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EXAMINING THE IMPACT OF ORGANIZATIONAL TRUST, EMPLOYEE SELF-EFFICACY, AND ORGANIZATIONAL REWARDS ON EMPLOYEE COMMITMENT IN IRANIAN HOTEL INDUSTRY

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Abstract

The aim of this study was to uncover the complex relationships between organizational rewards, organizational trust, employee self-efficacy, and employee commitment within the hotel sector. A survey questionnaire was administered to employees working in upscale (five-star) hotels in Iran. The study employed CFA and reliability analyses to assess the construct validity and structural reliability of the scale. Subsequently, a Structural Equation Model (SEM) was utilized to examine the hypotheses within the proposed research model. The findings from this study indicated that both organizational rewards and employee self-efficacy play significant roles in shaping employee commitment. In addition, findings revealed that there is no significant relationship between organizational trust and employee commitment. In conclusion, this research has the potential to enhance the comprehension of rewards' significance within the hotel industry for researchers, while also offering practical insights for practitioners in developing effective reward systems for hotel employees. This paper provides evidence that by cultivating specific organizational conditions, Iranian hotel management can elevate employee empowerment and commitment, thereby nurturing a positive work environment, drives performance improvements, and contributes to long-term success and competitiveness.

Keywords: Productivity, innovation and creativity, employee satisfaction, engagement, turnover

1.Introduction

Hotel services are vital to tourism since they provide accommodation for travellers (Makhsun et al., 2018). The utilization of hotels during travel is on the rise for various purposes, including business trips, family visits, and vacations (Tan & Lim, 2018). Presently, the global hotel industry is experiencing rapid growth. Hotel revenue is directly tied to the number of guests using the hotel's amenities, such as its restaurants, event rooms, beauty salon, and swimming pools, regardless of how opulent the hotel may be. Hotels are often referred to as "homes away from home" because they treat customers as guests. Hence, customers are the focus of the hotel industry, which aims to earn long-term loyalty by satisfying them and retaining them (Hussain & Soni, 2019).

The hotel industry operates in a business environment marked by intense competition and a continuously evolving landscape. Every hotel, whether directly or indirectly, competes with all others in the industry. Mabaso and Dlamini (2018) confirm that rising global competition has compelled businesses to prioritize heightened employee commitment. This emphasis aims to empower them to achieve elevated levels of excellence and competitiveness. Intense competition compels management to strive for a deeper understanding of their guests' preferences, as it represents the primary path to attain success (Ivankovič et al., 2010). Due to the ever-evolving nature of the hotel industry and the mounting competitive pressures, hoteliers are dedicated to optimizing business outcomes by pursuing growth and expanding profit margins. Hoteliers confront increasingly discerning customers, evolving regulatory frameworks, the impact of globalization, and the disruptive influence of technological advancements. These crucial factors significantly transform the hotel landscape, bringing forth fresh challenges and demands for hoteliers. Consequently, hotels require employees who are ready to make contributions that extend beyond their job descriptions (Adresi & Darun, 2017).

Studies conducted in Iran have highlighted the discontent of migrant hotel employees concerning their career advancement opportunities and various factors, including managerial mistreatment, discriminatory practices, work-related stress, and inadequate compensation. These issues collectively hinder their willingness to remain committed to the organization over the long term (Hasnat, 2021). Employee commitment in the Iranian hotel industry is a significant factor influencing organizational success (Mohamadkhani & Nasiri Lalardi, 2012). According to Nguyen et al. (2022), hospitality personnel that are committed to their work deliver superior service to visitors and contribute to the development. The

committed and satisfied staffs naturally function better and influence the improvement of organization and its productivity (Mohamadkhani & Nasiri Lalardi, 2012). Hence, in customer-oriented organizations, particularly hotels and residential properties, employee commitment can have a significant impact on service quality (Mohamadkhani & Nasiri Lalardi, 2012).

The issue of employee commitment within the Iranian hotel industry revolves around several challenges that affect the dedication and loyalty of employees to their respective organizations. In order to enhance the hotel staff commitment, different elements and factors should be investigated. However, there are no empirical studies that examine organizational trust, employee self-efficacy, organizational rewards and employee commitment simultaneously; specifically, in the hotel industry in Iran. Assessing all of these variables collectively helped clarify how individuals identify with their organization's culture (Burch-Parker, 2021).

