

JOB SATISFACTION AND AFFECTIVE COMMITMENT AS PREDICTORS OF IN-ROLE BEHAVIOUR: A STUDY WITHIN THE MALAYSIAN HOTEL INDUSTRY

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The purpose of this paper is to contribute to the knowledge of how job satisfaction (extrinsic and intrinsic satisfaction) and affective commitment influence in-role behaviour of non-supervisory workers employed within the Malaysian hotel industry. The mediating role of affective commitment on the relationship between job satisfaction and in-role behaviour was also investigated. Regression analyses on the 188 responses collected demonstrated that both intrinsic and extrinsic job satisfaction had positive relationships with affective commitment. Specifically, intrinsic satisfaction was found to be more influential in explaining the variation in affective commitment. Additionally, affective commitment was found to have a significant and positive impact on in-role behaviour. The findings indicate that the two dimensions of job satisfaction were not significant predictors of in-role behaviour, thereby suggesting that the condition for the mediation effect of affective commitment was not supported. Implications of the findings to theory and practice are discussed. The paper concludes by identifying some possible limitations and offering suggestions regarding further investigations on in-role behaviour.

Job satisfaction, affective commitment, in-role behaviour, hotels, Malaysia.

INTRODUCTION

In today's competitive business environment, the most important challenge service-oriented organizations face is providing distinctive services to their customers. Since employees and customers frequently interact with one another in service encounters, what employees experience in their work gets transmitted to their customers (Schneider & Bowen, 1993). The significant contribution made by the services sector to the world's economy implies that the provision of value-added services to customers is crucial. The hotel industry, no different from other service industry, has grown rapidly parallel with the increase in tourism-related activities throughout the

globe. For instance, in the case of Malaysia, tourism-related receipts soared from RM25.83 billion in 2003 to RM29.6 billion in 2004 (Ministry of Finance, 2004). In tandem with the increase in the number of tourists to the country, further investment and upgrading of the hotel sector was made. This is evidenced from the number of hotel rooms, which have risen from about 49,874 rooms in 1991 to 120,000 rooms in 2001 involving a total of 79,780 employees (MTPB, 2002). This increasing growth in tourism and demand for hotel accommodation has helped the nation economically. For instance, in 2003, of the 56.7 percent contribution made by the services sector to Malaysia's Gross Domestic Product (GDP), the hotel industry alone contributed about 14.6 percent (Ministry of Finance, 2004). Since the hotel industry is labour-intensive, its dependence on human resources is higher than other industries (Mullins, 1992). According to Go and Pine (1995), the quality of service provided by hotels is determined largely by the skills, attitudes, and behaviours of the people producing the services. Therefore, designing strategies that would be able to foster positive work attitudes and behaviours among employees is a means by which service-providers, like hotels, can attract new customers and encourage repeat visitations.

Intuitively, it stands to reason that the best performers would be the most satisfied with their job and that the most satisfied would exemplify the best performers. A review of the literatures provided mixed findings about this relationship. For instance, some work showed that satisfaction leads to in-role performance (Herzberg, Mausner, & Snyderman, 1959) while other scholars demonstrated that performance influences satisfaction (Lawler & Porter, 1967). Additionally, the findings of other prior studies indicate that the bivariate relationship between these two variables varies from weak to nonexistent (Jaffaldano & Muchinsky, 1985; Vroom, 1964). According to Fisher (1980), attempts to find strong or consistent correlations between job satisfaction and performance have been unsuccessful due to several reasons related to the notion of consistency, conceptualization and measurement of behaviour, and specificity of the attitude measures used. However, over time, expansions in the conceptualization of these two constructs have made it possible for researchers to test new linkages between these variables as noted by Staw and Barsade (1993). To better assess the relationship between job satisfaction and performance, this study includes another equally important construct namely affective commitment. This is because commitment has been shown to be positively related to job satisfaction (Price & Mueller, 1981; 1986). Thus, the two objectives of this study are: (1) to investigate the relationship between job satisfaction (intrinsic and extrinsic satisfaction) and in-role behaviours (IRB) among hotel employees, and (2) to examine whether affective commitment serves as a mediator in the proposed relationship. The results of this study would contribute to our understanding of the impact of job satisfaction (extrinsic and intrinsic satisfaction) and affective commitment on Malaysian hotel employees' in-role behaviour.

