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ORGANIZATIONAL IDENTITY, ORGANIZATION ATTACHMENT, AND TURNOVER INTENTION IN THE HOSPITALITY INDUSTRY

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Abstract

The purpose of the study mainly explores how organizations can retain talents in the hospitality industry as strategies. The research method adopts quantitative and non- random purposive sampling, with employees working in hospitality industry in Kaohsiung City as the subjects, and 406 samples were collected. The results show that employees identify with the organization in terms of "the company's image in society" and "care for the company's future development", and "Being proud of the company employees we serve" have high cognitive evaluations, which can reduce employees' intention to leave. In terms of organizational attachment, "the hospitality industry allows personal growth, Learning and development", "I am proud to be a member of the hospitality industry" and "Have a high sense of belonging to the hospitality industry and hope that the hospitality industry can be more successful". Through by promoting high organizational identification, employees can build emotional attachment and stickiness. Finally, through multiple regression, the path between organizational identification, organizational attachment and turnover intention was explored, and it was found that organizational identification has a direct significant positive correlation with organizational attachment and a significant negative correlation with turnover intention; organizational attachment is directly related to age, salary and seniority. Further exploration revealed that senior personnel have higher stability in the workplace than young people due to their personal social experience, and their high degree of identification creates more emotions and expectations for

attachment to the organization. Several suggestions and further research directions are provided to the practitioners and academia for the hospitality industry in Taiwan.

Key Words: Organizational Identification, Organizational Attachment, Hospitality Industry, CSR

Introduction

Given the labor-intensive nature of the hospitality industry, the successful completion of all sales activities relies heavily on the close interaction between service personnel and guests. This emphasis on intangible services over permanent fixtures underscores the industry's commitment to showcasing the professionalism of its service personnel. However, persistent challenges such as low wages, prolonged working hours, and fluctuating business turnovers between off-peak and peak seasons contribute to an uneven distribution of labor loads. Additionally, shortcomings in personnel training stem from inadequate internal training programs, inappropriate employee selection, and engagement practices, among other factors. With the hospitality industry's extremely high employee turnover rate, it is critical to prioritize strategies for retaining human resources within organizations. The aftermath of the COVID-19 pandemic has exacerbated the high employee turnover rate in the hospitality industry, particularly evident in the catering industry, where high-temperature, high-pressure, and long-working-hour workplace conditions have become common. In addition to Taiwan's low fertility rate, several other factors influence the engagement of younger generations in the hospitality industry, including societal perception, wage levels, and the emergence of food delivery platforms. Maintaining a moderate employee turnover rate within an enterprise not only promotes organizational development and facilitates its operational efficiency but also provides employees with opportunities to enhance their skills through diverse work experiences, thereby promoting their career advancement. However, a high turnover rate not only adversely affects organizational stability but also causes uncertainty in employees' career development within the enterprise.

Compared to traditional industries, the hospitality industry experiences a higher employee turnover rate due to the nature of its duties. Increasingly, industry stakeholders recognize the seriousness of this issue. By addressing employee satisfaction with performance achievements and offering high-level commitments in employment contracts, organizations aim to foster stronger bonds between employees and their workplaces, leading to reduced turnover rates and heightened employee loyalty. Previous studies have shown that implementing training programs, enhancing internal communication channels, and providing incentives can strengthen organizational retention efforts, improve employees' attachment, and reduce turnover intention. An organization committed to offering specialized training aligned with employees' interests can implement strategies to provide them with significant advantages in the workplace.

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This includes improving their working experience, enhancing their professional skills, providing promotion opportunities, fostering rewards and remuneration, and facilitating valuable workplace connections. Such initiatives contribute to employees' job satisfaction, organizational attachment, and loyalty and reduce turnover rates within the organization. In the catering industry, the combination of long working hours and low starting wages often leads to the premature departure of young employees, exacerbating workforce instability—a situation that resulted in massive job cuts in the hospitality industry during the COVID-19 pandemic. Moreover, the electronics industry and emerging food delivery sectors, with remarkable business performance, have successfully attracted a significant portion of the labor force from the hospitality industry. Compounding this issue, many employees now perceive the remuneration offered by the hospitality sector as insufficiently stable in the post-COVID-19 era, further diminishing their willingness to return to the industry even after the pandemic subsides. According to the 2022 Job Vacancy and Employment Status Survey conducted by the Directorate General of Budget, Accounting, and Statistics of Executive Yuan, the hospitality industry consistently ranks second among all sectors in terms of job vacancy rates. As a labor-intensive industry, the hospitality industry typically allocates a significant proportion of its operational expenses to labor costs, providing employers more reasons to lower employee wages or even to reject adjustments in remuneration. Despite the gradual recovery of the catering industry, substantial employee attrition persists, with employers spending an average of 4.6 months to find suitable replacements who may still fall short of their expectations. These challenges underscore a persistent gap between the growing demands of Taiwan's post-pandemic hospitality sector and the available labor pool. To thrive in this harsh environment, stakeholders in the hospitality industry must understand the factors influencing employee retention and actively work to mitigate high turnover rates. This study aims to explore the relationships between organization identity (OI), organizational attachment (OA), and turnover intention (TI) among employees in the hospitality industry, with a focus on those in Kaohsiung City. By exploring these dynamics, the research seeks to devise strategies and interventions grounded in internal cognitive values and care to effectively reduce turnover rates within organizations. Ultimately, this study aims to offer practical insights for enterprises and provide direction for future academic research.