Extensive theoretical research, conducted in both corporate and educational contexts, has consistently demonstrated that elevated levels of self-efficacy enhance overall work performance and commitment (Bandura et al., 1999; Bandura, 1977; Garcia, 2015; Meyer & Maltin, 2010). Managers have a strong interest in finding employees who have high self-efficacy (Johnson, 2021). Based on Bandura's social cognitive theory, self-efficacy serves as the catalyst for personal achievements, as well as a driving force behind employee motivation and well-being (Bandura & Walters, 1977). Employees possessing high self-efficacy exhibit resilience, hold the belief that they can overcome challenges, and tend to display increased commitment and engagement in their work (Ashfaq et al., 2021). Carter et al. (2018) suggested that organizational human resource managers should work to develop the self-efficacy of employees. By understanding how to develop employee self-efficacy in an organizational context, managers may obtain a powerful tool to improve employee performance (Johnson, 2021).

The degree to which one has confidence in another's capability and their willingness to act in an objective, ethical, and predictable manner is called trust (Brewer, 2021). The process of organizational trust creation is the responsibility of qualified managers and leaders (Baştug et al., 2016). Leaders create and sustain trust through their behaviours and earn trust through their communicative and supportive actions. Research has shown that employees' perceptions of leaders in an organization are linked to trust and employee

commitment when servant leadership principles are practiced (Brewer, 2021). When employees lack trust in the organization, both managers and the entire organization are more likely to witness decreased productivity and performance. Under this concept, effective communication, collaboration, and the accumulation of social capital become achievable when interdependent individuals collaborate effectively within an environment characterized by high levels of trust (Vanhala et al., 2016).

Scholars in the field of human resource management have suggested that employee rewards play a pivotal role in retaining personnel (Koo et al., 2019). According to Mabaso and Dlamini (2018), it is essential to highlight the significance of rewards. Generously rewarded employees perceive themselves as valued by the organization, thereby fostering a positive work environment. Effective rewards not only serve as a motivation for enhanced productivity but also contribute to employee retention. Therefore, a well-structured reward system is crucial for attracting, retaining, and motivating skilled employees to consistently deliver high-quality job performance (Koo et al., 2019). According to Anku-Tsede and Kutin (2013), in the contemporary complex human resources market characterized by continually evolving landscapes, rewarding employees is considered an optimal practice for organizations striving to compete for survival. P. Obicci (2015) asserts that employees serve as the driving force behind an organization, and total rewards serve as the essential fuel to propel the organization toward its stated objectives.

This study aimed to analyse concepts and their relationship with employee commitment. With this goal in mind, the selection of the constructs of organizational trust, organizational rewards, and employee self-efficacy was made because of their pertinence within the organizational context.

2.Literature Review

Employee commitment

Organizations are facing new challenges in developing a committed workforce in today's competitive business environment. As such, employee career commitment has been extensively researched in human resource management, psychology, and organizational behaviour, and many practitioners and researchers have delved into the topic (Alsaad, 2016). Scholars have dedicated significant effort to exploring employee career commitment,

focusing on factors such as employee attitudes, behaviours, and expectations concerning their professional paths. According to Harrell-Cook et al. (2017), employee commitment will prompt employees to invest discretionary effort, leading to heightened productivity, innovation, and quality. This, in turn, will lead to reduced costs and ultimately enhance overall firm performance.

Employee commitment is regarded as one of the most complex subjects in management due to the various measures and definitions proposed by different authors and practitioners (Dixit & Bhati, 2012). Messara and Dagher (2010) highlighted the inconsistency in commitment definitions within the literature, attributing it to the numerous and varied ways in which employee career commitment has been defined and conceptualized. For example, Porter et al. (1974) characterized commitment as the extent to which an individual identifies with and actively engages in a specific organization. Similarly, Meyer et al. (2006) defined commitment as a binding force that connects an individual to a particular target, whether it's social or non-social, and to a relevant course of action associated with that target. Rehman et al. (2013) linked career commitment to the employee's desire to continue in a selected career. Nasr (2012) defined it as an attitude or orientation directed towards the organization, which establishes a connection between an individual's identity and the organization. In short, employee commitment signifies the positive sentiments that employees harbour towards the organization and its principles. It is marked by their eagerness to actively contribute to the achievement of organizational objectives (Silva et al., 2022).

