that job satisfaction has influence on commitment on hotel employees, and the positive effect of employee satisfaction on their loyalty to the hotel shows that employees like to perform their tasks better than usual performance. This finding supports previous research Yem 2005; Scalon 2007; Norman 2006; popoola 2009 stated that satisfaction has been identified an element impacting employee's organizational commitment. Job satisfaction has the potential to benefit both modifying human behavior outcomes and improving commitment; hence, employee become more dedicated to their jobs, understanding which characteristics of the job satisfaction variable are associated with higher employee commitment will be helpful because are inextricably linked and both influence an organization's success.

The findings revealed that employee's satisfaction partially mediates the relationship between social responsibility on organizational commitment and

showed a fully mediates the correlation between stability, innovation, performance orientation, emphasis on rewards and supportiveness on organizational commitment. This indicated that organizational commitment could not be fully realized with organizational culture dimensions unless Achieving job satisfaction for employees. This confirms that job satisfaction is the most crucial factor in the interrelationship between organization culture dimensions and organization commitment. This result is agreed with Kim et. al., (2017) and Batugal, (2019) mentioned that employee commitment depends on job satisfaction, which also moderates the positive effects of culture on commitment and job satisfaction is linked to workplace commitment and a more positive organizational culture Hence, sufficient attention is needed by scholars and hotel managers to enhance job satisfaction among hotel.

The research has managerial implications for hoteliers through investigated the mediating influence of satisfaction in the link between culture dimensions (stability, innovation, social responsibility, performance orientation, emphasis on rewards and supportiveness) and organizational commitment of hotels employees. The study offers various management implications for the hotel sector. Particularly, the study's findings indicate that organizational culture dimensions have a relationship with both work satisfaction and organizational commitment. Therefore, if hotel managers desire more dedication from their staff, they should seek to enhance the job stability, encourage innovation, emphasis on rewards and supportiveness of their employees and attain high level of job satisfaction for hotel employees offers a plan to assist the Egyptian hotel industry. Hotel managers should understand that their staff members are their most valuable asset, and as such, developing and retaining them as employees should be their top priorities. Managers should also understand how job satisfaction affects their employees; hence, they spend all efforts to ensure the satisfaction of their employees. This could be done by ensuring the provision of the main dimensions of job satisfaction, i.e. pay, supervision, communication and natural of work. Managers should make sure that the payment and rewarding system is implemented properly. Additionally, they should pay good attention to supervision and their relationship with their works since these factors affect their employee's satisfaction and organizations need to understand how each person feels about their jobs in order to keep and boost employee loyalty and give their organization best effort in the form of high productivity.

Conclusions and Limitations

The present study confirmed that there are direct and positively impact of organizational culture dimensions (stability, innovation, social responsibility, performance orientation, emphasis on rewards and supportiveness) on organizational commitment and the direct effect through job satisfaction among hotel employees. The conclusions this research First, the positive and direct impact of organizational culture dimensions (stability, innovation, social responsibility, performance orientation, emphasis on rewards and supportiveness) on both satisfaction and commitment among hotel staff. Where the study found that when hotel employees feel job stability, and a fair system for distributing rewards it leads to commitment and not thinking about leaving the hotel and confirmed that employees have a high standard of satisfaction when they receive adequate support from managers, and organizational commitment of the employees will not be

achieved without achieving job satisfaction for the hotel workers. second, the results found a direct impact of job satisfaction on organizational commitment, so Job satisfaction has the potential to benefit both modifying human behavior outcomes and improving commitment in other words, if a person's work satisfaction grows, that individual will also be more committed to the hotel. Third, the study revealed that job satisfaction partially mediates the relationship between social responsibility on commitment and fully mediates the link between stability, innovation, performance orientation, emphasis on rewards and supportiveness on organizational commitment. This means that employee satisfaction has the ability to change the connection between commitment and organizational culture. Hence, both academic and hoteliers need to pay high attention to achieving job satisfaction among employees.

Limitations of the research mentioned that data in this study were acquired from Hurghada City in Egypt; however, without additional examinations, it would be difficult to determine whether the findings of this study are generalizable to another context due to small convenient sample adopted. Another point of issue is that data was obtained from front-line staff and that the survey data was self-reported by hotel employees. The research examined the impact of organizational culture dimensions (stability, innovation, social responsibility, performance orientation, emphasis on rewards and supportiveness) on organizational commitment though job satisfaction. Future research development is expected by using a more geographically diversified sample from other departments in the hotel industry, and the scope of research should be expanded to include more complex models that include financial variables. Other employee outcomes, such as loyalty and intention to resign, as well as the potential negative consequences of organizational commitment, such as job stress, work conflicts, turnover, and working conditions, should be investigated in future studies.

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أثر الثقافة التنظيمية على الالتزام التنظيمي في فنادق البحر الأحمر: دور الرضا الوظيفي كوسيط

المستخلص

يهدف البحث الي قياس التاثير المباشر لأبعاد الثقافة التنظيمية (الاستقرار ، والابتكار ، والمسؤولية الاجتماعية ، وتوجيه الأداء ، والتركيز على المكافآت والدعم) على الالتزام التنظيمي وتاثير الرضا الوظيفي كوسيط بين ابعاد الثقافة التنظيمية والالتزام التنظيمي علي موظفي الفنادق. وقد تم تجمع البيانات من ٤٨٠ موظفًا في الخطوط الأمامية في ١٧ فندقًا في الغردقة ، منطقة البحر الأحمر ، مصر. وتم تحليل الاستبيانات باستخدام **SPSS** ونمذجة المعادلة الهيكلية (**SEM**) و اظهرت النتائج أن الرضا الوظيفي يتوسط جزئيًا في العلاقة بين المسؤولية الاجتماعية على الالتزام التنظيمي ويتوسط بشكل كامل العلاقة بين الاستقرار والابتكار وتوجيه الأداء والتركيز على المكافآت والدعم على الالتزام التنظيمي. وتوصي الدراسة بالاهتمام بكلا من الرضا الوظيفي وابعاد الثقافة التنظيمية لموظفي الفنادق نظرًا لقدرتهم على التأثير علي الالتزام التنظيمي لموظفي الفنادق. كما ان الثقافة التنظيمية السليمة تجعل الموظفين أكثر رضا والتزامًا.

الكلمات الدالة : الرضا الوظيفي ؛ الثقافة التنظيمية ؛ الالتزام التنظيمي ؛ فنادق البحر الاحمر