Professional Qualification and Organizational Commitment in Hospitality

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ABSTRACT

This study aimed to analyze the relationship between professional qualification and employee engagement in hotel developments in the city of João Pessoa / PB, in Northeastern Brazil. In order to empirically legitimize this discussion, a descriptive study was adopted, with a quantitative approach, with the application of questionnaires with employees of hotel enterprises in the city of João Pessoa, capital of the state of Paraíba. For data analysis, descriptive statistics, factor analysis, reliability analysis, Pearson correlation analysis and linear regression analysis were performed, with the aid of the statistical software SPSS. The results show that the more employees perceive the benefits of professional qualification, the more this reinforces their need to remain in the company due to the benefits it offers, as well as the feeling of belonging and identification of the employee with the company, once that both objectives go in the same focus. Thus, the results of this study suggest that the management of hotel companies should focus on improving the level of commitment of their employees, providing opportunities through adequate qualification efforts. From an academic point of view, this study contributes to research in the hotel industry, being able to prove the existence of positive

relationships between professional qualification and organizational commitment. From a managerial point of view, it helps to understand the importance of investing in qualification, perceiving the employee as a fundamental element in the production process. As the main limitation of the study, the fact that data collection was carried out in a single municipality is pointed out. Thus, it is suggested as paths for future research the expansion of the study universe and consequently the sample size, starting with the analysis of other states and / or other regions of Brazil and even making the comparison with other countries.

Keywords: Professional Qualification, Organizational Commitment, Human Resource Management, Hospitality, Brazil.

INTRODUCTION

The subject of professional qualification and organizational commitment has attracted interest from both academia and managers. It is believed that organizations that can develop committed employees will be able to gain greater market competitiveness and broad chances of success as they will be able to achieve their goals.

Fleury and Fleury (2010) describe that the human resource within organizations in the industrial age was considered as a cost and that with globalization and technological advances, individuals go through this transformation process and are considered as investments.

In today's dynamic and competitive scenario, organizations make significant efforts to ensure the commitment and satisfaction of their employees with a view to continuously improve the quality of services and productivity rates. Organizational commitment has been seen as advantageous for both the organization and its employees, as it can reinforce the sense of belonging, job security, career and development, better pay and greater rewards (Azeem and Akhtar, 2014).

Workplace qualification can be defined as a systematic process that aims to help employees improve their knowledge and skills and develop positive behavior through learning experience, with the goal of achieving higher performance (Buckley and Caple, 2009). According to Jun *et al.* (2006), this qualification process provides a number of benefits to employees in terms of expanding knowledge and skills, becoming more effective team members, and improving career development.

Although studies on hotel services have been conducted since the 1980s with Barrington and Olsen (1987), it has only been in the 1990s that the quality of service provided has gained the attention of professionals, academics and researchers (Lassar *et al.*, 2000). In the absence of adequate training, professional qualification has remained a challenge for hotels and an area of concern for the whole industry (Clarck *et al.*, 2009).

The researchers Jaykumar *et al.* (2014) and Zubaidah *et al.* (2016), present studies about the competencies and factors that influence the performance of employees in the hotel businesses, pointing out that training plays a significant role in improving employee performance, especially regarding service quality. Other studies from Lahap *et al.* (2016), Kashif *et al.* (2016), Robabeh *et al.* (2015) and Jalal (2016), bring important contributions in terms of the models of professional qualification, organizational policies and service management.

Medeiros *et al.* (2003) conclude in their research that hotels that are based on the strategy of commitment or the new conception, with decentralized organizational structure, with appreciation of people, teamwork, confidence and an aligned human resource management system, have committed employees, and perform better than hotels based on control strategy or the old conception, where there is a predominance of hierarchical structures and task specialization. That way, it is necessary to seek improvements in all aspects, not only in the facilities and equipment, but also in the effective qualification of the professionals who work in the sectors related to tourism and hospitality.

Therefore, it can be seen that professional qualification is capable of unfolding not only in the quality of services, but also in organizational commitment, which is a central theme in several models of human resource management (Sutherland, 2018; Kim *et al.*, 2018). It is believed that employee engagement may vary depending on different aspects, both personal and organizational. Considering all the impacts that it can have on the performance of individuals and organizations, it is fundamental that businesses know how these elements relate to increase their chances of success.

The number of studies that have examined the impact of training these employees on the level of commitment and results is lacking. Looking at this gap, Rajib Dhar (2015) develops a research model, in 53 hotels in India, where he analyzes the relationship between employee training and its impact on

organizational commitment, observing the generation of quality in the services provided.

Therefore, with the growing increase in events in the city of João Pessoa, especially after the inauguration of the Poeta Ronaldo Cunha Lima Convention Center, the trend is for the number of tourists to become more and more expressive. The hotel sector, being an area that deals mainly with services, must invest in the development of skills of its employees, seeking to improve the quality of services provided, which could be another competitive advantage.

Therefore, it is necessary to seek improvements in all aspects, not only in facilities and equipment, but also in the effective qualification of professionals working in sectors related to tourism and hospitality. Based on this assumption, we have the question: What is the relationship between professional education and the organizational commitment developed in hotel projects in João Pessoa/PB?

In this context, the general objective of this research is to analyze the relationship between professional qualification and commitment of employees in hotel businesses in the city of João Pessoa, Paraíba, Brazil. As specific objectives, we sought to: a) verify how professional qualification is developed in hotel businesses; b) describe the approaches and levels of the organizational commitment of the employees; and c) characterize the relationships between professional qualification and organizational commitment.

