

Facets of Fit, Flourishing and Organisational Commitment as Explanatory Mechanisms of Talent Retention in the Hospitality Industry

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Abstract

The objective of the study was to explore the relationship between the concepts, “fit”, “flourishing” and “organisational commitment”, in order to inform talent retention within the hospitality industry. In addition, the study aimed to determine whether demographic variables and the facets of “fit” and “flourishing” can predict organisational commitment of employees. The study utilised a non-probability convenience sampling method (N = 389) to select employees from the hospitality industry across the Indian Ocean (Maldives, Seychelles, Mauritius and Madagascar). The sample was mostly local Mauritian males. Bivariate correctional analysis revealed positive relationships between the facets, “fit”, “flourishing” and “organisational commitment”, in the hospitality industry and further indicated that the demographic variables, and the facets of “fit” and “flourishing” can positively and significantly predict organisational commitment. The findings contribute new insights into the constructs of “fit”, “flourishing” and “organisational commitment” and extends research on antecedents of organisational commitment. These findings provide valuable talent retention recommendations for the hospitality industry. Organisations in the hospitality industry could apply these results and recommendations to effectively develop interventions for retaining their employees by taking into consideration the aspects of fit, flourishing and organisational commitment of their employees.

Keywords: Fit, flourishing, organisational commitment, talent retention, tourism

Introduction

Talent retention is a critical aspect for most organisations globally and even more so taking into consideration the impact of COVID-19 on the hospitality industry. The pandemic has confronted the hospitality industry with unique challenges (Jiang & Wen, 2020). Several researchers confirm that employee retention has become a critical aspect for organisations to achieve organisational success (Lyons & Bandura, 2019; Mukerjee, 2020). The hospitality industry has a reputation of having high turnover rates, a lack of organisational commitment, and a lack of patience as well as employee development from hotel operators (Vincenzo, 2020). This retention challenge will be intensified by COVID-19 as the uncertain future of the hospitality industry may prompt qualified employees to seek employment in other economic sectors (Filimonau, Derqui & Matuta, 2020). Research further indicates that an employee’s decision to leave an organisation is influenced by their fit perception as well as



their organisational commitment, and this might be a cause for high turnover rate (Filimonau et al., 2020; Giancoman & Caglar, 2019; Trevisan, Veloso, Da Silva, Dutra & Fischer, 2014).

The hospitality and tourism industry directly support 34,500 jobs in the Maldives and this number is expected to rise by 3.1% per year to 47,000 jobs by 2028 (Turner, 2018). A Mauritian-owned hospitality organisation that is operating in the Indian Ocean region is planning the opening of 20 new properties by 2022. The World Travel and Tourism Council has reported that, out of 185 countries in the world, four countries have the highest share of employment in the tourism industry, namely the Seychelles (26.4%), Maldives (16%), Mauritius (7.2%) and Madagascar (6.3%) (Turner, 2018), all of which are in the Indian Ocean. Therefore, the majority of the employees employed in the hospitality industry are located in the Indian Ocean and, since new hotels or resorts regularly opening, employees are constantly relocating in order to find bigger and better working opportunities, which has created a talent retention problem for organisations in the hospitality industry.

Retention is crucial for keeping high potential and loyal employees. This is also applicable to the hospitality industry where the best practice of retention is of the utmost importance. As a result, the development of an employee retention programme should be the most important component of any hospitality company's human resources function (Mamahit, Worang & Worang, 2019). The aim of this research is to explore the relationship between the facets of “fit”, “flourishing” and “organisational commitment”. The second aim is to determine whether the demographic variables (age, gender, nationality, marital status, employment status (local or expatriate) and the independent variables of “fit” and “flourishing” can positively and significantly predict “organisational commitment”. To our knowledge, the present study is the first empirical study that provides more insight into the constructs of “fit”, “flourishing” and “organisational commitment”, specifically in the hospitality industry. It is postulated that the relationship between “fit” and “flourishing” positively explains employees’ organisational commitment, which, in turn, has a direct impact on talent retention in the industry.

Literature review

Talent retention in the hospitality industry

The concerning amount of turnover in the hospitality industry poses a difficult challenge for hotel leaders, hospitality business owners and companies, and has created a feeling of powerlessness (Kiruthiga & Magesh, 2015; Sagaraju, 2018). Effective talent retention strategies, therefore, play a critical role in the hospitality industry. Retention is regarded as a necessity and encompasses the practice of retaining the right people in the right job and, hence, keeping the best employees (Mamahit et al., 2019). Kaila and Prasad (2020) further defines retention as the efforts of the employer to inspire employees to remain in the organisation for a maximum period of time, with the aim of meeting organisational objectives. Employees play a crucial part within organisations and are its most valuable assets; however, retaining employees is not an easy task for organisations. Currently, organisations are functioning in a highly unsettled and dynamic environment, which requires flexibility and skilled manpower. To succeed, organisations need to maintain a high employee retention rate (Brhane & Zewdie, 2018); however, talent warfare has emerged due to the international nature of the hotel industry, where hospitality organisations now have to compete for the best-qualified candidates (Torres & Mejia, 2017).