Committed employees exhibit proactive curiosity, a fervour for continuous learning, a readiness to question the existing norms, and an eagerness to explore novel approaches and tactics (Mabaso & Dlamini, 2018). According to Cunningham (2006), an employee displaying significant organizational commitment desires to sustain their affiliation with the organization. This type of commitment is distinct from other forms, including occupational commitment. Welty et al. (2014) demonstrate that employees who possess a stronger sense of organizational commitment are less inclined to participate in job search activities, as their intention is to remain and maintain their affiliation with the organization. Ashfaq et al. (2021) stated that employees who are committed exhibit a significant inclination to maintain their affiliation with the organization. Hence, the concept of commitment implies that committed employees would invest increased effort into their work and experience heightened engagement.

Organizational Trust

In order to predict employee commitment, researchers have explored the association between organizational trust and employee commitment. Trust is described as an evolving process, a self-reinforcing phenomenon, and is often considered the cornerstone of the leader-follower relationship (Ilyas et al., 2020). The concept of organizational trust encompasses both perceived trust in organizations and trust in their leaders. According to Men et al. (2021), employees' propensity to develop trust or distrust arises from their interactions with colleagues and leaders, along with their experiences and beliefs regarding beneficial actions and the suitability of organizational policies. Trust is characterized as the conviction held by employees that the organization will treat them equitably and engage in actions that are advantageous to them, or at the very least, adopt practices that do not harm their interests (Berraies et al., 2020). In other words, trust empowers employees to embrace vulnerability and undertake risks within the professional environment. This willingness to take risks is rooted in an individual's prior positive anticipations or convictions regarding the actions and intentions of others (Men et al., 2021). Thus, trust serves as a key tool in facilitating interpersonal relationships within an organization, fostering connections among its members, as well as enhancing the organization's relationships with its members (Gider et al., 2019).

Organizational trust is a well-established topic in the field of management. It is regarded as the fundamental element for the effectiveness of an organization (Sadq et al., 2020). Organizational trust has taken precedence in the research pursuits of management scholars, particularly within the domain of organizational behaviour. Organizational trust refers to an employee's confidence in the organization's goals, actions, and strategies, which in turn signify the employee's satisfaction and commitment to the organization. Simultaneously, it represents the level of confidence that one individual has in another's competence and their willingness to consistently and honestly act (Nguyen et al., 2020). Organizational trust embodies the degree of confidence one person places in another's competence, as well as their willingness to consistently act in an equitable, ethical, and predictable manner. It is a psychological state that offers insight into how employees perceive challenges within various situations (Akkaya, 2020). In a study conducted by Men

et al. (2021), it was determined that organizational trust is closely linked to the belief that the organization will demonstrate transparency and honour its commitments.

Organizational commitment is one of the most crucial factors influenced by organizational trust (Yilmaz et al., 2022). Empirical studies have been undertaken to establish the connection between organizational trust and organizational commitment (Baird et al., 2019; Jain et al., 2019). Researchers have revealed that organizational trust serves as a substantial predictor of organizational commitment. The significant relationship between various dimensions of organizational trust and organizational commitment have been elucidated through the frameworks of social exchange and HRM (Human Resource Management) practices (Canning et al., 2020; Jain et al., 2019). Numerous empirical investigations have likewise demonstrated a positive correlation between organizational trust and commitment across various contexts. For example, in Vanhala et al. (2016)'s, distinct dimensions of organizational trust have been recognized as pivotal factors influencing employee commitment. Data were collected from 715 staffs working in a forest and ICT company in Finland. In order to test the hypotheses, a structural equation model was used. The findings from both sets of data indicated a positive correlation between impersonal trust dimensions and employee commitment. In contrast, employees' organizational commitment was not significantly affected by interpersonal trust dimensions. Additionally, Tan and Tan (2000) discovered that trust in the organization (impersonal trust) was linked to increased organizational commitment and reduced turnover intentions. Conversely, interpersonal trust (trust in supervisors) exhibited a positive correlation with innovative behaviour and satisfaction with supervisors. This study expects that Organizational trust may promote employees' commitment to the organization. hotel industry. As such, this research hypothesize that:

Hypothesis 1: In the hotel industry, there is a positive correlation between organizational trust and employees' commitment to the organization.