LITERATURE REVIEW

The importance of human capital in hospitality

In the competitive and extremely dynamic market, the importance of human capital in the organizational environment is increasing, since only people are capable of generating, interpreting and processing new knowledge, as well as transforming or adapting patterns of behavior (Starec, 2012).

Human capital is a multidimensional construct that encompasses tangible and intangible aspects that serve as inputs in the productive process. For Martin-de-Castro *et al.* (2006), human capital refers to the tacit or explicit knowledge that people possess, as well as their ability to generate it, which is useful for the organization's mission and includes values and attitudes, skills and *know-how*.

In the context of strategic human resource management, human capital is primarily responsible for differentiating an organization from its competition, giving a competitive advantage through the unique and specific skills of the employees (Martins and Silva, 2013).

Camargo (2003) and Morgati (2010) argue that in order to maintain competitive advantage in hospitality, it is necessary to attract and select talented employees who present an adequate level of reception, who are able to give the attention that the guest expects to receive. Therefore, the human element is a very important factor for companies in the hospitality industry, since, unlike the manufacturing sector, services are indissolubly linked to the workers who provide it and therefore are constituted as an indispensable link in the value chain and in the client's perception of the level of quality obtained in relation to his expectations.

Even if progress has brought innovations and improvements in the hospitality industry, the human element remains the key. The welcoming process depends on that human element and, consequently, the company's own profitability. It is the warm reception that forms the positive or negative image of the city, region or country by the guest (Castelli, 2003).

Biagi *et al.* (2017) believe that organizations should invest in human capital and in their permanent professional training, enabling them to build an integrated relationship with the environment, allowing greater productivity and meeting material and human needs. It is therefore important to discuss actions of human resource management in terms of mutual benefits, both for the organization and the individual.

Professional qualification

The constant behavioral changes of consumers of hospitality services caused, at the same time, the diversity and the personalization of these services. In this way, the provision of innovative services would need to be based on the understanding of consumers (Navarro *et al.*, 2015). In this perspective, the professional qualification allows the individual to acquire competences and put his knowledge in the service of the company he works on.

According to Noe (2010), the professional qualification is the effort planned by a company to facilitate the learning of competences related to the work. These competences include knowledge, skills or behaviors that are critical to the successful performance of the job.

Thus, qualification should be considered an investment and not a cost, since without it individuals lose their employability and the organizations their competitive capacity to deal with changes (Gomes *et al.*, 2012). Despite the acknowledged importance of professional qualification, Abbasian's study (2018) observes that the lack of time and money often represent obstacles to such investment. In addition, some businesess report the existence of inadequate courses that make it difficult to perceive positive results.

It is possible to perceive that the hospitality industry is going through a moment of expansion of new enterprises and services to meet the growing tourist demand (Tomazzoni and Tavares, 2014), which requires the engagement of a management very focused on developing human capital able to satisfy the needs and demands of guests. In this context, organizations within this industry must seek a continuous improvement in the quality of products and processes. Therefore, investing in professional qualification becomes indispensable, as it contributes to the reduction of errors, aiming to increase productivity levels (Glaveli and Karassavidou, 2011; Rosli and Mahmood, 2013).

Nowadays, organizations that seek excellence aim to manage and develop the full potential of their employees. It is therefore necessary to create

a culture that enables the development and the professional qualification, so that people are motivated through communication and recognition, making them to use their skills and knowledge for the benefit of the organization as a whole (Dodangeh *et al.*, 2011; Go and Govers, 2000; Muskat *et al.*, 2013; Pipan *et al.*, 2012).

The quality in the provision of services depends on the integration between people, as all employees are responsible for delivering quality products and services. Therefore, it is necessary to motivate them and invest in the creation of a favorable organizational environment, potentializing the accomplishment of teamwork (Azadeh *et al.*, 2013; Dodangeh *et al.*, 2011; Santos, 2013; Fields *et al.*, 2014; Safari *et al.* 2012).

Organizational commitment

The subject of organizational commitment has been object of study of several researchers in the last decades, aiming to help organizations to find management strategies for their employees that make them more satisfied, more involved with the company and therefore more productive.

The international literature on organizational commitment began in the mid-1970s and during the 1980s it grew significantly (Borges-Andrade, 1994). In Brazil, Medeiros *et al.* (2003) reported that studies on the subject began in the mid-1990s and have been widely explored since then.

To Mowday *et al.* (1979), organizational commitment is a broad construct that reflects a general response of the individual to the organization as a whole, which may be characterized by a strong desire to join the organization, willing to exert considerable effort to the benefit of the organization, and demonstrating a strong acceptance of the organization's goals and values.

According to Mukerjee (2014), organizational commitment should be a fundamental concern of managers because of their close relationship with results such as professional attitude and job satisfaction, which are associated with performance and quality at work.

The success of hotels depends to a large extent on positive interactions between employees and customers. Committed individuals work more, are less likely to be absent from work, are less likely to leave their job, have higher job satisfaction and have the capacity to increase productivity, while those with lower commitment are more expensive to organizations due to high turnover, absenteeism, and poor performance (Allen and Meyer, 1999).

The literature on organizational commitment points to several approaches, among them: affective, instrumental, normative and multidimensional approaches.