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important component of any hospitality organisation's human resource management function (Mamahit et al., 2019).

Globally, employee retention is critical for increasing the economy. However, the high percentages of employees leaving the hospitality industry have contributed to high unemployment rates, which, in turn, have created slow economic growth (Vasquez, 2014). Furthermore, when employees leave, it disturbs the operations of the business, owing to the high overhead costs consequential to the recruiting and training of new employees (Akgunduz & Sanli, 2017). The cost of losing talented employees is increasing - owing to the escalation of tight labour markets - and it is therefore an essential practice currently to measure the turnover of employers (Steinman, 2018). Limited numbers of employees remain in the hospitality industry (Vasquez, 2014) due to the uncertainties that the industry brings about. Lo and Lamm (2005) determined that less than 12% of employees in this industry remain with the organisation for an extended period of time. Management and leaders in hospitality organisations lack retention strategies to ensure a low employee turnover rate, while cognisant of the fact that a high turnover rate can have a negative long-term impact on the sustainability and profitability of the organisation (Davis, 2018). The findings of a study done by Davis (2018) reveal that it is of great importance that managers listen to their employees, engage with them, and value and empower them by involving them in the decision-making. In addition, management should put strategies in place to acquire feedback from their employees, consider their suggestions and provide consistent, open and honest feedback. To gain the employees' commitment, managers could engage employees more, which would, ultimately, result in a reduction in turnover. It is evident that remuneration is no longer the only deciding factor in talent retention, but that psychological factors also play a vital role in retaining employees. Organisations are creating solid relationships and treating employees like valued customers with the focus on retaining them.

Fit

Work-role fit refers to matching the experiences of an employee to his/her work role and self-concept (May, Gilson & Harter, 2004; Olivier & Rothmann, 2007; Schreuder & Coetzee, 2011; Schreuder & Theron, 2004). Fit can further be described as the state that is achieved when the employee's characteristics are in harmony with the characteristics of the organisation (Kristof, 1996). In turn, Holtom and Inderrieden (2006) explain fit as occurring when employees perceive their goals as compatible with the goals of the organisation they find themselves in. It thus seems as if all the authors are in agreement that fit occurs when there is uniformity between the norms and values of the individual employee and the organisation. The concept of fit is relatively new in the human resource (HR) management field and, consequently, research studies that investigate and describe the concept of work-role fit in the workplace are limited. The work-role fit (WRF) model of May, Gilson and Harter (2004) comprises the fit between employees' self-concept and their role in the workplace, and is measured by items such as "My job 'fits' how I see myself"; "The work I do in this job helps me satisfy who I am" and "My job 'fits' how I see myself in the future".

May et al. (2004) state that employees invest more of themselves when they achieve the goals set for them by the organisation and experience a connection between the requirements of their work role and the self. When the work roles match the employee's values (Waterman, 1993) and involve the employee's individual strengths (Seligman, 2011), the experiences of an individual's self-concept in relation to the WRF increases (May et al., 2004). Individuals experiencing high levels of WRF perceive their jobs as meaningful and are willing to go beyond the limitations of their job descriptions to accomplish tasks (Dik & Duffy, 2008). An opportunity to express one's strengths in the workplace also leads to greater



WRF, which leads to enhanced work engagement (May et al., 2004; Olivier & Rothmann, 2007). Moreover, employees feel more effective in their job when they experience WRF (Kahn & Heaphy, 2014) and recognise their work as a career and not merely as a job or duty (Dik & Duffy, 2008). Alternatively, the result of employees continually experiencing low levels of WRF is manifested as an increase in their levels of frustration and negativity (Meyers, 2007) or a job which must be recrafted, in other words, individuals reshaping their work activities to derive more meaning (Wrzesniewski, 2003). In conclusion, May et al.'s (2004) model advises that a person-environment fit theory can be used successfully to measure an individual's developmental stage in their surrounding work environment. The limited items listed in the work-role (WR) model can be considered as a weakness, as three questions in study resulted in insufficient measuring of the PE fit. In addition, it is evident that the model has not been used sufficiently in the hospitality industry.