Employee Self-efficacy

In recent studies, employee self-efficacy has been established as a predictor of employee commitment. Drawing from Bandura's social cognitive theory, self-efficacy is defined as an individual's belief in their ability to accomplish tasks within a specific context (Adekunle & Madukoma, 2022). Self-efficacy is a key factor in predicting adjustment and how often an

employee employs affective behavioural methods (Alsaad, 2016). Cherian and Jacob (2013) asserted that self-efficacy plays a central role in influencing employees' emotional attitudes toward their work. According to Dedahanov et al. (2019), individuals possessing higher self-efficacy tend to set more challenging goals, while those with lower self-efficacy opt for less difficult goals because they believe that demanding objectives exceed their capabilities. Furthermore, employees with a strong sense of self-efficacy invest additional effort and energy into task completion. A heightened level of self-efficacy in tasks results in greater absorption and engagement in the tasks themselves (Schaufeli & Salanova, 2007). Hence, when facing difficulties, individuals decide how much effort to devote to pursuing the goal based on their self-efficacy.

Using a self-reported questionnaires, Ashfaq et al. (2021) conducted a survey involving 211 employees in both private and public sector organizations in Pakistan. Their hypothesis centred around a positive relationship between ethical leadership and employee engagement, with self-efficacy and organizational commitment acting as mediating factors. PROCESS macro analysis indicated a significant relationship between self-efficacy and employee commitment. Syabarrudin et al. (2020) analysed data from 50 employees at PT Semen Gresik (Persero) Tbk. In this study, questionnaires were administered through direct surveys to minimize any potential misinterpretation between the respondents and the researcher. Additionally, path analysis was employed as the chosen technique for data analysis. This study revealed that self-efficacy has a significant impact on employees' organizational commitment. In another investigation conducted by Lin and Wang (2018), it was discovered that self-efficacy is positively correlated with organizational commitment.

According to research conducted by Tsai et al. (2011) there was a notable positive influence of self-efficacy on employee organizational commitment. This can be attributed to the fact that employees with high self-efficacy are more inclined to embrace the goals and values of the organization, in contrast to employees with low self-efficacy, who may be more prone to rejecting the organization's values and objectives. Hence, enhancing organizational commitment can be achieved by bolstering self-efficacy to cultivate employee capabilities. Similarly, Demir (2020) investigated the connection between self-efficacy and job satisfaction, organizational commitment, motivation, and job involvement within a sample of teachers. The study included educators from 33 randomly selected middle schools in the Hatay city centre during the 2017-2018 academic year, employing the cluster sampling method. By employing Structural Equation Modeling (SEM) on data collected from 321

teachers, their findings suggested that job satisfaction and organizational commitment played a partial mediating role in the relationship between teachers' self-efficacy and motivation. As teachers' self-efficacy beliefs grew stronger, there was a corresponding increase in their levels of job satisfaction, organizational commitment, motivation, and job involvement. In line with these studies, this research assume that employee self-efficacy contributes to employee commitment. Based on the above literature, the following hypothesis was developed:

Hypothesis 2: In the hotel industry, there is a positive correlation between employee self-efficacy and employees' commitment to the organization.

Organizational Rewards

A topic that has garnered significant attention in the literature is the relationship between reward allocations, like income, and attitudes such as employee commitment (Cohen & Gattiker, 1994). The term "reward" represents a form of recognition for service, merit, or effort and is commonly utilized within organizations in relation to employees' job performance (Koo et al., 2019). Rewards encompass both financial elements such as incentives and benefits, as well as non-financial components, including recognition, on-site childcare, employee assistance programs, discounted cafeteria services, travel perks, and numerous others (Dajani, 2015). Financial rewards play a crucial role in motivating and retaining high-performing individuals within organizations. They are substantial and tangible acknowledgments of employees' value, self-worth, and accomplishments, achieved through monetary compensation (Koo et al., 2019). Conversely, non-financial rewards are intangible in nature and emphasize emotional value. They typically do not involve monetary benefits (Chiang & Birtch, 2008).