For Siqueira and Gomide Junior (2004), the affective bond with the organization tends to become more strengthened as the employees perceive that the company is committed to them. According to Medeiros (2003), the affective focus dominated the literature of organizational commitment for a longer time. Studies carried out in the last 10 years have conceptualized organizational commitment as an affective organizational commitment (Ariani, 2012; Sani, 2013).

The instrumental commitment reflects the degree to which the employee feels trapped by the costs associated with leaving work and to what the remuneration represents for the sustenance of his or her life, as well as by the low expectation of getting another job or work (Bandeira *et al*. 2000).

Normative commitment tends to develop when the employee internalizes the norms of the organization through socialization, receives benefits that induce him to act reciprocally or establish with the organization a psychological contract. In Bastos's (1993) vision, it is a set of normative pressures internalized by the individual so that he behaves conceptually with the objectives and interests of the organization.

According to the literature, one-dimensional approaches were presented over the years without excluding previous concepts, that is, they were added and improved. Thus, the multidimensional approaches with their theoretical currents and authors appeared.

Among the several models of conceptualization of more than one component of commitment, the model of greater acceptance among the researchers was the three components of commitment, established by Meyer and Allen (1991). The authors conceptualize the organizational commitment in three components: (1) commitment as an attachment of affection towards the organization (*affective commitment*); (2) perceived commitment as costs associated with leaving the organization and which we treat as instrumental (*continuance commitment*); and (3) commitment as an obligation to remain in the organization, which the authors name *obligation* and then reconceptualize as *normative commitment (*Meyer *et al.*, 1993).

In the multidimensional perspective, it is possible to add a fourth component to the organizational commitment, denominated as affiliative. Allen and Meyer (1999) define that affiliative commitment is the element that determines the employees' commitment to remain in the company because they feel they are part of it. For Medeiros *et al.* (2003), it is the commitment that comes from the individual, from how he feels integrated with the company and the group.

METHODOLOGY

To reach the objectives of the research, a descriptive study, of quantitative approach was carried out with the application of questionnaires to employees of hotel businesses in the city of João Pessoa, capital of the state of Paraíba, Brazil. To compose the universe of the study, the 20 hotels with at least 30 Habitation Units (HU's) were selected. In each hotel, five receptionists participated in the survey, obtaining a total sample of 100 respondents.

The figure of the receptionist was defined as the main actor responding to the research because he had the major contact with the guest and was the main connection between the company and the client. Castelli (2010) states that the receptionist is the professional that the guest will have direct contact during the stay, both in the process of hosting him in the habitation units, as in

the check-in, check-out and other specific information regarding the hotel or its localization.

For the construction of the hypothetical model of the research (see Figure 1) and consequently for structuring the data collection instrument, two models already applied in hospitality research were adopted: the model proposed by Dhar (2015), which analyzes the professional qualification in a study carried out in India, and the model proposed by Medeiros *et al.* (2003), represented by the EBACO scale (the Basis Scale of Organization Commitment), which investigates the organizational commitment in studies carried out in Brazil.
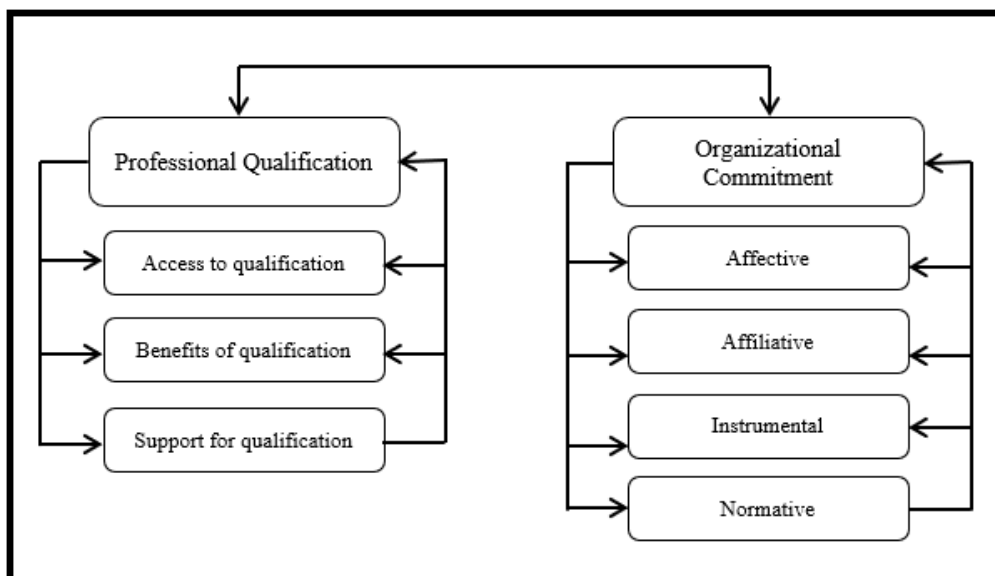

Figure 1 - Hypothetical Model of Research
Source: Elaborated by the authors.

The questionnaire was set up in three large blocks, where the first was about professional qualification, consisting of the dimensions of access to qualification, benefits of qualification and support for qualification; the second block on organizational commitment, which contemplates the dimensions of affective, affiliative, instrumental and normative commitment; and the third group provided information on the socioeconomic profile of the respondents. The first two blocks had variation of response on a numerical scale of 6 points, with agree / disagree responses in three variations: totally, very much and little.