Flourishing

Diener, Wirtz, Tov, Kim-Prieto, Choi, Oishi and Biswas-Diener (2010) indicate that flourishing refers to an individual having very high levels of personal wellbeing, pleasant emotions, minimum pain, engagement in interesting activities and an overall satisfaction with life (Hone, Jarden, Schofield & Duncan, 2014; Seligman, 2011). Huppert and So (2009), similarly, define flourishing as the combination of functioning effectively and feeling good, which is based on the “self-report” of the individual and is a subjective measure of wellbeing. Flourishing is summarised as being achieved when an individual experience a sense of wellbeing, functions effectively and perceives life as “going well”. Flourishing is a phenomenon in which wellbeing is conceptualised (Huppert & So, 2009). Janse van Rensburg, Rothmann and Diedericks (2017) also state that flourishing at work comprises three dimensions, namely emotional, psychological and social wellbeing. Emotional wellbeing consists of job satisfaction, and positive and negative affect; while psychological wellbeing consists of competence, autonomy, learning, meaning, relatedness, purpose, positive relations with others and engagement; and social wellbeing entails social integration, personal growth, acceptance, involvement, coherence and unity (Janse van Rensburg et al., 2017).

Flourishing in the workplace is seen as employees' state of wellbeing that achieved through positive experiences and job-related factors (Rautenbach, 2015). Rautenbach (2015) further reports on the psychometric properties of an extended version of the flourishing-at-work scale (FAWS), namely the flourishing-at-work scale – short form (FAWS-SF) - an indication that a need exists for a short measure to establish workplace flourishing. The FAWS-SF (Rautenbach, 2015) was derived from the FAWS, conceptualised by Rothmann (2013), which measures flourishing at work as a newly developed model (Rautenbach & Rothmann, 2017). The FAWS-SF consists of the three dimensions of wellbeing at work, namely emotional, psychological and social wellbeing, in the work context (Janse van Rensburg et al., 2017; Rautenbach & Rothmann, 2017). *Emotional wellbeing* refers to the employees' overall satisfaction with life, and consists of three dimensions, namely positive affect, negative affect and job satisfaction (Van Zyl & Rothmann, 2019). Employees compare their work experiences, as well as their perceptions of their job, with the quality of their work life, which is associated with job satisfaction, health, wellbeing and productivity (Pereira, Leitão & Gonçalves., 2019). Positive and negative affects involve reflections on the pleasant and unpleasant experiences an employee has in the job (Rothman, 2013). Positive affect refers to the pleasant responses that employees experience towards work activities such as hope, pride, joy, serenity and gratitude. Negative affect refers to negative responses, for instance, sadness, frustration, anger, anxiety, guilt and boredom, which create unpleasant



emotions. Job satisfaction entails the long-term assessment of the employee's job (Rojas & Veenhoven, 2013). *Psychological wellbeing* refers to the individual's positive functioning in life and consists of the following eight dimensions: autonomy, learning, relatedness, competence, cognitive engagement, meaning and purpose, and emotional and physical engagement. *Social wellbeing* relates to individuals' evaluation of their functioning on a public and social level, comprising five items: social acceptance, social contribution, social integration, social growth and social comprehension (Rautenbach & Rothmann, 2017).

Organisational commitment

Meyer and Allen (1997) describe organisational commitment as a psychological condition that connects the individual to the organisation. Consequently, organisational commitment is practiced by the employee as three instantaneous mindsets or bases, incorporating affective, normative and continuance organisational commitment (Meyer, Becker & Van Dick, 2006). Organisational commitment comprises a combination of employees' desire to remain with the organisation (both affective/feelings and cognitive/behaviour), which encompasses employees' desire to make additional exertions to those expected of them as well as their belief in the values and goals of the organisation (Meyer & Allen, 2004; Meyer et al., 2006). Employees may develop a more positive perception of the organisation when they are more committed to the organisation (Allen & Meyer, 2011; Miller & Lee, 2001; Mensele & Coetzee, 2014). As indicated earlier, employees, who do not take ownership of their careers, become less committed to their organisation (Ferreira & Coetzee, 2010); hence, managers need to show an interest in understanding and developing employees' organisational commitment to make them feel valued and, resultantly, increase their productivity.

Organisations can influence employees' organisational commitment through their HR management policies and practices (Ferreira & Coetzee, 2010). These HR practices should not function in isolation, but be compatible with company strategy, a process that can result in positive outcomes when implemented sufficiently. Therefore, HR departments must determine the degree to which their employees experience organisational commitment by striving to understand employees better - to ensure that they are functioning efficiently and effectively - and studying the reasons behind their intention to resign from their job (Tolukan, Şahin & Koç, 2016). Organisations, specifically HR departments, continues to grapple with employees' emotional attachment to the organisation, the continuation of their employment and commitment as well as their obligation to stay with the organisation (Allen & Meyer, 2011; Feldman & Ng, 2007). In Meyer and Allen's (1990) earlier definition, organisational commitment is defined as a two-dimensional concept, namely, affective and continuance commitment. Later, Allen and Meyer (1997) developed the three-dimensional commitment model, adding a third dimension, namely normative commitment. The key dimensions of the Allen and Meyer (1997) model are characterised as three components: (1) affective commitment, (2) continuance commitment and (3) normative commitment. *Affective commitment* refers to the perception and desire the employee has to remain within the organisation due to job satisfaction and work experience. This dimension measures the employees' emotional attachment to and involvement in the organisation, creating a feeling of comfort as well as their identification with the organisation. Employees with a high level of affective commitment are inclined to be more committed to their organisation (Meyer & Allen 1997, 2011).