Literature Review

Organization Identify (OI).

Organization Identify stems from the Social Identity Theory (SIT) proposed by Tajfel (1974) and was further applied to organizational contexts by Ashforth & Mael (1989), who conceptualized OI as a specific manifestation of social identity. They described OI in 1992 as the perception of unity or belongingness to a particular organization, where individuals define themselves in terms of their affiliation with the organization. OI, being strongly path-dependent and challenging for competitors to replicate, serves as a primary source of competitive advantage for enterprises. Currently, OI has garnered significant attention from scholars com-

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mitted to exploring organizational behavior.

Vassilev & Miller (2000) proposed that OI reflects an employee's identification with an organization's mission, values, and goals, integrating the organization's interests into their decision-making processes. Despite variations in definitions, scholars both domestically and internationally commonly characterize OI by two key attributes: a sense of belonging and its connection to self-concept. The definition put forth by Ashforth & Mael (1989, 1992) is widely adopted, defining OI as a sense of oneness with an organization, which arises when members align their self-concept with the organization's goals, values, and ideologies. OI embodies the interaction between individuals and organizational objectives, fostering subjective emotional connections among its members. This intangible asset benefits the employees who identify with the organization and tend to prioritize organizational interests in decision-making processes. Even in the absence of managerial oversight, such employees internalize organizational values through their perceptions and experiences, reinforcing their commitment to the organization and mitigating turnover intention.

Organizational Attachment (OA).

Attachment behavior is characterized by a combination of protective and inspiring behavior, commonly evident in children's actions, which reflect their desire to be closer to others, with stopping crying quickly proving the existence of some emotional attachment. Bowlby (1982) defined attachment as a child's strong inclination to seek proximity to and contact with a specific figure, particularly

in situations of fear, fatigue, or illness. This disposition is enduring and persists regardless of immediate circumstances. According to the definition provided by Zhang's Dictionary of Psychology (by Chunxing Zhang), attachment encompasses both behavioral attributes and the intricate emotional connection between an individual and their attachment figure. Originating in Bowlby's work in the 1950s and 1960s, attachment theory was an extension of his psychological framework aimed at understanding interpersonal relationships and emotional bonds among individuals. The concept of attachment extends beyond psychology (e.g., John Bowlby, 1973) and the employee-organization relationship (Casper & Harris, 2008). The concept can also be applied to the consumer-enterprise relationship (Vlachos et al., 2009) and the consumer-brand relationship (Grisaffe & Nguyen, 2010). From an "attachment" perspective, individuals seek to fulfill their basic needs, such as emotional support, protection, and care, through social connections. Once they think that a specific target, whether an organization or a brand, can satisfy these needs for protection, care, and attachment, they become attracted and motivated to establish a bond with the target.

Turnover Intention (TI).

Employee turnover refers to the departure of an individual from an organization, signifying the termination of their employment relationship. It occurs when an employee leaves their position after a certain organizational tenure. Turnovers can be categorized into voluntary and involuntary turnovers. Voluntary turnovers typically stem from organizational factors such as compensation, career advance-

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ment opportunities, job satisfaction, and supervisor relationships or external factors, such as health concerns, retirement, relocation, and pursuit of further education. In contrast, involuntary turnover occurs when an individual is laid off or dismissed from their position. In this sense, TI represents an individual's psychological inclination or attitude towards leaving their current job in pursuit of other job opportunities. It is a culmination of cognitive processes leading to withdrawal and serves as a crucial predictor of actual turnover, making it a key indicator for organizations (Sager et al., 1989). Higher TI levels indicate a greater likelihood of turnover occurrence. While employee turnover is generally perceived as detrimental to an organization due to increased recruitment and training costs, recent studies have highlighted both positive and negative impacts. Positive impacts may include rejuvenating the organizational environment, introducing new management approaches, eliminating unsuitable personnel to enhance corporate image, and revitalizing organizational vigor by removing underperforming employees.