REVIEW OF LITERATURE

In-Role Behaviour

In-role behaviour (IRB) is a subset of job-related behaviours (Tompson & Werner, 1997). The history of in-role behaviours can be traced back to as early as 1964. According to Katz (1964), there are two basic types of behaviours necessary for organizational effectiveness namely in-role job behaviours and extra-role behaviours. IRB has been defined as behaviour that is required or expected as part of performing the duties and responsibilities of an assigned work role, whereas extra-role behaviour is discretionary behaviour that benefits the organization and that goes beyond existing role expectations (Van Dyne, Graham, & Dienesch, 1994). These categories have also been labelled as "core" and "discretionary" behaviours (Tompson & Werner, 1997). Core job

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behaviour or IRB were initially described by Katz and Kahn (1978) as those behaviour that are prescribed and defined as being part of one's job, and are recognized by the organization's formal reward systems.

IRB reflects predictable job performance responsibilities that must be carried out in order to implement the organization's essential operations. If employees fail to perform these required behaviours, they do not receive organizational rewards and they may lose their jobs. According to Williams and Anderson (1991), IRB include behaviour such as working a full 8 hours/day, or completing all required assignments. In this light, IRB would be synonymous with the traditional supervisory evaluations of employees' job performance. Performance criteria to measure in-role performance are often broken down into four basic categories: ratings, quality measures, quantity measures, and file data, such as records concerning safety, absences, or tardiness (Barksdale & Werner, 2001). Supervisor ratings remain the most popular form of performance measurement, perhaps due to the fact that performance evaluations remain critical to managerial decision-making and rewards processes (Barksdale & Werner, 2001). Although evidence suggests that supervisor ratings are influenced by both in-role and extra-role behaviour (Werner, 1994), such ratings are often thought to be primarily capturing in-role work performance. In organizational settings, job performance assessment provides information for managerial decisions on compensation, promotion, and training as well as a basis for recommending termination. Hence, the focus of this study is on employees' in-role job behaviours.

Job Satisfaction and In-Role Behaviour

Job satisfaction can be considered as an affective response by an employee concerning his or her particular job and results from the employee's comparison of actual rewards or outcomes with those that are expected, needed, valued, wanted or perceived to be fair (Spector, 1996). Work rewards reflect the intrinsic and extrinsic benefits that workers receive from their jobs (Kalleberg, 1977). Two primary groups of work rewards that have been identified comprised of task and organizational rewards. Task rewards refer to those intrinsic rewards directly associated with doing the job (Katz & Van Maanan, 1977; Mottaz, 1988). They include such factors as interesting and challenging work, self-direction, responsibility, variety and opportunities to use one's skills and abilities. Organizational rewards, on the other hand, refer to the extrinsic rewards provided by the organization for the purpose of facilitating or motivating task performance and maintaining membership (Katz & Van Maanan, 1977; Mottaz, 1988). They represent tangible rewards that are visible to others and include such factors like pay, promotions, fringe benefits, security, and comfortable working conditions. It is generally assumed that individuals value both extrinsic and intrinsic job reward. Some workers may strongly emphasize both types of rewards, some may place little value on either, and others may emphasize one type and deemphasize the other. Nevertheless, both forms of rewards contribute to job satisfaction (O'Reilly & Caldwell, 1980).

