

Research Article

Social Awareness and Organisational Commitment of Hotels in Port Harcourt, Nigeria

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Abstract: This study examined relationship between social awareness and organizational commitment in hotels in Port Harcourt. The study made use of the quasi-experimental design with primary data generated through structured questionnaire. A total of 150 top and middle level staff from the five star Hotels studied constituted the study population and a sample size of 100 (one hundred) was drawn using Taro-Yamen formula. The hypotheses were tested using the Spearman Rank Order Correlation Coefficient with the aid of Statistical Package for Social Sciences version 23.0. The tests were carried out at a 95% confidence interval and at a 0.05 level of significance. The study findings revealed that there is a relationship between social awareness and organizational commitment in hotels in Port Harcourt. Therefore the study specifically found that social awareness of managers in the hotels in Port Harcourt increases the employees' affective, normative and continuance commitment which affects their performance level. The study then recommends among others that supervisors in the hotel sector should be socially aware of the needs of its employees and listen to the views of others before making any decision that will affect other members of the organization.

Keywords: Social Awareness, Organizational Commitment, Affective Commitment, Normative Commitment Continuance Commitment.

Introduction

Organizational commitment as one of the most significant perspectives related to employments nowadays has attracted a lot of attention among management researchers. The reason undoubtedly lies in the result of achievement, On the other hand, the organizational committed employees can highly affect the quality of services presented in various customer oriented organizations specifically hotels. Some findings indicate that there is a direct and measurable relationship between customer services variable (such as satisfaction, willingness to work, loyalty, commitment, quality and quantification of internal services), on the other hand, the financial results of organization (Brooks, 2000; Sweetman 2001).

One of the basic human needs is social relationship. This is why human beings are considered as social creature by their nature. They cannot live alone; away from each other. Practicing social relationships determines human success from the personal and professional levels. Moreover, the psychologist Thorndike (1920) posited that "the best mechanic in a factory may fail as a foreman for lack of social awareness. This confirms in humans the need to feel loved, to belong, loyalty, participation, and to conduct in the various aspects of their lives and activities. Maslow (1943) had presented this idea in his theory, the pyramid of human needs, where he explained that humans in general feel strongly the need of belonging, loyalty, and love. This need will provide them the emotional support and confidence. On the other hand, when people do not get their need efficiently, they will be more anxious, depressed, and

socially isolated (Karnatovskaia, Gajic, Bienvenu, Stevenson & Needham, 2015). Many researchers such as Thorndike (1920), Vernon (1933), Goleman and Boyatzis (2008), Frankovsky & Birknerová (2014), and Al-Jarrah & Asleh (2016) stressed on the need of interaction between each other by having social skills, empathy and other skills which are a part of social intelligence.

Sometimes we are faced with very difficult and challenging situations, that we have to decide how we have to handle it in an appropriate manner, without hurting any parties involved and leaving us with no regrets later on. Therefore, we are required to go through systematic the process of pondering upon the issue and analyzing it for its impacts, both positive and negative on ones' self and others, who might be affected by the decisions we arrive at . Hence, wise decisions that we are not sure about are a necessity in our daily dealings with several issues hence emotional intelligence entails all the above issues and is a paramount tool in dealing with challenging issues (Marc, Susan & Salovey, 2011).

Social awareness is a fundamental emotional competency and determines how individuals handle relationships (Goleman, 1998). Goleman (1995) defined social awareness as the ability to recognize emotions in others, or the ability to know how another feels.

This study therefore examined the relationship between social awareness and organizational commitment in hotels in Port Harcourt. Furthermore, this study was also guided by the following research questions:

- 1) What is the relationship between social awareness and affective commitment of hotels in Port Harcourt?
- 2) What is the relationship between social awareness and normative commitment of hotels in Port Harcourt?
- 3) What is the relationship between social awareness and continuance commitment of hotels in Port Harcourt?