To attract, retain, and fulfil dedicated employees within the organization, employers require suitable total rewards packages (P. A. Obicci, 2015). Chelangat and Gachunga (2016)'s research demonstrated that total rewards are regarded as a valuable means of bolstering organizational commitment. Rewards foster employee commitment, dedication, and trust in both management and the organization. Rewards exhibit a positive correlation with employee performance because they offer employees the opportunity to augment their income, which is a legitimate concern for the majority of employees (Concepcion, 2020). In accordance with the principles of social exchange theory, when employees receive rewards

and their contributions are acknowledged within the workplace, it instils in them a sense of obligation to reciprocate by delivering quality work with heightened engagement (Ke & Deng, 2018). This reveals that rewards and salaries also play a crucial role in motivating employees to become more engaged, with leadership appearing to be a vital factor in this process (Kulsoom, 2020). Hence, it is imperative to comprehend employees' needs, aspirations, and their perception of the organization in order to formulate a benefits package that aids in retaining key personnel (Antoni et al., 2015). Simultaneously, this package should establish a connection between performance and rewards (Lardner, 2015).

Although previous literature has investigated the relationship between rewards and employee behaviour (Nazir et al., 2016; Pandzic & Hadziahmetovic, 2022), there exists limited empirical substantiation concerning the comparative impact of different types of rewards on employee commitment. In their study, Koo et al. (2019) sought to uncover the complex relationships among emotional rewards (including compliments, opportunities, empowerment, and recognition), material rewards (such as promotions, certificates, incentives, and special leave), job satisfaction, burnout, affective commitment, job performance, and turnover intentions within the hotel sector. The outcomes of the multiple regression analysis demonstrated the significance of emotional and material rewards, including their respective dimensions, in shaping affective commitment, job performance, and turnover intentions. Another study, undertaken by Nazir et al. (2016), aimed to investigate the correlation between extrinsic, intrinsic, and social rewards and the two components of organizational commitment, ultimately examining the turnover intentions of Chinese workers in both the public and private sectors. The findings indicate that extrinsic, social, and intrinsic rewards showed significant associations with affective and normative commitment. Nazir et al. (2016) reported that within the context of Chinese organizations, employees with varying types of organizational rewards exhibit distinct responses to employee commitment and turnover intention. Hence, the following hypothesis is proposed:

Hypothesis 3: In the hotel industry, there is a positive correlation between organizational rewards and employees' commitment to the organization.

3. Research Methodology

To examine the aforementioned three hypotheses, a quantitative descriptive research approach was utilized. The survey took place during the months of July and August 2023.

3.1 Sample and procedure

In the survey instrument, employees are asked questions regarding organizational trust, organizational rewards, employee self-efficacy, and their commitment to the organization. Responses to statements about these variables were collected using a five-point scale. The items of the questionnaire were originally in English and subsequently translated into Persian. Through the utilization of the parallel-translation technique, items were initially translated into Persian, the official language of Iran, by a professional translator. After that, a second person retranslated them back into English. The two translators collaboratively addressed and resolved all discrepancies. Subsequently, the appropriateness of the Persian version of the questionnaires was subjected to a pre-testing phase involving four academics. This step aimed to ascertain the clarity, validity, and suitability of the survey content and measurement scales.

The sample consisted of five-star hotels located in prominent tourist cities in Iran. The total number of five star hotels in Tehran, Isfahan, Shiraz, Mashhad, and Tabriz was N=47. The five star hotels located in above mentioned cities were chosen since they have many international guests with more variety of cultures. The target population of employees was identified within the selected upscale hotels (N=519). The sample size was calculated using the formula outlined by Krejcie and Morgan (1970). Thus, with a 95% level of confidence and a 5% margin of error, a sample size of 232 employees should have been obtained. A total of 207 responses were gathered, and after excluding responses with standardized scores beyond ± 3.29 , which is the recommended threshold for potential outliers, 192 responses were retained for analysis.