A pre-test was performed with 31 employees of one of the hotels located in the city of João Pessoa. The objective was to analyze the clarity of the content, organization and behavior of each variable. After the questionnaire being applied, a descriptive analysis was carried out, observing how the means and deviations behaved. From that, an exploratory factorial analysis was performed, where the weighted criterion for exclusion was the Varimax Rotation, which assumes maximum independence between factors and suppresses the small coefficients below 0.499 (Hair *et al.*, 2009).

The KMO index, also known as measures of sampling adequacy, is a statistical test that suggests the proportion of variance of the items that may be explained by a latent variable. This index indicates how adequate is the application of exploratory factor analysis to the data set (Timmerman and Lorenzo-Seva, 2011).

The data obtained from the questionnaires were processed through the Statistical Package for the Social Sciences (SPSS) 19.0 for Windows. Descriptive analyzes, factorial analysis, reliability analysis, Pearson correlation analysis and linear regression analysis were performed to better understand the data collected.

The descriptive analysis was based on mean and standard deviation estimates. In the factorial analysis, the test *Kaiser-Meyer-Olkim* (KMO) and communalities were observed. For both, values above 0.60 are acceptable. In addition, the cumulative variance must explain at least 50% of the study size. The greater the communality, the greater the power of explanation of that variable by the factor (Corrar *et al.*, 2009).

For the reliability analysis, Cronbach's alpha coefficient was adopted, which is one of the most important and widespread statistical tools in research involving test construction and its application (Cortina, 1993). The minimum acceptable value for alpha is 0.70. Below this value the internal consistency of the scale used is considered low. In contrast, the maximum expected value is 0.99. Usually, alpha values between 0.80 and 0.99 are preferred (Streiner, 2003).

Pearson's correlation and linear regression analyzes were used to investigate how the variables are related. The correlations whose coefficients are greater than 0.70 are considered strong. For the regression analysis, relations that showed levels of significance up to 0.05 were considered (Hair *et al.* 2009).

RESULTS AND DISCUSSION

Socioeconomic Profile and Participation in Trainings

Among the 100 interviewees, the majority of respondents were male, with a percentage of 58%. The ages ranged from 21 to 47 years of age, with an average of 32 years among the sample. Regarding their place of birth, 76% were from the great João Pessoa, 4% from Salvador and 20% from the southeastern region of Brazil. Regarding marital status, 64% declared themselves unmarried.

All the interviewees were part of the same sector within the hospitality industry, that is, the reception. It was observed that among the 20 hotels surveyed there is a variation of salary, which can reach up to more than two minimum wages difference between one company to another. For Magalhães (2016), the low remuneration offered for the operational positions of tourism and hospitality is explained in part by the shortage of qualified personnel, and that these two factors (low remuneration linked to the low qualification) are present in almost all Brazilian cities, mainly in the northeast region.
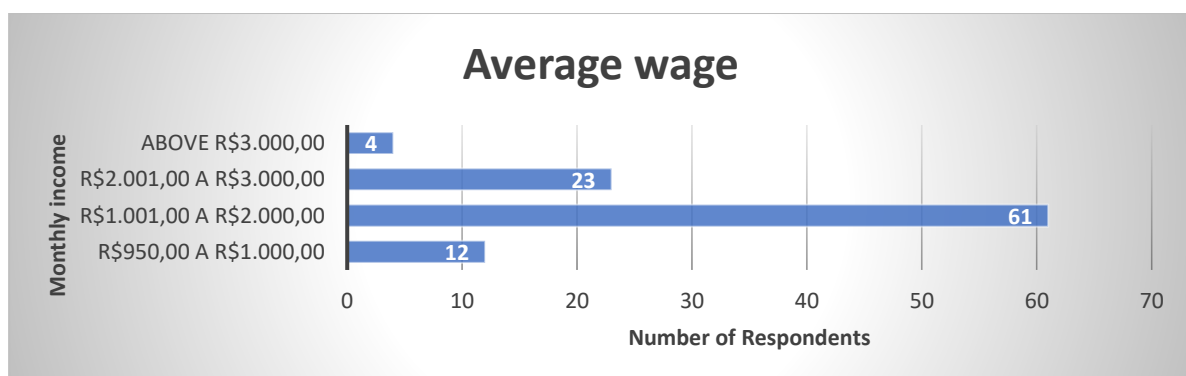

Figure 2: Average Salary
Source: Survey Data (2018)

When asked about the length of professional experience in the hospitality industry, there was a variation between 1 to 27 years, corroborating with Höpner's (2008) statement, since for this author, because it is a sector that values the quality of the services provided, the work history of the employee becomes a differential, making these companies opt for skilled and experienced professionals.

Regarding training, 49% said they participated in activities of this nature in their workplace. Among the training, the most outstanding are: training in the operating system, fire brigade, customer service and operational standards of service. The frequency is given at least once a year. To that end, Oliveira and Spena (2012) describe the importance of the continuous improvement of human resources in hospitality, by actions that favor education, training, and the updating of their knowledge, skills, postures and behaviors, so that excellence in service provision is disseminated in all and any action of the hotel environment.

Regarding the physical structure available for training, 73% of the hotels provide a specific place for these activities, however only 26% have a partnership with some institution that performs training for the sector. The mentioned institutions were SENAC (National Service for Commercial Learning) and the ABIH-PB (Brazilian Hotel Industry Association of Paraíba). Trainings usually occur during working hours.