Job satisfaction has been posited to affect job performance (Petty, McGee, & Cavender, 1984; Shore & Martin, 1989; Yousef, 2000). Specifically, high levels of job satisfaction would be associated with increased performance. This satisfaction-performance hypothesis is based on the assumption that employees expect equity in their transaction. According to equity theory (Adams, 1965), unpleasant emotions associated with the job may stimulate workers to restore equity by altering their behaviours, attitudes, or both. Hence, an individual who perceived the existence of inequity will experience dissatisfaction, which in turn, will stimulate the person to reduce the feelings of tension via a decline in task performance. Similarly, a person who judged himself/herself to be in a position of positive inequity (over-rewarded) may opt to maintain equilibrium by engaging in better job performance.

Additionally, the job satisfaction-performance linkage can also be explained using Blau's (1964) economic exchange perspective. According to Van Dyne et al. (1994), job satisfaction occurs when the job has been able to meet an employee's expectations and needs. Thus, employees who experience satisfaction would interpret their satisfying jobs as resulting from the organization's efforts in fulfilling its obligations, which in turn, induces them to reciprocate via economic exchange (Blau, 1964) by performing better in their jobs. The findings from past studies (for example, Petty et al., 1984; Williams & Anderson, 1991; Yousef, 2000) provided empirical evidence to support the positive and significant impact of job satisfaction on in-role performance.

Job Satisfaction and Affective Commitment

Mowday, Steers, and Porter (1982) argued that affective commitment and job satisfaction are somewhat different constructs. While affective commitment is a reflection of a more stable and general employee attitude towards the organization as a whole, job satisfaction is a reflection of a more fragile and changeable employee attitude either towards one's job or certain aspects of one's job. Prior studies have discovered that job satisfaction and organizational commitment is positively correlated with one another (Mathieu & Zajac, 1990). A meta-analysis study undertaken by Mathieu and Zajac (1990) showed that job satisfaction and organizational commitment is positively correlated with one another. Williams and Hazer (1986) found a direct link between job satisfaction and organizational commitment whereby job satisfaction is an antecedent of organizational commitment. This line of thought assumes that an employee's orientation toward a specific job precede his or her orientation toward the entire organization. According to Mowday, Steers, and Porter (1979), one's attitude toward the specific task environment (job satisfaction) is expected to develop more quickly than one's relationship with the organization. A person's attachment to the employing organization (commitment) appears to develop slowly but consistently over time and is less affected by day-to-day events in the workplace (Mowday *et al.*, 1979). On a similar note, Stevens, Beyer, and Trice (1978) using the exchange process theory argued that when an individual's needs and desires are satisfied, this resulting affective state becomes associated with the organization, leading to organizational commitment. Other studies (for instance, O'Reilly & Caldwell, 1980; Saks, Mudrack, & Ashforth, 1996) supported the findings that job satisfaction resulted from rewards (both intrinsic and extrinsic) led to increased psychological attachment to the organization (affective commitment).

Affective Commitment and In-Role Behaviour

Affective organizational commitment can be conceptualized as an attitudinal variable, which reflects "the relative strength of a person's identification with and involvement in a particular organization" (Mowday *et al.*, 1979; 1982). In organizational settings, commitment as defined by the above authors, reflects an employee's affective commitment such that those employees whose identity have become increasingly linked with the organization are more willing to give something of themselves in order to contribute to the organization's well-being such as engaging productively in task performance.

Another conceptualization of the commitment construct, provided by Scholl (1981), serves to justify the positive linkage between commitment and job performance. Scholl (1981) viewed organizational commitment as a stabilizing force that acts to direct the behaviour of the individual in the organization even when expectancy or equity conditions are not met. According to Scholl (1981), an individual can become committed to the organization as a result of his/her investments to the organization termed as "side-bets" by Becker (1960), a lack of alternative opportunities, the norm of reciprocity, and a sense of social identification with the organization. If an employee were

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committed to the organization through one of these four processes, the employee would be expected to behave in a manner that would lead to continued organizational membership via in-role and extra-role performance (Scholl, 1981).