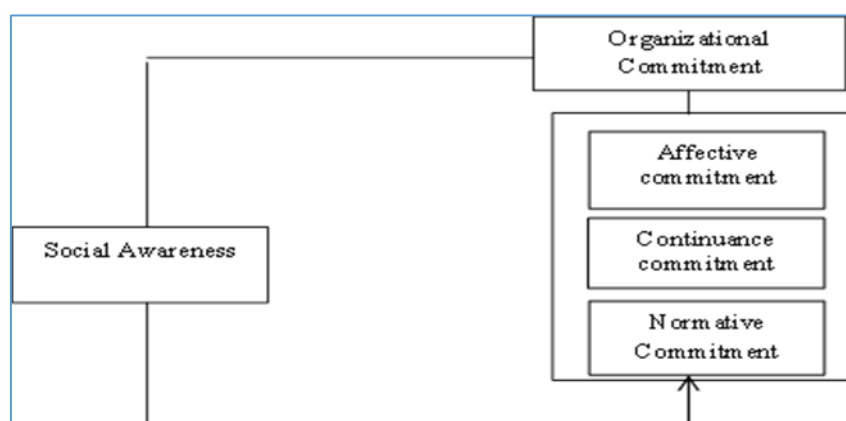


Figure 1. Conceptual framework for the relationship social awareness and Organizational commitment (Source: Author's Desk Research, 2019)

Literature Review

Theoretical Foundation

This research is primarily based on the theoretical foundation of Bandura's social learning theory (1977) and Goleman's theory of social intelligence (2006). Together, both theories provide adequate support for the hypothesis that a distance higher education learning environment is likely to have a different effect on social intelligence development. The direction of the effect is unclear based on the theories. Bandura's Social Learning Theory was

developed over several years by Bandura, starting in the early 60s (Bandura & Walters, 1963). The theory states that people learn human behaviour through observing other people behaviors and the outcomes of those behaviors, is referred to as “modeling.”

According to the theory, there are four necessary conditions for effective modeling. These are (a) attention paid to the model, (b) retention of the information, (c) reproduction of the action or behaviors of the model, and (d) having the motivation to imitate. Social learning is accomplished through continuous reciprocal interaction between cognitive, behavioral, and environmental influences (Bandura, 1962, 1971). Hill, Song, and West (2009) provided an in-depth review of the research related to social learning theory and Web-based learning environments. They concluded that social learning can take place in web-based learning environments, given the right conditions: interactions, group and class size, resources, culture, community, epistemological beliefs, individual learning styles, self-efficacy, and motivation. From a social learning perspective, learning takes place when participants are engaged and interacting with other humans while receiving feedback. Newer, web-based technologies make this kind of social learning environment possible, but not necessarily ubiquitous. Hill, Song and West (2009) cite several studies that support the idea of social learning beginning to take place in distance environments. Social learning can be facilitated in distance environments.

Social Awareness

This is the ability to sense, understand and react to others emotions while comprehending on social networks. Social awareness which encompasses the competency of empathy is the ability to read non-verbal cues for negative emotions, particularly anger and fear and to judge the trustworthiness of others. It is about understanding others feelings, not experiencing them (Garner, 2009). This refers to the ability to listen to others, understand fully what was not said or partially expressed thoughts and feelings; the ability of the individual to be part of a group or a team; the ability to take decisions; to recognize culture and value aspects and how these aspects influence an individual's actions and behavior; a desire to help others in order to satisfy his or her needs as well as to comprehend other people's needs before they are defined (Silvera, Martinussen & Dahl 2001; Friborg, Barlaug, Martinussen, Rosenvinge & Hjemdal, 2005). Being socially aware means that you understand how you react to different social situations, and effectively modify your interactions with other people so that you achieve the best results. The net result of social awareness is the ongoing development of social skills. That's the beautiful part about emotional intelligence...it's a personal continuous improvement process.

Baloch, Saleem, Zaman and Fida (2014: 216) states that social awareness means that one should have the capability to know what is socially acceptable in the society and how a person should act in that manner accordingly. An empathic person is the one who is socially conscious of the emotions and concerns of other people. In business environment, the communication among the people is a tough job because it requires that only those persons can interact well who are empathetic in interactions to achieve better performance in return. Employees we do not work alone but with others and probably even in teams on certain projects and this entails managing our relationships within the organizations and others in an appropriate manner by making it our business to know how others are feeling and making them feel better since others happiness is our business (McPheat, 2010). Victoroff and Boyatzis (2012) stated that social awareness simply relates to how persons handle relationships and others feelings, needs and wants after they have gained full knowledge of them.