Due to their implications for operational, managerial and administrative results, training policies have always deserved special attention in the academic debates that linked them with the hospitality industry (Tracey and Nathan, 2002; *et al.*, 2003; Úbeda-García, 2014).
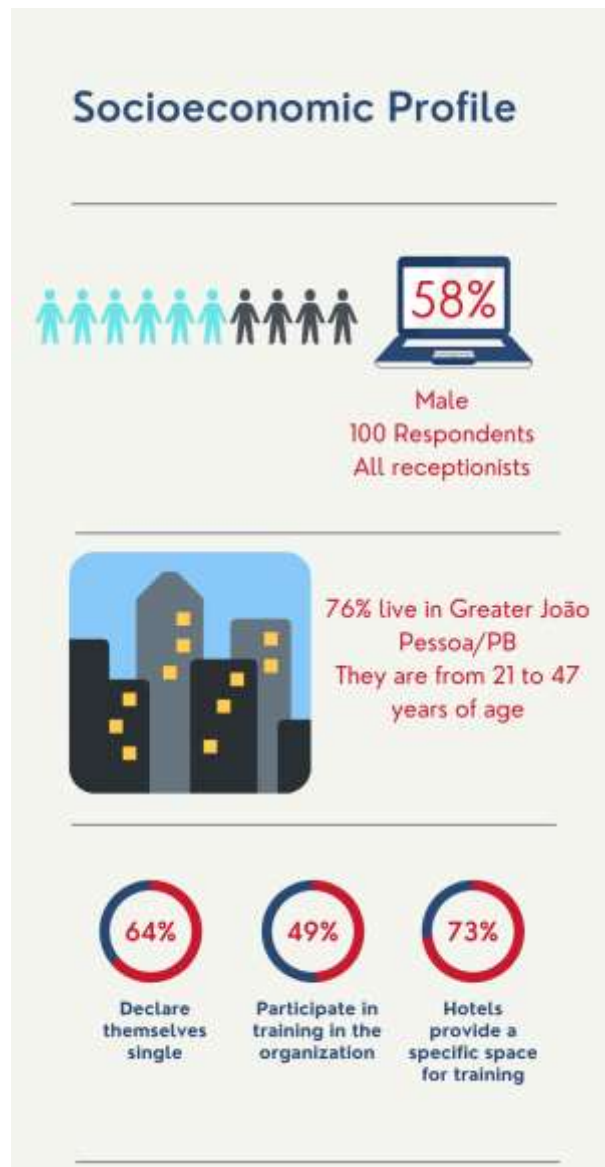
Figure 3: Socioeconomic Profile
Source: Survey Data (2018)

In order to generate competitive advantages, employees must be seen as a key element, as it is possible to achieve greater profitability through their experiences, knowledge, skills, abilities, internal/external relations, attitudes, behaviors and inferences to the quality management and the satisfaction of tourists' needs (Robledo *et al.*, 2015).

Professional qualification

The questionnaire on professional qualification had three latent dimensions: *access to qualification*, *benefits of qualification* and *support for qualification*. The dimension *access to qualification* presents mean values between 3.5 and 3.6, as shown in Table 1. Considering 6 as the maximum value of the scale in question, an average of 3.58 was obtained in the investment in professional qualification offered by the hotels to their employees.

For Leal and Padilha (2008), qualification of the workforce is one of the elementary factors that mark the differences between tourism in central and peripheral countries. Authors such as Ruschmann (2002), Ansarah (2001), Figueiró Degrazia (2006) Masetto (2003), and Airey (2008) also refer to the importance of qualification as a central element for tourism. Among them, some still place the quality of training as a key factor for the use of tourism as an articulator of social development.

Bartlett and Kang (2004) also reveal that companies that have access to qualification through training programs are more likely to have a larger number of employees, willing to add value to the organization. A training program that is effective can also lead to employees who form the opinion that your organization demonstrates a willingness to invest in them and that you care about them. This encourages a greater level of commitment among employees to their organization (Brunetto, Farr-Wharton, & Shacklock, 2012; Teck-Hong & Yong-Kean, 2012).

Dimension	Mean	Standard Deviation	Communalities	Cronbach's Alpha	Variance (%)	KMO
Access to qualification						
The hotel establishes policies on professional qualification.	3.5800	1.19916	0.782	0.856	76.90%	0.730
I am aware of the amount and type of qualification that the hotel is planning for me.	3.5300	1.17598	0.750			
The hotel promotes access to qualification.	3.6300	1.23628	0.775			
Benefits of qualification						
Participating in qualifying programs will help my personal development.	4.5500	1.29782	0.748	0.946	75.77%	0.922
Participating in qualifying programs will help me work as a team.	4.5800	1,19916	0.809			
Participating in qualifying programs will increase my chances of being promoted.	4.4300	1.28122	818			
Participating in qualifying programs will help me increase my salary.	4.3900	1.23005	0.708			
Participating in qualifying programs will result in more career opportunities.	4.5000	1.34465	0.829			
Participating in qualifying programs will give me a better idea of the area I want to pursue.	4.5800	1.24868	738			
Participating in qualifying programs will help me achieve my professional goals.	4.4900	1.14146	0.655			
Support for qualification						
I can count on my manager to help me develop the skills emphasized in qualifying programs.	3.9400	1.30902	0.707	0.929	74.11%	0.896
I can expect my manager to assign activities that require the use of competencies emphasized in qualifying programs.	3.8700	1.37551	0.847			
My manager warmly supports my participation in qualifying programs.	3.8100	1.35360	0.757			
My manager believes that coaching or training is one of his greatest responsibilities.	4.0000	1.35587	0.844			
I would not hesitate to tell my manager about a perceived qualification need.	4.3200	1.30948	0.522			
My manager makes sure I have the qualification to stay on the job.	3.9100	1.29564	0.771			