Findings from various past studies provided evidences for the role of affective commitment as a predictor of job performance (for example, Bret, Cron & Slocum, 1995; Chen & Francesco, 2003; Larson & Fukami, 1984; Meyer, Paunonen, Gellatly, Goffin, & Jackson, 1989; Petty et al., 1984; Yousef, 2000). In addition, meta-analyses conducted by scholars (for example, Jarramillo, Mulki, & Marshall, 2005) indicated that high levels of commitment are bound to be associated with increased job performance.

Framework and Hypotheses

Based on the review of literature pertaining to in-role behaviour, job satisfaction, and affective commitment, the framework (as depicted in *Figure 1*) and hypotheses of this study are presented.

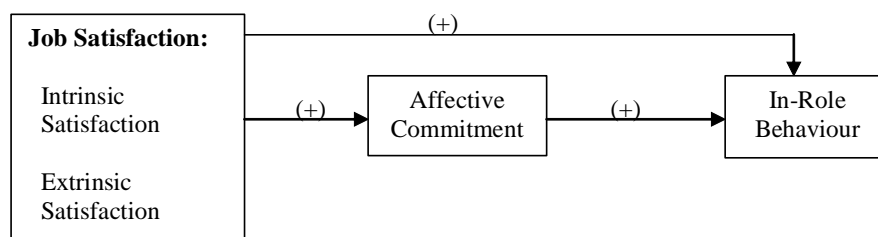


Figure 1
Theoretical framework

The hypotheses posited in this study are:

- H1: Job satisfaction will be positively related to in-role behaviour. .*
H1a: Intrinsic job satisfaction will be positively related to in-role behaviour.
H1b: Extrinsic job satisfaction will be positively related to in-role behaviour.
- H2: Job satisfaction will be positively related to affective commitment.*
H2a: Intrinsic job satisfaction will be positively related to affective commitment.
H2b: Extrinsic job satisfaction will be positively related to affective commitment.
- H3: Affective commitment will be positively related to in-role behaviour.*
- H4: Affective commitment will mediate the relationship between job satisfaction and in-role behaviour.*
H4a: Affective commitment will mediate the relationship between intrinsic job satisfaction and in-role behaviour.
H4b: Affective commitment will mediate the relationship between extrinsic job satisfaction and in-role behaviour.

METHODOLOGY

Subjects and Measures

Participants in the study were full-time, non-supervisory workers employed by 5-star rated hotels located on the island of Langkawi, Malaysia. According to the *Malaysian Hotel List 2005-2006* (Malaysian Tourism Promotional Board, 2006), there are six 5-star rated hotels in Langkawi, Malaysia. A total of 500 questionnaires were distributed with the help of the hotels' human resource managers. The "drop-off" and "pick-up" method was employed whereby respondents were given two weeks to answer the questionnaires. In all, 188 completed and matched questionnaires were received and analysed, representing a response rate of 37.6 percent.

The independent variable in the study is job satisfaction (intrinsic and extrinsic). Affective commitment is the mediating variable. The criterion variable is in-role behaviour. Employees completed the scale pertaining to the predictor variables. In-role behaviour was gauged via supervisor ratings. Job satisfaction was gauged using 10 items each adopted from Moorman (1993). Five items were used to measure intrinsic satisfaction whereas extrinsic satisfaction was gauged via the remaining five items. Extrinsic satisfaction relates to the respondents' feelings of satisfaction regarding their job context such as supervision, coworkers, and policies. Intrinsic satisfaction relates to the respondents' feelings of satisfaction concerning their job content such as opportunities, accomplishment, and autonomy. Responses for the items were made on a 7-point scale (*1 = strongly dissatisfied to 7 = strongly satisfied*). Similarly, affective commitment was measured using 9 positively worded items adopted from Mowday *et al.* (1979). The utilization of the 9-item version measure instead of the 15-item original Organizational Commitment Questionnaire (OCQ) was made following the suggestions put forth by Allen and Meyer (1990). According to Allen and Meyer (1990), the negatively worded items in the OCQ may be confounded with withdrawal intentions. Affective commitment reflects the relative strength of an individual's identification with and involvement in a particular organization. Sample items include "I am willing to put in a great deal of effort beyond that normally expected in order to help this hotel be successful", and "I talk up this hotel to my friends as a great organization to work for". Reliability coefficients of the scale from previous studies were in the range of .83 to .93 (Mathieu & Zajac, 1990). Responses to the items were made on a 7-point scale (*1 = strongly disagree to 7 = strongly agree*). In-role behaviour, on the other hand, was measured using 7 items adopted from William and Anderson (1991). The in-role behaviour measure reflects how well a person performs work as required by his or her formal job description. Responses to the items were made on a 7-point scale (*1 = strongly disagree to 7 = strongly agree*). Two items were negatively phrased and had to be reverse-coded.