Continuous commitment is defined as the degree to which employees feel committed to their organisations, which is associated with the perceived costs, both economic and social, of leaving the organisation (Meyer & Allen, 1997). *Normative commitment*, in turn, measures employees' feelings of responsibility or obligation to remain with the organisation, based on



the in-built norms of mutual benefit and the attachment to the organisation goals (Meyer & Allen, 1997; Singh & Gupta, 2015).

It is evident, from the abovementioned literature review, that organisational commitment directly influences talent retention. The literature review revealed that, although there is adequate literature available on organisational commitment in the hospitality industry, the hospitality industry in the Indian Ocean might differ significantly, as the latter has unique challenges. Furthermore, no research was found with regard to either constructs, “fit” or “flourishing”, in the hospitality industry. While links were found between “fit” and “organisational commitment”, “fit” and “flourishing”, and “flourishing” and “organisational commitment”, no single integrated study was found linking the variables of “fit”, “flourishing” and “organisational commitment”, especially in the hospitality industry. Therefore, the current study aims to close that research gap by studying “fit”, “flourishing” and “organisational commitment” in the hospitality industry. Organisations that provide their employees with learning and development opportunities, as well as allowing career growth, have a positive impact on talent retention (Jones, 2019). Career development programmes in the organisation may promote a positive effect on employees’ commitment towards the organisation (Coetzee, 2008; Ferreira & Coetzee, 2010; Koen, Klehe, Van Vianen, Zikic & Nauta, 2010; Maddi, 2002; Meyer & Allen, 1997; Mitchell & Lee, 2001; Savickas, 2012). This situation presents HR practitioners with an opportunity to advocate loyalty, engagement, career resilience and career development, all of which build commitment and contribute to the retention of valued employees (Waclawska, 2018).

Method

The sample involved a non-probability, convenience sample ($N=389$) of hospitality industry employees between the ages of 16–40 (57.3%). The sample consisted of mostly Mauritian (50.9%), married (59.4%) males (58.1%), who are locally employed (63.0%). **Fit**: The work-role-fit scale (WRFS), developed by May et al. (2004), was used to measure the following component of fit: *person-job fit* (3 items - e.g., “The job fits how I see myself in the future”). Respondents were required to rate each item on a five-point Likert-type scale (1 = strongly disagree; 5 = strongly agree). Previous research indicated construct validity and high internal consistency reliability ($\alpha = .92$; $\alpha = .88$) of the WRFS (May et al., 2004; Rothman & Welsh, 2013). **Flourishing**: The flourishing-at-work scale (FAWS), by Diener et al. (2010), was applied to measure respondents’ *overall flourishing* and their *emotional wellbeing* (7 items - e.g., “How often did you feel grateful?”); *psychological wellbeing* (7 items - e.g., “How often did you feel you can be yourself at your job?”); and *social wellbeing* (7 items - e.g., “How often did you feel you had something important to contribute to your organisation?”). Respondents had to rate each item on a five-point Likert-type scale (1 = strongly disagree; 5 = strongly agree). The FAWS scale has proven construct validity and internal consistency reliability ($\alpha = .88$; $\alpha = .83$) (Di Fabio, Palazzeschi & Bucci, 2017; Mendonça, Caetano, Ferreira, Sousa & Silva, 2014). **Organisational commitment**: The organisational commitment scale (OCS), developed by Allen and Meyer (1997), was applied to measure respondents’ *overall organisational commitment* and their *affective commitment* (8 items - e.g., “I am very happy being a member of this organisation”); *continuance commitment* (9 items - e.g., “I worry about the loss of investment I have made in this organisation”); and *normative commitment* (6 items - e.g., “I feel that I owe this organisation quite a bit because of what it has done for me”). Respondents had to rate each item on a five-point Likert-type scale (1 = strongly disagree; 5 = strongly agree). The OCS scale has proven construct validity and internal consistency reliability ($\alpha = .85$; $\alpha = .79$) (Jia & Jia, 2009; Silva, Areco, Bandiera-Paiva, Pailiana, Garcia & Silveira, 2017). The invitation to participate in the study, which