Table 1: Analysis of Professional Qualification
Source: Research data (2018)

Duarte *et al.* (2015) carried out a survey of small and medium-sized tourism businesses in the city of Juiz de Fora/MG, with the objective of identifying challenges and trends in the qualification and training of professionals that are part of the tourism market. The survey reveals that the hiring rate of qualified personnel is very low, reflecting on the quality of the service provided.

In Brazil, it is observed that the deficiencies in training employees of hospitality industry are not about the absence of training, but also due to the classic educational system itself, which makes it difficult to assimilate contents in terms of knowledge effectiveness.

When questioned about the benefits that are linked to this qualification, respondents rated with an average above 4 the variables described in Table 1. According to the descriptive analysis of the dimension *benefits of qualification*, the average is between 4.3 and 4.5, demonstrating that respondents in their majority agree that participating in qualification programs will personally and professionally assist them.

Santos (2013), in his research on the professional qualification process in the hospitality sector, states that employees represent the fundamental key to any hotel establishment, since it is through these that the client will have either the first and last impressions of the quality of the services provided by such company, and that will consequently lead to the propagation of its positive or negative image.

Having the support of the company, its manager, to feel noticed and supported by the company are some inherent characteristics of the dimension *support for qualification*. The highest mean value presented was 4.3, considered relevant in accordance with the questions. In this sense, Esteban-Lloret *et al.* (2014) and Fu *et al.* (2014) emphasize that these qualifications assume preponderant roles in the life cycle, in the productivity and competitiveness of hotel businesses because they provide a better development of human capital, giving them access to knowledge, techniques, procedures, methods, habilities capable of generating

competitive advantages to the hotel, as well as to increase its operational, administrative and financial results.

According to the literature, the reliability analysis performed on the affirmations that integrate the subject professional qualification is considered high. Table 1 illustrates that the minimum value for Cronbach's alpha was 0.856 in the dimension *access to qualification*. The dimension *support for qualification* had an alpha equal to 0.929 and the dimension *benefits of qualification* reached an alpha equal to 0.946, which shows a high internal consistency among the indicators of each dimension.

The dimensions of the professional qualification explain more than 70% the proposition of the theoretical model, confirming the whole theoretical framework presented on the importance of human capital and the professional qualification for the hospitality industry. Offering qualification should be one priority of hotel businesses that wish to occupy space in the current competitive market.

Organizational commitment

The questionnaire on organizational commitment was divided into four dimensions: affective, affiliative, instrumental and normative. The dimension of affective organizational commitment was evaluated with a mean above 3.9, where the variables described the employee's identification with the organization, the similarity of values, the sense of belonging and commitment with the organization or with the people who are part of it, as shown in Table 2.

Francisco (2013), Lumley, Coetzee, Tladinyane and Ferreira (2011), Schweper (2001), Yiing and Ahmad (2009) are some researchers who reinforce the relationship between commitment and satisfaction.

Dimension	Mean	Standard Deviation	Communalities	Cronbach's Alpha	Variance (%)	KMO
Affective						
Since I entered this organization, my personal values and the organization's values have become more similar.	4.0100	0.83479	0.726	0.846	72.03%	0.772
The reason I prefer this organization over others is because of what it symbolizes, its values.	4.0400	0.92025	0.643			
I identify with the philosophy of this organization.	3.9900	0.98980	0.796			
I believe in the values and goals of this organization.	4.1100	1.10914	0.717			
Affiliative						
I have an obligation to perform well in the organization.	4.5500	1.30558	0.846	0.867	78.99%	0.711
I try to make sure that the organization has the best possible results.	4.5700	1.29689	0.799			
In this organization, I feel that I am part of the group.	4.2700	1.28594	0.724			
Instrumental						
I am recognized by everyone in the organization as a member of the group.	4.1400	1.25545	0.714	0.886	74.88%	0.799
I feel that my colleagues consider me a member of the work team.	4.2900	1.24150	0.855			
In order to be rewarded here it is necessary to express the right attitude.	4.2100	1.37286	0.686			
Normative						
One of the negative consequences of leaving this organization would be the shortage of immediate work alternatives.	3.5100	1.22676	0.797	0.743	79.65%	0.500
I would not leave this job now because of the lack of job opportunities.	3.6200	1.32406	0.797			

Table 1 – Analysis of Organizational Commitment
Source: Research data (2018)

The affiliative commitment is understood as the one in which individuals remain in the organization because they feel part of it, and thus, the psychological bond occurs, based on the feeling of identification and affiliation. Affiliative commitment according to Medeiros *et al.* (2003), reports the commitment arising from the individual, based on how much he/she feels integrated into the company and the group.

The data show that for most respondents there is a link with the organization that goes beyond the professional field, where they strive for the organization to always have the best results.