According to Petrides and Furnham (2006), social awareness emphasizes social relationships and social influence. Persons with good sociability have better social interaction. They believe they have good listening skills and can communicate clearly and confidently with people from diverse background. They also believe that individuals with social awareness empathize with others, comprehend and accept the emotions of others as well as see things from another person's point of view and therefore develop a stronger bond and understanding with other people.

As employees we do not work alone but with others and probably even in teams on certain projects and this entails managing our relationships within the organizations and others in an appropriate manner by making it our business to know how others are feeling and making them feel better since others happiness is our business (McPheat, 2010). Victoroff and Boyatzis (2012) stated that social awareness simply relates to how persons handle relationships and others feelings, needs and wants after they have gained full knowledge of them.

Organizational Commitment

Organizational commitment refers to an employee's belief in the organization's goals and values, desire to remain a member of the organization and loyalty to the organization (Monwday, Porter, & Steers, 1982). With the speed and scale of change in organizations, managers are constantly seeking, for a way to generate employee's commitment which translate to competitive advantage and improved work attitudes such as job satisfaction, performance, absenteeism and turnover intentions (Lok & Crawford, 2001). Organizational commitment is the relative strength of an individual's identification with and involvement in a particular organization (Mowday *et al.* 1998). Thus, it is an important variable that has an influence on employee's attitudes and affects their degree of loyalty to their organizations.

Meyer and Allen (1997) claimed that commitment is best when it is based upon a belief in the value of the initiative and employees wanting to see it succeed. The concept of organizational commitment emerged from studies exploring employee-organization linkages. According to Mowday & Spencer (1981), committed employee would be beneficial due to the potential for increased performance, reduced turnover and absenteeism, whereas Meyer and Allen (1991) provided an empirical support that organizational commitment is a multidimensional concept that provides a comprehensive insight into the link between employees and work related behaviour.

Organizational commitment has been conceptualized as a psychological state or mindset that binds individual, to a course of action relevant, to one or more targets and a willingness to persist in that same course (Coper-Hakim and Viswesvaran 2005). Porter *et al.*, (1974) defined commitment as a strong belief in and acceptance of the organizational goals, willingness to exert considerable effort on behalf of the organization and a desire to maintain organizational membership.

Measures of Organizational Commitment

Affective Commitment (AC)

According to Meyer & Allen (1997) affective commitment refers to the employee's emotional attachment to identification with, and involvement in the organization based on positive feelings, or emotions, toward the organization. The antecedent for affective commitment include perceived job characteristic where there is task autonomy, task significance, task identity, skill variety and supervisory feedback, organizational

dependability that mean extent to which employees feel the organization can be counted on to look after their interest, and perceived participatory management that they can influence decisions on the work environment and other uses of concern to them (Madi, Abu-Jarad & Alqahtani, 2012). They further asserted that the use of these antecedents is consistent with the findings by Rowden (2002) that these factors all create rewarding situations, intrinsically conducive to development of affective commitment.

Normative Commitment (NC)

According to Madi, *et al* (2012) normative commitment refers to an employee's feeling of obligation to remain with the organization where it based on the employee having internalized the values and goals of the organization. Normative commitment is said to reflect a sense of obligation on the part of the employee to maintain membership in the organization (Bal,*et al*, 2014). It has also been conceived that the potential antecedents for normative commitment include co-worker commitment where it includes affective and normative dimensions as well as commitment behaviour, organizational dependability and participatory management. And that co-workers' commitment is expected to provide normative signals that influence the development of normative commitment.

It is worthy to mention that organizational dependability and participatory management are key issues that will foster and install a sense of moral obligation to reciprocate to the organization. Normative commitment is said to reflect a sense of obligation instilled in the employee to sustain membership in the organization (Bal, Bozkurt & Ertemsir, 2014).

Continuance Commitment (CC)

Bal, *et al* (2014) opined that continuance commitment is based on the perceived costs associated with discontinuing employment work with the organization. Kanter (1968) referred to continuance commitment as a cognitive orientation where costs are considered when leaving or remaining with the organization. Continuance commitment is seen as the commitment that is based on the cost that the employee is associated with when leaving the organization (due to high cost of leaving). And the potential antecedents of continuance include age, tenure, career satisfaction and intent to leave.