Method of Analysis

Following the suggestions made by earlier researchers (for instance, Brief & Motowildo, 1986; Krebs, 1970; Van Dyne & LePine, 1998) that employee behaviours can be influenced by demography, seven personal variables (age, gender, marital status, education, race, job tenure, and organizational tenure) were controlled in the statistical analyses. The hypotheses were tested using hierarchical regression (Cohen & Cohen, 1975). In testing the mediation effects, the procedures as suggested by Baron and Kenny (1986) and Kenny (2003) were followed.

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RESULTS

Profile of Respondents

Of those who completed the questionnaires, 111 (60.0%) were males and 74 (40.0%) were females. In terms of marital status, 109 respondents were married (58.6%) and 77 (41.4%) were unmarried. For ethnicity, the sample consisted of 168 Malays (91.3%), 3 Indians (1.6%), 1 Chinese (0.5%), and 121 others (6.5%). Regarding education, 71 (41.0%) have LCE/SRP/PMR or lower, 75 (43.3%) had MCE/SPM, 8 (4.6%) have HSC/STPM, 18 (10.4%) have diploma, and only 1 (0.6%) have a degree. The respondents came from various work departments as follows: 31 front office (16.6%), 30 food and beverage (16.0%), 77 housekeeping (41.2%), 11 kitchen (5.9%), 4 maintenance (2.1%), 17 administration (9.1%), and 17 others (9.1%).

Factor Analyses of the Study Variables

Three separate principal component factor analyses with varimax rotation were conducted to validate whether job satisfaction, affective commitment, and in-role behaviour are conceptually distinct. Items with factor loadings greater than or equal to 0.50 were chosen and a cut-off point of 0.35 was observed for cross-loadings (Igbaria, Iivari, & Maragahh, 1995). A two-factor solution was obtained explaining 60.17% of the total variance in job satisfaction. The KMO measure of sampling adequacy was 0.847 indicating sufficient intercorrelations, while the Bartlett's Test of Sphericity was significant (Chi square = 781.080, $p < .01$). The first factor with an eigen value of 4.59 consisted of six items was named intrinsic satisfaction, while the second factor with an eigenvalue of 1.43 consisted four items was named extrinsic satisfaction. A similar factor analysis was undertaken to unveil the dimensionality of the mediating variable, affective commitment. As conceptualized, a single factor solution emerged explaining 51.47 % of variance in affective commitment. The KMO measure of sampling adequacy was 0.868 indicating sufficient intercorrelations, while the Bartlett's Test of Sphericity was significant (Chi square = 717.739, $p < .01$). Finally, another factor analysis was carried out to confirm the dimensionality of in-role behaviour. A one-factor solution was revealed explaining 57.58 % of the variance in in-role behaviour. The KMO measure of sampling adequacy was 0.840 indicating sufficient intercorrelations, while the Bartlett's Test of Sphericity was significant (Chi square = 720.451, $p < .01$).

Descriptive Statistics of the Study Variables

Descriptive statistics for selected demographic variables and study variables are presented in Table 1.