In the instrumental dimension, the employee comprehends his relation with the organization as an exchange, and stays in it while receiving benefits - if these are interesting to him. By weighing the average of this classification the interviewees affirm that they agree with the variables of this dimension regarding the recognition and consideration by the team and the organization.

Agapito, Polizzi Filho and Siqueira (2015) argue that the relationship of individuals with hierarchical superiors and colleagues, the work itself, the salary and the perspective of professional growth affect the behavior of individuals in the organizational environment and, therefore, impact their intention of permanence in the organization.

Normative commitment is based on personal sacrifice regarding the possibility of leaving the organization. It refers to the normative pressures that have been internalized by the individual to act in a way that directs to the objectives and interests of the organization. The normative commitment is what the employee remains in the organization by "obligation", where he feels linked to the organization by a sense of duty (Meyer & Allen, 1991).

According to the results presented, the affective, affiliative and instrumental dimensions had the KMO value above 0.70, which is above the average recommended by the literature. Only the normative dimension presented a KMO value below of what is recommended, thus revealing little adherence on the part of the respondents. After data mining, it was verified that all dimensions presented values of Cronbach's alpha above the indicated minimum.

Employees who feel that they are part of an organization and who agree with the goals set by management perform their duties with greater responsibility and sincerity, as opposed to employees who remain in the

organization only for the sake of duty or simply for obligation (Malhotra *et al.*, 2013).

Relationship between professional qualification and organizational commitment

The Pearson correlation analysis, presented in Table 3, was performed to identify the correlations between the different dimensions of professional qualification and organizational commitment. The highest correlation identified is between the benefits of qualification and the instrumental organizational commitment, with coefficient equal to 0.704, which represents a high relation. The instrumental commitment is observed in employees who place great emphasis on their salary and all the benefits that the company can offer them. They oftentimes have to remain in the company not because they want, but because of the necessity of the benefits that it offers, which corroborates with the dimension *benefits of the qualification*.

DIMENSIONS OF ORGANIZATIONAL COMMITMENT	DIMENSIONS OF PROFESSIONAL QUALIFICATION		
	ACCESS	BENEFITS	SUPPORT
AFFECTIVE	0.452**	0.551**	0.580**
AFFILIATIVE	0.243*	0.610**	0.468**
INSTRUMENTAL	0.200*	0.704**	0.478**
NORMATIVE	0.265**	0.236*	0.318**

Table 2 - Analysis of the correlation between Professional Qualification and Organizational Commitment
Source: Research data (2018)
** The correlation is significant at 0.01 level (2 extremities).
 * The correlation is significant at 0.05 level (2 extremities).

The second major correlation is between the *benefits of qualification* and the affiliative organizational commitment (0.610), presenting a moderate classification. The affiliative commitment is described by the employee's sense of belonging and identification with the company. The objectives of the company and the employee have the same professional focus. Each time the

employee observes the benefits derived from the qualification, the employee becomes increasingly affiliates to the company's mission.

The correlation between the dimension *support for qualification* and the affective commitment was 0.580, which represents a moderate correlation. The variables *support for qualification* relate to the support received by the manager from the qualification program. Thus, it can be inferred that the greater the support received, the openness to develop skills and knowledge, the greater the affective and emotional bond with the company. These professionals are proud to be part of the company because they feel valued and are available to contribute to it.

The correlation between *benefits of qualification* and the affective commitment was 0.551. The questions that were part of the dimension *benefits of qualification* refer to the employee's participation in qualification programs linked to salary increase, personal and team development, promotion and other career opportunities. The relationship can be understood as the employee's desire to remain in the company, generating the affective bond.

The correlation between the dimension *support for qualification* and instrumental commitment was 0.478. The instrumental commitment is addressed in the literature as the one in which employees remain in the organization because they need to, in a relation that the greater the support received, the greater the obligation to remain in the company.

The correlation between *support for qualification* and affiliative commitment was 0.468. For Medeiros (2003), the affiliative commitment denotes a feeling of being part of the organization, of being recognized as a member of the group and by the organization. The greater the commitment that comes from the relationship where the employee stays in the organization because they feel part of the company, the greater their commitment to the obligations of the company.

Access to qualification related to affective commitment had a coefficient of 0.452. The affective commitment, beforementioned, has an appeal of belonging with and identifying to the organization. As the company

promotes access to qualification, plans policies and types of qualification, and offers that to the employee, it raises a sense of identification with the affective commitment.

The other relationships below 0.40 are described in Table 3, allowing to infer that the affiliative, instrumental and normative commitments have a small correlation with the dimension *access to qualification*, demonstrating that the organizations fall short of the expectations when it comes to presenting to the employee options of qualifications, which generated an incipient correlation, resulting from the lack of information passed on to the employee on this dimension.

Normative commitment had a low correlation with all dimensions of professional qualification. This commitment is related to the pressures that the employee suffers in his work environment, the routine impositions and the obligation sense to belong. This demonstrates that qualification has little impact on this type of commitment, once normative pressures emerge from other sources.

The multiple regression analysis was used to evaluate the criteria relevance of each dimension presented in the study. Four regression models were used, where the dependent variable, the affective, affiliative, instrumental and normative commitments were used. However, the normative commitment did not present significant relation. It is a relation that tends to not exist once the normative commitment comes from other pressures that the professional qualification is not inserted.