included an electronic link to the questionnaire, were sent to 880 ($N=880$) targeted employees. A total of 389 ($n = 389$) usable questionnaires were returned and thus a response rate of 44.2% was achieved. The participants received an electronic link via e-mail. Responses were captured on an Excel spreadsheet and converted into an SPSS file for data analysis purposes. Ethical clearance and permission to conduct the research were obtained from the management of the University of South Africa (Ethics certificate reference: ERC Ref#: 2019_HRM_006). The participants were invited to voluntarily participate in the research study. An informed consent form was included in the online questionnaire. The privacy, anonymity and confidentiality of all the participants were ensured and honoured. The participants gave informed consent that the data could be used for research purposes. Descriptive statistics, bivariate correlations and multiple linear regression analysis were performed by using SAS/STAT® software version 9.4M5© (2017). Tolerance (less than 0.1) and the variance inflation factor (VIF above 2.5) were utilised to assess any concerns about multicollinearity. Results were interpreted at the 95% confidence level interval.

Results

Table 1 shows that the internal consistency reliability coefficients for all the constructs were acceptable ($\geq .67$ to $\leq .95$). The correlations between the *fit* and *flourishing* constructs and the *organisational commitment* construct were all positive and significant ($r \geq .14$ to $r \leq .92$; $p = .0001$; small to large practical effect). The relationship between the *fit* and *organisational commitment* variables, is indicated in table 1, which reveals that the associations were all positive and significant, ranging between $.18 \leq r \leq .51$ (small to medium practical effect; $.05 \leq p \leq .001$). The relationship between the *work-role fit* and the *flourishing at work* variables, revealed positive and significant relationships, as shown in table 1, ranging between $.55 \leq r \leq .69$ (large practical effect; $.05 \leq p \leq .001$). Thus, a significant relationship was found between *fit* and *flourishing*. The relationship between the *flourishing-at-work* and the *organisational commitment* variables, all revealed positive and significant relationships, as shown in table 1, ranging between $.09 \leq r \leq .73$ (large practical effect; $.05 \leq p \leq .001$).

Table 1: Descriptive statistics, internal consistency reliability and bivariate correlations

		Mean	SD	α	1	2	3	4	5	6	7	8	9
1	Work role fit	3.91	.92	.93	1.00								
2	Flourishing at work	3.89	.68	.95	.67**	1.00							
3	Emotional wellbeing	3.78	.77	.87	.55**	.90**	1.00						
4	Psychological wellbeing	4.05	.68	.91	.69**	.92**	.71**	1.00					
5	Social wellbeing	3.79	.84	.90	.61**	.89**	.70**	.80**	1.00				
6	Organisational commitment	3.37	.55	.84	.48* *	.64**	.53**	.56**	.66**	1.00			
7	Affective commitment	3.67	.72	.80	.51* *	.74**	.66**	.63**	.73**	.75**	1.00		
8	Continuance commitment	3.03	.63	.67	.18**	.15**	.09	.14**	.21**	.65**	.14**	1.00	
9	Normative commitment	3.48	.55	.83	.46**	.61**	.52**	.55**	.62**	.64**	.74**	.15**	1.00

Note: $N = 389$ ** $p = .01$; * $p = .05$. SD: Standard deviation. α : Cronbach alpha coefficient.

The results of the bivariate correlation analyses provided supportive evidence for the research objective: there is a statistically significant positive relationship between *fit*, *flourishing* and *organisational commitment*.



This section is relevant to research aim 2, namely, to empirically investigate whether the demographic variables (age, gender, nationality, marital status and employment status (local or expatriate), and the independent variables of “fit” and “flourishing” positively and significantly predict “organisational commitment”. An appropriate analysis method was conducted in this study, namely the enter method (also called forced entry), where all the independent variables are entered into the equation at the same time. This analysis method is appropriate, as it deals with a small set of independent variables and forces all the independent variable into the model (Ranganathan, Pramesh & Aggarwal, 2017). The demographic variables, that is, age, gender, nationality, marital status and employment status (local or expatriate), were entered in the model as control variables. The overall “fit” and the overall “flourishing” constructs were modelled as the independent variables and the “organisational commitment” construct as the dependent variable. The results are summarised in tables 2 and 3. The results in table 2 show that the regression model was significant: $F = 19.35$; $p = .000$; $R^2 = .315$ for *work-role fit* in relation to *organisational commitment* and contributed the most towards explaining the variance. Table 5.10 shows that *work-role fit* ($\beta = .30$; $p \leq .000$) and the demographic variables *marital status = single* ($\beta = -.16$; $p \leq .05$), followed by *marital status = divorced/separated* ($\beta = -.27$; $p \leq .02$), acted as significant predictors of *organisational commitment*.