3.2 Measures

All measurements were adapted from prior research and aligned with the conceptual dimensions of each construct. They were assessed using a five-point Likert scale, with responses ranging from 5 (strongly agree) to 1 (strongly disagree).

3.2.1 Organizational rewards

The two dimensions of rewards, namely emotional and material rewards, were assessed using eight items (Koo et al., 2019). An example item is “If I contribute to our hotel's success or achieve sales goals, the hotel offers me opportunities for promotion”. Cronbach's alpha ranged from 0.774 to 0.957 for this scale.

3.2.2 Organizational trust

This study used a 12-item scale (Brewer, 2021) to measure organizational trust. An example of the items is “I believe that my manager keeps personal discussions confidential” and “I feel that my manager listens to what I have to say”. The scale utilized a 5-point Likert-type scoring system, where 1 represented "strongly disagree," and 5 signified "strongly agree." Cronbach's alpha for this scale resided at 0.821.

3.2.3 Employee Self-efficacy

This research used a 23-item scale of employee self-efficacy formulated by Hameli and Ordun (2022). An example of the items in the scale is “When I make plans, I am certain I can make them work”, “If I can't do a job the first time. I keep trying until I can”. The scale was rated on a 5-point Likert-type scale, with 1 indicating "Strongly Disagree" and 5 denoting "Strongly Agree." Cronbach's alpha was recorded at 0.832 for this scale.

3.2.4 Employee commitment

Validated scales for employee commitment was adopted from Hameli and Ordun (2022). The scale was rated on a 5-point Likert-type scale, with 1 indicating "Strongly Disagree" and 5 denoting "Strongly Agree." Cronbach's alpha was recorded at 0.844 for this scale. An example of the items in the scale is “I would be very happy to spend the rest of my career with this hotel” and “This organization has a great deal of personal meaning for me”.

4.Results

Demographic characteristics

The study focused on analyzing employees working in five-star hotels in Iran. Five demographic items were included in the questionnaire: gender, age, education level, hotel location and number of years with the hotel. The sample exhibited a slight predominance of male participants (59 %). Out of the entire sample, 29% were in the age range of 21 to 29, 38% fell between the ages of 30 and 39, while 9% were over 50 years old. Among participants who indicated their highest level of education, 43% held a bachelor's degree. Regarding work experience, 21% had 1–5 years, 27% had 6–10 years, 33% fell within the 11-15 years range, and 19% possessed over 15 years of experience. Furthermore, 40% were employed in permanent positions within hotels, while 60% were in contract positions.

Reliability and validity

In this research, the dataset underwent validation through the utilization of structural equation modelling (SEM) to assess its content validity, construct validity, and convergent validity. Cronbach's α was employed to assess the internal consistency of the findings. All values met the recommended threshold of 0.70, affirming the presence of internal coherence among the items within this study (Koo et al., 2019). Furthermore, the results of the Confirmatory Factor Analysis (CFA) conducted using maximum likelihood estimation indicate that the proposed model exhibits a satisfactory level of fit to the data (Goodness-of-fit statistics: $\chi^2 (2093) = 2746.607$, $p = 0.000$, $\chi^2/df = 1.312$, CFI = 0.954, IFI = 0.963). Furthermore, the RMSEA (Root Mean Square Error of Approximation) met the cut-off point of 0.041, which falls within the recommended range of acceptability. However, these goodness of fit statistics confirmed that the model adequately fitted the data.

In terms of convergence validity, it refers to the extent to which two items measuring the same concept agree with one another (Ramayah et al., 2011). Hair et al. (2010) propose that factor loadings, average variance extracted (AVE), and composite reliability (CR) serve as robust indicators of convergent validity. All components of measurement model had an acceptable level of AVE, i.e. between 0.538 to 0.806 (EC=0.594, OR=0.641, OT=0.806, ESE=0.716). Alumran et al. (2014) assert that Maximum Shared Variance (MSV) and Average Shared Variance (ASV) should be lower than the AVE value. In the current

research study, these values indeed fall below the AVE. All components of the measurement model exhibited a satisfactory level of Composite Reliability (CR), surpassing the threshold of 0.7. Consequently, the criteria for achieving convergent validity in the measurement model, as determined by AVE (Average Variance Extracted) and CR, were met.