The analysis revealed that two of the three variables related to professional qualification are decisive in three of the four dependent variables, which are the dimensions of organizational commitment, as presented in Table 4.

Independent Variables (Professional Qualification)	Dependent Variables (Organizational Commitment)					
	Affective		Affiliative		Instrumental	
	R²		R²		R²	
	0.454		0.421		0.541	
	β	Sig.	β	Sig.	β	Sig.
Access	0.150	0,124	-750	0.452	.156	0.810
Benefits	0.362	0.00	0.501	0.000	613	0.000
Support	0.321	0.03	0.285	0.090	0.294	0.030

Table 3 - Linear Regression
Source: Research data (2018)

The relations of the variable *benefits of qualification* stand out and appear as determinants in the three dependent variables. Therefore, it is possible to realize that offering qualification of noted importance not only improves the employees' competence, but also creates a sense of obligation and the desire to reward the organization in some way, which leads to a higher level of commitment to the organization. Employees who feel supported by an organization that offers relevant qualification programs, provide faster and better solutions to customer problems (Boshoff and Allen, 2000; Yavas *et al.*, 2003).

With regard to *support for qualification*, it was possible to confirm the relations between affective and instrumental commitments. These results are consistent with the studies conducted by Noe and Wilk (1993), which reveal that the higher the level of support perceived by employees, the more they feel engaged in participating in qualification programs of their organizations

Similarly, Bartlett (2001) found that *support for qualification* has a direct relation with affective commitment. In addition, the study by Colquitt *et al.* (2000) verified that the company's support for participating in trainings was influencing the behavior of employees, ultimately leading to a higher level of commitment in the organizations.

Pine *et al.* (2015) emphasize that commitment has contributed to the efficiency of organizations, since committed employees are less likely to leave the company, show more proactivity and better performance levels. Besides,

Meyer and Martin (2010) postulate that employees who develop a strong bond with the organization have a greater capacity to deal with stressors, indicating that organizational commitment can also bring benefits to employees and contribute to a good environment in the workplace.

Conclusions

The objective of the present research was to analyze the relations between professional qualification and organizational commitment in hotel businesses in the city of João Pessoa, capital of the State of Paraíba, located in the Northeast of Brazil. For that, two validated models were used.

The first model described by Dhar (2015), where the professional qualification was assessed through the dimensions *access to qualification*, *benefits of qualification* and *support to qualification*. In order to analyze the organizational commitment, the model proposed by Medeiros (2003) was used, considering the following dimensions of commitment: affective, affiliative, instrumental and normative.

The results observed indicate that most hotels promote some type of professional qualification, but such actions usually only occur once a year and are carried out independently, without any partnership with educational institutions or companies specialized in trainings. The highest average was observed in the dimension *benefits of qualification*, showing that employees agree that participating in qualifying programs will help them personally and professionally.

Having the support of the company and its manager are some characteristics inherent to the *support for qualification*, which also showed a relatively high average. The dimension *access to qualification* showed a regular average, suggesting that there is no major investment in professional qualification by hotels towards their employees.

With regard to organizational commitment, the dimension that presented the highest average was the instrumental commitment, which is the one in which the employee perceives his relation with the organization as an

exchange, and remains on it while receiving compensatory benefits for him. The second highest average was presented by the affiliative commitment, in which the individual feels part of the company and the group, followed by the affective commitment that reveals the bond through their close values and a feeling of affection. Normative commitment did not present significant occurence among the respondents.

Finally, the analysis reveals that the perception of the *benefits of qualification* is the dimension that presents stronger relations with the organizational commitment, especially with the instrumental and affiliative approaches. In other words, the more the employees perceive the benefits of professional qualification, the more it reinforces their need to remain in the company due to its benefits, as well as the employee's sense of belonging and identification with the company, both objectives move towards the same focus.

Overall, the instrumental commitment was the one that was most strongly related to the professional qualification, demonstrating that the hotels are not in a real balance with their employees. However, relations with the affective and affiliative bonds of commitment were also presented, which, according to Medeiros (2003), are the ones that generate the best performance for organizations. Thus, this study leads to reflect on the need for a realignment of strategies of hotel businesses, so that a more adequate commitment is achieved.

The results suggest that the management of hospitality businesses should focus on improving the level of commitment of its employees by providing opportunities through appropriate qualification efforts. The more employees realize the relevance and advantages of participating in qualification programs and feel motivated and supported by their managers, the greater and more positive the impacts on their commitment to the organization.

From the academic point of view, the present study was able to prove the existence of positive and direct relations between the dimensions of professional qualification and organizational commitment in the context of

hospitality. Therefore, organizational actions aimed at professional qualification, when effective, can be considered antecedents of the individuals' commitment to the organization.

The major limitation of the present work is that data collection was performed in a single municipality. Thus, it is suggested for future research the expansion of the research's scope and consequently the size of the sample, starting for the analysis of other states and/or regions of Brazil and even comparing with other countries.

From a broader sample, we suggest the application of more sophisticated statistical techniques, such as the modeling of structural equations, to support the relations found in this study, and to deepen the analysis and understanding of how variables relate. To assist this process of understanding, it is also plausible to carry out a qualitative research, for a deeper analysis.

It is also suggested to include other constructs in the model to verify the possible impacts caused by this relation on the performance of employees, organizations and other variables of results. Thus, analyzing other methods, contextual approaches, expanding the empirical work on the topic discussed.

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Acknowledgements