Table 1
Descriptive Statistics of Demographic and Study Variables

Variable	Means	Standard Deviations
Age (years)	29.79	8.84
Job Tenure (years)	3.93	2.48
Organizational Tenure (years)	4.38	2.56
Intrinsic Job Satisfaction (IJS)	4.70	0.90
Extrinsic Job Satisfaction (EJS)	4.98	1.04
Affective Commitment (AC)	5.25	0.80
In-Role Behaviour (IRB)	5.22	0.89

As shown in Table 1, the mean age for the sample is 29.8 years with a standard deviation of 8.84 years. On the average, respondents have been in their jobs for 3.93 years with a standard deviation of 2.48 years. The mean working experience for the sample is 4.38 years with a standard deviation of 2.56 years. The mean value for intrinsic job satisfaction ($M = 4.70$, $SD = 0.90$) and extrinsic job satisfaction ($M = 4.98$, $SD = 1.04$) for the sample were considered moderate. Affective commitment and in-role behaviour, on the other hand, were slightly on the high side, ranging from a mean score of 5.25 and 5.22 with standard deviations of 0.80 and 0.89 respectively.

Reliability and Correlation Coefficients of the Study Variables

Table 2
Intercorrelations and Reliabilities

	IJS	EJS	AC	IRB
IJS	(0.79)			
EJS	.587**	(0.84)		
AC	.471**	.420**	(0.88)	
IRB	-.027	-.022	-.324*	(0.86)

Note: “IJS” denotes intrinsic job satisfaction, “EJS” denotes extrinsic job satisfaction, “AC” denotes affective commitment, and “IRB” denotes in-role behaviour.

$N = 188$, * $p < .05$, ** $p < .01$.

As can be seen from Table 2, the correlation coefficients among intrinsic satisfaction, extrinsic satisfaction, and affective commitment were positive and significant. Affective commitment was significantly and negatively correlated with in-role behaviour. However, both intrinsic satisfaction and extrinsic satisfaction were not significantly correlated with in-role behaviour. All the reliability coefficients for the study variables were considered high since they exceeded Nunnally’s (1978) minimum requirement of 0.70.

Hypotheses Testing

To test for H1, both dimensions of job satisfaction were regressed on to in-role behaviour. Table 3 presents the regression results of this analysis.

From Table 3, when the seven control variables were entered into the regression equation (Model 1), an R^2 value of 0.12 was obtained ($F\text{-change} = 3.269$, $p < .01$). Job tenure was found to have a significant and positive effect on in-role behaviour ($\beta = .29$, $p < .01$). This result indicates that the longer an employee holds a particular job, the more he or she would perform in-role behaviour. On adding the intrinsic and extrinsic job satisfaction (Model 2), the R^2 change did not increase and the F -change was not significant, suggesting that both intrinsic and extrinsic satisfaction were not significant predictors of in-role behaviour. Hence, H1 is not supported.

In order to test for mediation, the independent variable must initially be proven to have a significant relationship with the dependent variable (Baron & Kenny, 1986; Kenny, 2003). Since both intrinsic and extrinsic satisfaction had no significant relationships with in-role behaviour, one of the conditions for the mediation effects of affective commitment on the relationship between job satisfaction and in-role behaviour is said to be violated. Thus, H4 is not supported.

To test for H2, both dimensions of satisfaction were regressed on to affective commitment. Table 4 shows the regression results of this analysis.

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Table 3
Results of Regression Analysis of JS (Intrinsic and Extrinsic) on IRB

Predictors	In-Role Behaviour	
	Model 1 Std. β	Model 2 Std. β
Step 1: Control Variables		
Gender (1 = Male)	-.17	-.18
Age	-.06	-.04
Marital Status (1 = Single)	-.06	-.05
Race (1 = Malay)	.03	.02
Education	.12	.12
Job Tenure	.29**	.28**
Organizational Tenure	.01	.01
Step 2: Model Variables		
Intrinsic Satisfaction		-.07
Extrinsic Satisfaction		.02
R^2	.12	.12
Adj. R^2	.08	.08
R^2 Change	.12	.00
F -Change	3.269**	.377