Table 2: Results of multiple linear regression analysis: demographic variables, work-role fit and organisational commitment

Model variables	Unstandardised coefficients		Standardised coefficients			R Square		Collinearity statistics		
	Beta	Std. Error	Beta	t	Sig.	R	R ²	F	Tolerance	VIF
(Constant)	2.31	.11		20.64	.00	.56	.32	19.35		
Work-role fit	.30	.03	.51	11.89	.00				.97	1.03
Age = 25 years and younger	.09	.11	.04	.81	.42				.73	1.37
Age = 26-40 years	-.07	.05	-.07	-1.41	.16				.78	1.28
Age = 56 years and older	-.03	.15	-.01	-.21	.83				.94	1.06
Gender = Female	.02	.05	.02	.40	.69				.82	1.22
Marital status = Single	-.16	.06	-.14	-2.82	.01				.76	1.31
Marital status = Widowed	-.50	.33	-.07	-1.55	.12				.99	1.01
Marital status = Divorced / Separated	-.27	.11	-.11	-2.45	.02				.87	1.15
Employment status = Expatriate	-.08	.05	-.07	-1.59	.11				.94	1.07

a. Dependent variable: Organisational commitment

b. Variables excluded: Age = 41-55 years, Gender = Male, Marital Status = Married, Employment Status = Local

c. Notes: N = 389

* Predictors: (Constant), Employment status = Expatriate, Age=26–40 years, Marital status = Widowed, Marital status = Divorced/Separated, Work-role fit, Age = 56 years and older, Marital status = Single, Gender = Female, Age = 25 years and younger

In table 3, the results indicated that the regression model was significant: $F = 45.87$; $p = .000$; $R^2 = .572$ for *flourishing* in relation to *organisational commitment* and contributed the most towards explaining the variance. Table 5.11 further indicated that the subscales of *flourishing*, namely *social wellbeing* ($\beta = .43$; $p \leq .000$), and the *demographic variables*,



namely *marital status = divorced/separated* ($\beta = -.20$; $p \leq .03$), followed by *employment status = expatriate* ($\beta = -.14$; $p \leq .001$), acted as significant predictors of *organisational commitment*.

Table 3: Results of multiple linear regression analysis: demographic variables, flourishing and organisational commitment

Model variables	Unstandardised coefficients		Standardised coefficients			Collinearity statistics				
	Beta	Std. Error	Beta	t	Sig.	R	R Square R ²	F	Tolerance	VIF
(Constant)	1.52	.12		12.50	.00	.76*	.57	45.87		
Emotional wellbeing	.05	.04	.07	1.37	.17				.42	2.40
Psychological wellbeing	.027	.05	.03	.52	.60				.28	3.53
Social wellbeing	.43	.04	.66	10.45	.00				.28	3.54
Age = 25 years and younger	.12	.08	.06	1.46	.15				.73	1.4
Age = 26–40 years	-.05	.04	-.05	-1.19	.23				.78	1.29
Age = 56 years and older	-.18	.12	-.05	-1.54	.13				.93	1.07
Gender = Female	.05	.04	.05	1.28	.20				.80	1.24
Marital status = Single	-.07	.05	-.06	-1.46	.15				.74	1.35
Marital status = Widowed	-.38	.26	-.05	-1.48	.14				.98	1.02
Marital status = Divorced / Separated	-.20	.09	-.08	-2.24	.03				.87	1.15
Employment status = Expatriate	-.14	.04	-.12	-3.46	.00				.92	1.09

a. Dependent variable: Organisational commitment

b. Variables excluded: Age = 41–55 years, Gender = Male, Marital status = Married, Employment status = Local

* Predictors: (Constant), Employment status = Expatriate, Age = 26–40 years, Marital status = Widowed, Marital status = Divorced/Separated, Emotional wellbeing
 Age = 56 years and older, Marital status = Single, Gender = Female, Age = 25 years and younger, Psychological wellbeing, Social wellbeing

The collinearity statistics in tables 2 and 3 indicate that the tolerance values were all close to 1 and the variance inflation factor (VIF) less than 2.5, which indicates little or no multicollinearity concerns. The results provided supportive evidence for research aim 2: the demographic variables (age, gender, nationality, marital status and employment status (local or expatriate)), and the independent variables of “fit” and “flourishing” positively and significantly predict “organisational commitment”. In conclusion, as displayed in tables 2 and 3, the results revealed that the variables, “fit” and “flourishing” (social wellbeing), and the demographic variables (*single* and *divorced/separated*) significantly predict “organisational commitment”. In addition, the results reveal that *expatriates* and *divorced/separated* were the only significant demographic variables that positively and significantly predict “organisational commitment”.