Table 1 Convergent Validity

Variable	CR	AVE	MSV	ASV
EC	0.820	0.635	0.614	0.372
OR	0.943	0.641	0.334	0.217
OT	0.801	0.806	0.307	0.253
ESE	0.845	0.579	0.465	0.309

EC: Employee Commitment; OR: Organizational Rewards; OT: Organizational Trust; ESE: Employee Self-Efficacy

To test discriminant validity of measurement model two methods were used. According to Following the guidelines of Hair et al. (2010), the correlation between any two constructs should not exceed 0.9 for discriminant validity. Another approach to assess discriminant validity is by comparing the Average Variance Extracted (AVE) of two variables with the square of their construct correlation. As presented in Table 2, the correlations between the constructs were within the acceptable range. The findings revealed that for each variable (indicated by bolded values on the diagonal), the square root of the Average Variance Extracted (AVE) surpassed every correlation between variables, including Employee Commitment, Organizational Rewards; Organizational Trust; Employee Self-efficacy. Thus, the convergent validity and discriminant validity results for measurement model revealed good construct validity and reliability.

Table2 Discriminant Validity

	EC	OR	OT	ESE
EC	0.770			
OR	0.578	0.803		
OT	0.469	0.387	0.708	
ESE	0.594	0.529	0.088	0.846

EC: Employee Commitment; OR: Organizational Rewards; OT: Organizational Trust; ESE: Employee Self-Efficacy

Structural model

Structural model evaluation involves assessing the predictive or causal relationships between constructs within the model (Kijisanayotin et al., 2009). Similarly, this entails examining the causal connections among the latent variables, typically represented as the inner path model, which is often a hypothesized theoretical framework (Ringle et al., 2010). The evaluation of the structural model followed the verification of the validity and reliability of the constructs in the measurement model. The Structural Equation Modelling (SEM) was employed as the core analysis to test the research hypotheses and represent the interrelationships between exogenous construct (IV) and endogenous construct (DV) either direct or indirect (Hair et al., 2010). In this study, the structural model performed to test the model fit and the individual paths as well as describe the coefficient of determination (R²). The analysis of the structural model indicated a good fit, as evidenced by the goodness-of-fit indices (CFI = 0.942 which was ≥ 0.90 , IFI = 0.942 which was ≥ 0.90 , RMSEA = 0.049 which was ≥ 0.08 and Chi-sq / df = 1.9 which was ≤ 5.0).

Table 3 Examining Results of Hypothesized Effects of the Variables in Structural Model

Hypothesis/Path		B	β	S.E.	C.R.	P value	Result
H1	OR \rightarrow EC	0.194	0.027	0.052	3.699	0.01	Supported
H2	OT \rightarrow EC	0.025	0.034	0.043	0.592	0.55	Not Supported
H2	ESE \rightarrow EC	0.182	0.041	0.041	4.402	0.00	Supported

Hypotheses testing

Hypothesis 1

This study was expected a positive relationship between organizational rewards and employee commitment, and this expectation received strong support from the research results. The results indicated that, there was a significant influence of organizational rewards on employee committee ($\beta=0.027$; $p<0.01$) therefore H1 was supported in this study (Table 3). This is an encouraging outcome, signifying that organizations can leverage their reward systems to enhance their employees' trust and work engagement levels. Consequently, this can have a positive impact on various outcomes, including productivity, performance, organizational commitment, and job satisfaction. The findings from the research within the Iranian upscale hotel industry align with prior empirical studies conducted across diverse organizational contexts (Nazir et al., 2016; Newman & Sheikh, 2012; Tanford et al., 2010). Nevertheless, our results align with the social exchange theory, which forms the foundation for understanding the link between organizational rewards and affective commitment. According to this theory, when employees are rewarded and recognized for their efforts in their roles, they are more likely to engage in a fair exchange by responding with increased work engagement (Victor & Hoole, 2017).

H1: Organizational rewards is positively related to employee commitment was supported by research findings.