Note. $N = 188$; * $p < .05$, ** $p < .01$

Table 4
Results of Regression Analysis of JS (Intrinsic and Extrinsic) on AC

Predictors	Affective Commitment	
	Model 1 Std. β	Model 2 Std. β
Step 1: Control Variables		
Gender (1 = Male)	-.20**	-.10
Age	.19*	.10
Marital Status (1 = Single)	.14	.09
Race (1 = Malay)	.04	.05
Education	.13	.11
Job Tenure	-.30**	-.22*
Organizational Tenure	.29**	.25**
Step 2: Model Variables		
Intrinsic Satisfaction		.31**
Extrinsic Satisfaction		.23**
R^2	.08	.31
Adj. R^2	.04	.27
R^2 Change	.08	.23
F -Change	2.155*	27.832**

Note. $N = 188$; * $p < .05$, ** $p < .01$

As portrayed in Table 4, when the seven control variables were entered into the regression equation (Model 1), and an R^2 value of 0.08 was obtained (F -change = 2.155, $p < .05$). Gender ($b = -.20, p < .01$) and job tenure ($b = -.30, p < .01$) were negatively and significantly related with in-role behaviour. In other words, females experience lesser affective commitment than men. Similarly, employees with shorter job tenure exhibited lesser affective commitment toward their organization. Organizational tenure ($b = .29, p < .01$), on the other hand, was positively and significantly related with in-role behaviour. On the other hand, longer tenured employees experienced higher affective commitment. On adding intrinsic and extrinsic satisfaction (Model 2), the model variables were able to explain an additional 23.0% of the variation in affective commitment (R^2 change = 0.23, F -change = 27.832, $p < .01$). Specifically, both intrinsic ($\hat{\alpha} = 0.31, p < .01$) and extrinsic ($\hat{\alpha} = 0.23, p < .01$) satisfaction had positive relationships with affective commitment. On closer examination, intrinsic satisfaction was found to be more influential in explaining the variation in affective commitment. These results provided full support for H2.

To test for H3, another regression analysis was conducted. Table 5 shows the regression results of affective commitment on in-role behaviour.

Table 5
Results of Regression Analysis of AC on IRB

Predictors	In-Role Behaviour	
	Model 1 Std. β	Model 2 Std. β
Step 1: Control Variables		
Gender (1 = Male)	-.17*	-.16*
Age	-.06	-.07
Marital Status (1 = Single)	-.06	-.07
Race (1 = Malay)	.03	.02
Education	.12	.11
Job Tenure	.29**	.31**
Organizational Tenure	.00	-.00
Step 2: Model Variables		
Affective Commitment		.28*
R^2	.12	.22
Adj. R^2	.08	.09
R^2 Change	.08	.10
F -Change	3.269**	2.261*

Note. $N = 188$; * $p < .05$, ** $p < .01$

As can be observed from Table 5, the seven control variables managed to explain 12.0% of the variance in in-role behaviour ($R^2 = 0.12$, F -change = 3.269, $p < .01$). A closer scrutiny reveals that job tenure had a significant and positive effect on in-role behaviour ($\beta = .29, p < .01$). In contrast, gender has a negative and significant effect on in-role behaviour ($\beta = -.17, p < .05$). In other words, employees with longer job tenure exhibited greater in-role behaviour. On the other hand, females performed lesser in-role behaviour than men. In the second step, affective commitment was able to explain an additional 10.0% of the variation in in-role behaviour (R^2 change = 0.10, F -change = 2.261, $p < .05$). Specifically, affective commitment ($\beta = .28, p < .01$) was found to have a significant and positive impact on in-role behaviour, thereby, providing full support for H3.