Age and tenure can be seen as adopted predictors of continuance commitment, as a result of their roles as substitute measures of investment in the organization (Meyer & Allen, 1997). In the view of Madi *et' al* (2012), tenure indicates non-transferable investments that means close working relationship with co-workers, retirement investments, career investments and skills peculiar to the particular organization while age can be negatively related to the number of available job opportunities.

Career satisfaction was said to provide a more direct measure of career related investments which could be at risk if the individual leaves the organization. They went further to assert that whatever employees perceive to as sunk costs, resulting from leaving the organization, are antecedents of continuance commitment.

Relationship between Social Awareness and Organizational Commitment

Zeidner et al. (2004) proposed that individual who has more sense of emotions are more successful to communicate their ideas, goals and objectives towards persuading people. According to Goleman (1998), emotional intelligence consists of social skills that are needed by teamwork and organizational leader that have emotional intelligence can influence the relationship in the workplace. Therefore, it can give an impact to the relationship between

emotional intelligence and organizational commitment (Meyer & Salovey, 1997). Cheiniss (2001) claimed that emotional intelligence would affect the individual skills to success when having some work pressure and it reveals that attitude in job pressure. Emotional intelligence is defined by Goleman (1995) as ability to be aware of emotions of ourselves and others to manage the emotions. Emotional intelligence can affect personality rather than cognitive intelligence.

According to Robinson and Rousseau (1994), job insecurity can lead to reduced commitment and high turnover intentions which might threaten organizational stability. Accordingly, individuals who have high level of emotional intelligence will be able to adiorate the essence of job, insecurity on their affective commitment and that emotional intelligence have a moderating influence. This is because employees need first to be aware of the emotion they are experiencing as a result of their perception of job insecurity.

Employees high in the perception factor of emotional intelligence can therefore be expected to be able to assess the emotions they are feeling to confirm if their perception are correct or not. Employees high in the self-management component of emotional intelligence should be able to prioritize the information that s most important to their feelings of insecurity and then to adopt multiple perspective to determine if their feelings are accurate and reasonable (Mayer & Salovey, 1997).

Understanding component •of emotional intelligence, emotional intelligent employees are likely to foresee possible complex emotions that will emerge from this situation, including whether they have mixed feelings of loyalty and betrayal and how anxiety about their insecurity may lead to feelings of frustration and anger. Employees with high ability to manage their emotions will be more likely than their low ability counterparts to control their initial emotional reaction to perception of job insecurity. This is especially true if they consider these reactions to be unproductive. In this case, management of self-emotion may result in employees increasing their affective commitment to the organization by generating enthusiasm for their work (Meyer & Salovey 1997). Alternatively, employees high in their ability manage decide that it is in their personal interest to suppress their feelings of insecurity and merely to increase their normative commitment to the organization for the durative of their employment.

From the foregoing arguments, the study thus hypothesized that

H₀₁: There is no significant relationship between social awareness of managers and employees affective commitment in hotels in Port Harcourt.

H₀₂: There is no significant association between social awareness of managers and employee's continuance commitment in hotels in Port Harcourt.

H₀₃: There is no significant association between social awareness of managers and employees normative commitment.

Methodology

The study made use of the quasi-experimental design with primary data generated through structured questionnaire. A total of 150 top and middle level staff from the five star hotels studied constituted the study population and a sample size of 100 (one hundred) was drawn using Taro-Yamen formula. The hypotheses were tested using the Spearman Rank Order Correlation Coefficient with the aid of Statistical Package for Social Sciences version 23.0.

Data Analysis and Results

Bivariate Analysis

The result for the tests for the hypotheses of the study is presented in this section. Analysis for each bivariate is based on the confidence interval of 95% at a 0.05 level of significance for significant levels of associations between the dimensions of emotional intelligence and the measures of organizational commitment.