Hypothesis 2

Empirical evidence did not support the hypothesis that organizational trust and employee commitment are positively related ($\beta=0.034$; $p=0.55$) (Table 3). Organizational trust is commonly defined as the evaluation made by members of an organization regarding the organization's comprehensive implementation of policies and procedures governing its operations, human resources, and culture (Warren, 2012). In contrast to the literature's expectations, which had accumulated substantial evidence supporting a meaningful relationship between organizational trust and employee commitment (Akkaya, 2020; Vanhala et al., 2016; Warren, 2012), the findings of this study indicated no significant relationship between these two constructs. According to Vanhala et al. (2016), the perceived fairness and capability of an organization's policies and practices plays a significant role in reinforcing employees' commitment to the organization.

H2: There is no significant relationship between organizational trust and employee commitment in five-star hotels in Iran.

Hypothesis 3

Research results strongly supported its prediction of a significant relationship between employee self-efficacy and employee commitment ($\beta=0.041$; $p=0.00$). Self-efficacy involves one's belief in the ability to organize and exercise a course of action to successfully accomplish a task (Alsaad, 2016). The findings of H3 affirm the positive impact of self-efficacy on employee commitment, which aligns with Cameron and Dutton (2003)'s theory that employee commitment is influenced by employees' behaviours. Positive psychological behaviour refers to a state in which employees have a strong sense of ownership in the company's success and consistently perform at high standards that go beyond their job responsibilities. In their meta-analysis study, Chesnut and Burley (2015) investigated the impact of preservice and in-service teachers' self-efficacy beliefs on commitment to the teaching profession. In contrast to prior studies on self-efficacy and commitment, this review systematically assesses the observed effects within the existing literature. The findings demonstrated that the self-efficacy beliefs of both preservice and in-service teachers

have an impact on their commitment to the teaching profession, which corroborates the results of the present study.

H3: There is significant relationship between employee self-efficacy and employee commitment in five-star hotels in Iran.

5. Conclusion

The aim of this study was to fill the gap in the existing literature by analysing various factors that influence the organizational commitment of Iranian employees in the hotel industry. A proposed model encompassing all these factors was examined and verified to be appropriate. This research sheds light on how organizational rewards can enhance the commitment of employees in the Iranian hotel industry. Concerning this topic, there is a notable lack of published studies, particularly within the context of emerging countries like Iran. The significance of rewards becomes particularly evident when employees are required to invest a substantial amount of time with the company, as is the case in the hotel industry, where employees frequently contend with dynamic hotel operations. Investigating this hypothesis within the context of a five-star hotel contributes depth and insight to the comprehension of the role of rewards in the hotel industry for hotel practitioners.

This paper aimed to delve deeply into the intricate connections between employee self-efficacy and employee commitment within the upscale hotel industry in Iran. Optimal achievement of organizational commitment cannot be realized without the presence of self-efficacy, as self-efficacy stands as a crucial form of knowledge possessed by employees, representing the most valuable resource for a company. The study's results demonstrate that self-efficacy has an impact on the organizational commitment of employees within Iranian hotels. This implies that the third hypothesis in this study can be confirmed. The study's findings indicate that there is no significant influence on employee commitment based on their perception of trust in the organization. Therefore, H2 is rejected ($p=0.55$). This implies that employees do not perceive a connection between an increase in trust in the organization and an improvement in their job satisfaction or their commitment to the organization.

The outcomes of this research carry significant implications for managers within the hotel industry who aim to bolster their employees' organizational commitment by offering suitable organizational rewards. In addition to the valuable insights contributing to the

existing literature, this study also has certain limitations. Data collection was confined to five-star hotels in major tourist cities in Iran due to constraints related to time and space. Subsequent research endeavours could investigate the influence of supplementary factors on enhancing employee commitment. Moreover, future studies might incorporate more extensive measures, encompass a wider array of hotels in their sample, and incorporate alternative methodologies to offer a more comprehensive understanding of these relationships. Future research can offer a more nuanced understanding of the proposed relationships by employing both qualitative and quantitative measurements, potentially with larger and more diverse samples, allowing for the application of a mixed-methods approach.

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