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DISCUSSION AND CONCLUSION

The objectives of the current study were to investigate whether job satisfaction (intrinsic and extrinsic satisfaction) and affective commitment have positive effects on in-role behaviours of non-supervisory hotel employees. The study also examined whether affective commitment serves as a mediator in the relationship between job satisfaction dimensions and in-role behaviour. The statistical results obtained in this study showed that both intrinsic and extrinsic job satisfaction were able to positively and significantly predict hotel employees' affective commitment. Of the two satisfaction dimensions, intrinsic satisfaction was found to be more influential in explaining the variation in affective commitment. These findings are consistent with those of previous researchers (for instance, O'Reilly & Caldwell, 1980; Saks *et al.*, 1996; Williams & Hazer, 1986). When non-supervisory employees in the 5-star rated hotels viewed their jobs as interesting and challenging, as well as providing opportunities for autonomy and self-direction, they are likely to reciprocate by being more psychologically attached to their employing organization. Similarly, satisfaction with extrinsic rewards in the form of satisfaction with supervision, satisfaction with co-workers, and satisfaction with organizational policies were found to have positive effects on an employee's affective commitment. Additionally, affective commitment was found to predict an employee's in-role behaviour. This finding is in tandem with those of past studies (for example, Bret *et al.*, 1995; Chen & Francesco, 2003; Jaramillo *et al.*, 2005; Larson & Fukami, 1984; Meyer *et al.*, 1989; Petty *et al.*, 1984; Yousef, 2000). When an employee experience affective commitment, which represents something beyond mere passive loyalty to the organization as argued by Mowday *et al.* (1982), they would be willing to expend greater efforts in order to contribute to the organization's well-being. In the workplace, highly committed employees would be more inclined to act in a manner that would add value to the organization such as performing well in their jobs. Surprisingly, in the present investigation, job satisfaction (both intrinsic and extrinsic satisfaction) was not able to predict in-role behaviour. Hence, the hypothesized mediation effect of affective commitment on the relationships between job satisfaction and in-role behaviour was not supported. One plausible explanation to account for this non-relationship may be related to the sample itself. The subjects chosen comprised on non-supervisory workers. Given their low educational qualifications, alternative employment opportunities would be limited. Within such a context, these employees have no choice but to perform their job roles as required regardless of their level of job satisfaction.

From the managerial point of view, the findings from this research suggest that the relevant authorities in hotels concern with enhancing commitment and job performance among their non-supervisory workers need to focus their attention on creating an interesting work context, offering ample empowerment for job tasks, and providing fair and proper supervision. The managers within the hospitality setting should be competent and consistent in leading their subordinates through clear guidelines as well as need to show their sensitivity and concern for the welfare of their subordinates via social rewards such as praises and approvals in order to increase the latter's commitment and ensure their job performance. In addition, the opportunity to use different skills and talents in performing one's job activities should be provided to enhance the level of intrinsic satisfaction among the hotel workers.

In conclusion, this research has provided evidence to support previous studies on the effects of job satisfaction on affective commitment (such as O'Reilly & Caldwell, 1980; Saks *et al.*, 1996; Williams & Hazer, 1986) and the effects of affective commitment on in-role behaviour (such as Bret *et al.*, 1995; Chen & Francesco, 2003; Jaramillo *et al.*, 2005; Larson & Fukami, 1984; Meyer *et al.*, 1989; Petty *et al.*, 1984; Yousef, 2000). Specifically, this study has provided insights as to how job satisfaction (extrinsic and intrinsic satisfaction) and affective commitment influence in-

role behaviour of non-supervisory workers employed within the Malaysian hotel industry. Nevertheless, some limitations need to be noted when interpreting the results of this study. First, the cross-sectional nature of the data precludes inference of cause-effect relations between satisfaction, commitment, and in-role behaviour. Second, because the sample was derived from employees within the hotel sector alone, external validity of the findings may be limited. In future, it would be insightful to gather data from a variety of industries. Third, the current study focused specifically on two job attitudes as antecedents of in-role performance. Future studies may examine other relevant attitudinal variables, including trust, and other work outcomes, such as extra-role citizenship behaviour.

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