Table 1. Social Awareness and the Measures of Organizational Commitment

			Self	Affective	Continuance	Normative
Spearman's rho	Social	Correlation coefficient	1.000	.622**	.762**	.740**
		Sign (2-tailed)	.	.000	.000	.000
		N	74	74	74	74
	Affective	Correlation coefficient	.622**	1.000	.169	.273
		Sign (2-tailed)	.000	.	.150	.018
		N	74	74	74	74
	Continuance	Correlation coefficient	.762**	.169	1.000	.674**
		Sign (2-tailed)	.000	.150	.	.000
		N	74	74	74	74
	Normative	Correlation coefficient	.740**	.273**	.674**	1.000
		Sign (2-tailed)	.000	.018	.000	
		N	74	74	74	74
Source: Survey data, 2018						

H₀₁: There is no significant relationship between social awareness of managers and employees affective commitment in hotels in Port Harcourt.

The correlation coefficient (r) shows that there is a significant relationship between social awareness and affective commitment. The *rho* value 0.622 indicates this relationship and it is significant at $p < 0.000 < 0.05$. The correlation coefficient represents a strong relationship between the variables. Therefore, based on empirical findings the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between social awareness of managers and employees affective commitment in hotels in Port Harcourt.

H₀₂: There is no significant relationship between social awareness of managers and employees continuance commitment in hotels in Port Harcourt.

The correlation coefficient (r) shows that there is a significant relationship between social awareness and continuance commitment. The *rho* value 0.762 indicates this relationship and it is significant at $p < 0.000 < 0.05$. The correlation coefficient represents a strong relationship between the variables. Therefore, based on empirical findings the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between social awareness of managers and employees continuance commitment in hotels in Port Harcourt.

H₀₃: There is no significant relationship between social awareness of managers and employees normative commitment in hotels in Port Harcourt.

The correlation coefficient (r) shows that there is a significant relationship between social awareness and normative commitment. The *rho* value 0.740 indicates this relationship and it is significant at $p\ 0.000 < 0.05$.

The correlation coefficient represents a strong relationship between the variables. Therefore, based on empirical findings the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between social awareness of managers and employees normative commitment in hotels in Port Harcourt.

Discussion of Findings

The study findings revealed that there is a significant relationship social awareness of managers and employees commitment in hotels in Port Harcourt. This implies that behaviour, which emphasizes on social-awareness further impact on the levels, of enthusiasm and drive employees have on the job, thus changes in the organizational commitment of employees can be linked to the nature of social awareness expressed by their superiors and even colleagues on within their organizations. This findings support the works of Abraham (1998) and wrong and Law (2000) show that there is a positive relationship between social awareness and continuance commitment. This was corroborated by Perez *et al.*, (2004) in their work involving 167 adult professionals and Prati (2004), who also proved a positive relationship existed between social awareness and organizational commitment. However, despite the positive correlation between social awareness and continuance commitment, there were some studies that cast a shadow of doubt between the relationships. Stewart (2008) in his study in the food industry stressed that there is no relationship in the social awareness and continuance commitment of employees.

High performance is perceived to only exist among employees or persons with very high social connections among the fellow employees of colleagues they work with as compared to the very quiet and the so called anti-social groups and this is widely believed to be due to the ability for these socially aware to seek for advice about issues concerning their jobs from knowledgeable colleagues and are also motivated and look forward to going to work every day and socialize with colleagues hence boosting their very own performance as compared to the anti-social colleagues (Treadway *et al.*, 2013).

It is believed that for performance enhancement among organizational employees, management must improve their ways of dealing with feedback delivery among the different staff and factors such as age, timing, mode of communication and then the content of feedback is paramount for example when giving feedback supervisors do not need to only dwell on the mistakes and gaps but also the achievements, for mistakes people need to be called aside and considerate manner of feedback delivery needs to be used for the older people and quality of feedback for the younger generation needs to be considered to improve general performance within the organization (Wang, Burlacu, Truxillo, Keith and Yao, 2015).

Conclusion and Recommendations

Socially aware individual have the ability to comprehend the general motives of the organization and the political dynamics they exist in group networking and coalition building which makes the employee to exert some influences on other people irrespective of the individual professional affiliation (Shalзад *et al.*, 2011). This study therefore concludes that the exercise of social awareness by managers create opportunity for employees to express

their affective, continuance and normative commitment towards their work and thereby enhancing their productivity margin and commitment in the organization. The study recommends that hotel executives should pay attention to social awareness as this will enhance the effectiveness of the Hotel. Supervisors in the hotel sector should be socially aware of the need to listen to the views of others before making any decision that will affect the organizational goals.

Conflicts of interest: There is no conflict of interest of any kind.

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