Discussion

The results confirmed the research aims that there is a positive relationship between the three constructs and, further, that the demographic variables, as well as the variables, “fit” and “flourishing”, are positively predictors of employees’ “organisational commitment”. A strong, positive association between “flourishing”, “affective commitment” and “normative commitment” was revealed, while a positive, yet weaker, correlation was found between “flourishing” and “continuance commitment”. These results suggest that the participants within the organisation, feel good and fit in well, displaying positive feelings and functioning effectively in the organisation. These findings are in line with the conclusions by Janse van Rensburg et al. (2017) and Rothman (2013), who define flourishing at work as a situation where employees experience positive psychological wellbeing, emotional wellbeing and social wellbeing. The very high and positive significant results seen between “flourishing” and “affective commitment” indicate that employees experience effective and positive work environments and conditions. These findings are confirmed by the studies of Rhoades, Eisenberg and Armeli (2001) and Di Pietro, Moreo and Cain (2019). Estimates can further be made that employees feel attached and involved in the organisation. The positive correlation between “organisational commitment” and “flourishing” in this study implies that employees with high levels of “flourishing” at work are also likely to show high “organisational commitment” towards the organisation. The results further indicate that employees are flourishing and are highly committed, which reduces the probability of high turnover in the organisation.

The study further specified that the “work-role fit” acted as a positive and significant predictor of “organisational commitment”. Therefore, the findings of this study accentuate that an attachment to the organisation as well as a match between the personal values, plans and career goals of employees and of the organisation exists. The respondents perceive their jobs as professions and are willing to go beyond what is expected of them. These positive emotional experiences are fundamental to “fit” and are represented as high levels of attachment, which shows increased and improved “organisational commitment” on the part of the respondents. Chhabra (2015) indicates that “fit” is directly related to “organisational commitment”, that is, where a match is identified between the abilities and skills of the employees, they are more likely to be committed to the organisation.

The results indicate that “fit” positively and significantly predicts “organisational commitment”. These findings are in line with those of Mensele and Coetzee (2014), Khaola and Sebotsa (2015), and Margaretha and Wicaksana (2020), who revealed a positive and significant relationship between personal “fit” and “organisational commitment”. It can be stated that, in cases where the “organisational commitment” level increases, the level of employees’ “fit”, likewise, increases. The studies done by Mete et al. (2016), Abdurachman and Siswati (2017) and Meyer et al. (2018) revealed that high “fit” leads to a greater degree of “organisational commitment” and vice versa, supporting the findings of this study. In addition, the results are supported by the empirical studies of Nikkah-Farkhani et al. (2017), Jin et al. (2018) and Siyal et al. (2020). Further, the results reveal that marital status, namely, single and divorced/separated employees, experience high levels of attachment, are highly satisfied with their jobs, believe in the organisation’s values and goals, and feel that they have an opportunity to express their skills and strengths. The findings indicate a positive and highly significant relationship between “fit” and “organisational commitment” and “marital status”. These results therefore imply that employees who are not married experience greater “fit” and “organisational commitment”.

“Flourishing” is a multidimensional construct, which requires a combination of high levels of social, psychological and emotional wellbeing, consisting of an arrangement of



positive levels of feeling and functioning well (Bono et al. 2012; Hori et al. 2019; Janse van Rensburg et al., 2017; Knoesen & Naudé, 2018; VanderWeele, 2017). The findings in the study draw attention to the positive and significant relationship between the subscale of social wellbeing and organisational commitment. The respondents therefore experienced fitting in well within the organisation, integrating socially and experiencing personal growth, unity and acceptance and being involved in the organisation. Therefore, it can be concluded that employees feel that they function effectively in the organisation and that life at work is going well. This finding agrees with the studies of Diedericks and Rothmann (2014) and Rothmann and Redelinghuys (2020), which indicates that individuals, who experience “flourishing”, display higher levels of “organisational commitment” and decreased turnover intention.

In terms of the demographic variables in relation to the three variables, the results revealed that only “divorced/separated” and “expatriates” positively and significantly predict “organisational commitment”, thus contradicting the findings of Momtaz, Hamid, Haron and Bagat (2016) and Clarence and George (2018) that marital status does not influence either flourishing or organisational commitment. In contrast to this study, relating to the positive significance of expatriates and “flourishing” and “organisational commitment”, the findings of Shaw, Gupta and Delery (2005) revealed that local employees experience greater organisational commitment compared to expatriates. In addition, Ghosh (2019) found that there is, to date, insufficient information on and a lack of studies about the construct of “flourishing” in relation to expatriates. However, positive, yet no significant, predictions were found between “flourishing”, “organisational commitment” and “age” and “gender”. This finding is supported by the findings of Chan and Qui (2011) and Diener et al. (2010), who found that no significant relationship exists between “age” and “gender”, “flourishing” and “organisational commitment”. Contrary to the study of Sloan (2017), researchers have conceded mixed findings concerning gender differences in regard to organisational commitment.

In summary, high levels of “fit” and “organisational commitment” are associated with retention, as identified by Stewart and Brown (2019), Kristof-Brown, Zimmerman and Johnson (2005) and Redelinghuys and Botha (2016). Al-Jabari and Ghazzawi (2019) indicate that organisational commitment refers to the involvement of the employees in the organisation and the strength of an individual’s identification with the organisation. Flourishing, which predicts a large percentage of variance in intention to leave, suggests that employees, who do not flourish, consider leaving the organisation. This result is supported by the finding of Diedericks and Rothmann, (2014), Janse van Rensburg et al. (2017) and Swart and Rothmann, (2012), who indicate that a low intention to leave is a result of a high flourishing level at work. In view of these findings, it appears reasonable to assume that employees, who experience high fit and who flourish within the workplace, show higher levels of organisational commitment.

Implications and recommendations for the hospitality industry

In 2019, the hospitality industry had one of the highest turnover rates (Pavlou, 2019), creating a difficult challenge for human resource practitioners (Kiruthiga & Magesh, 2015; Sagaraju, 2018). In addition, the hospitality industry has had endured numerous disasters (Borko, 2018) and including, most recently, the global outbreak of the coronavirus in 2019/2020 (COVID-19). Subsequently, over the past decades, it has had to constantly recover, re-emerge, survive and thrive. Substantial work pressures, stress and physical and mental work in the hospitality industry are also factors that result in high staff turnover (Hunker, 2014). It is critical for the international hospitality industry to be aware of the role that “fit”, “flourishing” and “organisational commitment” play in the retention of employees and in reducing high



employee turnover. Therefore, talent retention programmes and best retention practices are of the utmost importance in the hospitality industry as these will ensure the retention of high performing and talented employees and add to the success, productivity and profitability of the organisation. Retention strategies will assist in ensuring a low employee turnover rate, which, in turn, will positively affect the sustainability and profitability of the organisation. Overall, retention strategies and frameworks should try to minimise employee turnover to prevent a negative impact on business goals and productivity by implementing organisational commitment initiatives. Organisations should focus their retention strategies on increasing the retention rate by growing the fit, flourishing and organisational commitment of all employees to prevent the loss of talented employees. Organisations should further increase the work-role fit when recruiting and employing employees who are a good fit for the team as well as for the organisation (Mankiewicz, 2020).

Recommendations for the human resource practitioners in the hospitality industry

The findings of the literature review provide valuable insights into the various concepts and theoretical models that promote “fit”, “flourishing” and “organisational commitment”. Human resource practitioners should recognise the factors that contribute to employee retention in the hospitality industry. This study is pertinent for human resource practitioners in attempting to ensure a steady workforce and to make the necessary recommendations to ensure employees remain in their organisations. Therefore, human resource practitioners should understand the factors that create employee “fit” (e.g., psychological meaningfulness and work engagement), “flourishing” (e.g., social acceptance, integration, growth, physical engagement, meaning, purpose, job satisfaction and learning) and “commitment” (e.g., affection for the workplace, obligation to stay and concern about what might be lost if leaving), and use this knowledge to leverage retention. Human resource managers play a major role in designing effective policies as well as improving existing retention strategies or developing new ones. The statistical findings have added value and knowledge on the relationship between “fit” and “flourishing” (independent variables) and “organisational commitment” (dependent variable) for human resource departments and propose a talent retention framework, with the aim of increasing retention. In addition, this research study has raised the awareness of the international hospitality industry of the role that “fit”, “flourishing” and “organisational commitment” play in relation to challenges such as high employee turnover, which is regarded as a complex and ongoing issue and topic for study (Alatawi, 2017). In summary, the area of human resource management is complex and, therefore, organisations need to be better armed with knowledge on improving the retention capabilities required to retain their talented employees to remain in business (Kossivi, Xu and Kalgora 2016).

Conclusion

The study made a theoretical contribution towards the tourism and human resource management research literature, by highlighting the importance of the concepts fit, flourishing and organisational commitment and their influence on staff retention. The study showed that results of the study will be both constructive and beneficial to human resource management in the hospitality industry towards adapting retention strategies to include interventions for improving workplace fit, flourishing and organisational commitment in employees. The study employed cross-sectional data to test the research hypothesis. No causal claims can therefore be made. The research design was appropriate for the exploratory nature of the research and was limited to data collected from one large hospitality group with nine hotels, on seven different islands, in the Indian Ocean, therefore, underrepresenting all



hospitality organisations globally. Accordingly, the same research could be conducted in multiple countries and regions across the globe to draw conclusions for the entire hospitality industry, given the fact that hospitality is a global industry. A future study, based on a larger geographical area and more diverse sample of employees, would provide greater statistical power.

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