Research Design and Methods

Conceptual Framework

This study aims to explore the relationship among the OI, OA, and TI among employees in Kaohsiung City's hospitality sector. Drawing from a comprehensive review of relevant literature, the conceptual framework is established and depicted in Figure 1.
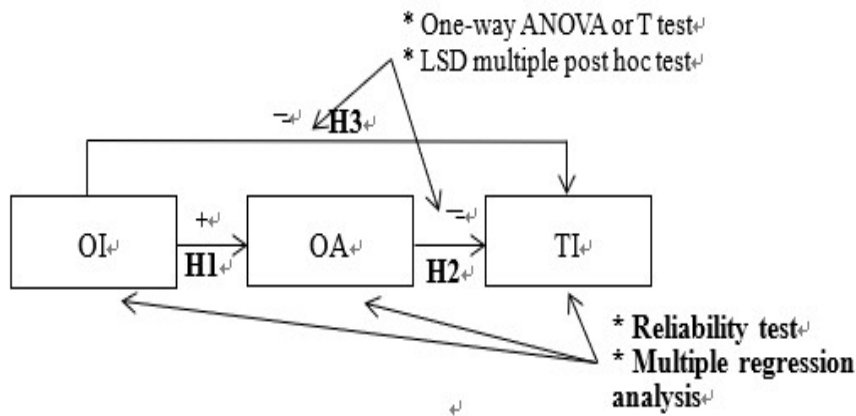

Figure 1. The research structure

Research Hypotheses

Based on the literature review and the research structure outlined in Figure 1, this study proposes three research hypotheses.

H1: There is a significant positive relationship between OI and OA

OI represents a psychological state that encompasses the perception, attractiveness, relevance, and satisfaction that members of an organization hold towards the organization. Meanwhile, OA denotes the psychological and emotional connection between an individual and an organization. When OA is established, employees exhibit strong loyalty and a genuine willingness to contribute to the organization. This mutual commitment encourages individuals to prioritize organizational interests over personal ones and fosters sustained dedication to organizational goals (Armenakis et al., 1993). The establishment of OI occurs when organizational members develop an emotional connection to the organization and collaborate toward its common objectives. This, in turn, influences individual satisfaction and enhances organizational performance. OA reflects employees' attitudes or psychological inclinations toward identifying with the organization. A high level of OA is associated with increased productivity, work quality, and employee cohesion while mitigating employee turnover, thereby contributing to organizational development. Conversely, TI naturally arises when organizational members do not identify with the organization's goals and lack loyalty. Organizations possessing a distinct, superior, and relatively stable OI could maintain a long-term competitive advantage in a highly volatile and competitive business environment. When individuals perceive themselves as integral members of the organization, identify with its mission, goals, and values, demonstrate a commitment to contribute to its success, and develop a profound sense of unity with the organization, envisioning a shared future with it. Thus, OI serves as a crucial factor in fostering pride among individuals in their organizational membership and aligning their personal values with those of the organization (O'Reilly & Chatman, 1986).

H2: There is a significant negative relationship between OA and TI

TI is a form of behavioral commitment. As a reliable indicator of OA, TI has been established as a robust predictor of actual turnovers (O'Reilly et al., 1991). According to O'Reilly et al. (1986), employees' reactions toward an organization are primarily influenced by the depth of their psychological attachment to it. The foundation of OA lies in employees' identification with the organization and their acceptance of its goals. The more employees are engaged in organizational activities, the stronger their OA tends to be. Past research indicates a significant correlation between TI and OA, where higher levels of OA are associated with reduced turnover intentions. When employees identify with an organization's goals, they derive satisfaction from their work, viewing it as an integral part of their identity. This sense of belonging fosters loyalty and emotional attachment to the organization, increasing their willingness to remain

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with it. Furthermore, a higher level of OI correlates positively with OA, leading to lower levels of TI. Consequently, OA exhibits a predominantly negative correlation with TI, suggesting that higher levels of OA facilitate a reduction in TI will or lower TI levels overall.

H3: There is a significant negative relationship between OI and TI

Scholars of SIT have highlighted organizational behavior as a phenomenon arising from the intricate interactions between individuals and groups within the workplace. When individuals in an organization perceive shared backgrounds, attitudes, and goals among themselves, their peers, and the organization, OI is established. OI exerts a profound and lasting influence on organizational members; employees develop a sense of belonging as they believe the organization reflects their own characteristics. The strength of this connection correlates with increased organizational commitment and engagement, leading individuals to remain within the organization, contribute actively, adopt positive attitudes, and align their decisions with organizational goals. Therefore, organizational managers are encouraged to prioritize the enhancement of employees' OI as a means to reduce their TI. Meanwhile, OI serves as a valuable predictor of TI. Porter et al. (1974) emphasized the importance of examining the psychological dimensions, such as job satisfaction and OI, in understanding the withdrawal process among employees.

Research Design and Analysis

This study administered a survey using a structured questionnaire and a non-probability purposive sampling method from January to March 2017. A total of 406 valid samples were collected. The questionnaire comprised four parts, each focusing on specific variables. Part 1 focuses on the basic profile of the participants. Part 2, consisting of 11 items adapted mainly from Ashforth & Mael (1992), focuses on OI. Here, OI was operationally defined as "employees' support for an organization, which is reflected in their loyalty to the organization and enthusiasm for the organization's basic goals, while their attachment to and emotions towards the organization stem from the fact that they cherish their relationships with other members and they are proud of being a member of the organization." Part 3, comprising ten items mainly adapted from Chu et al. (2012), focuses on OA. Here, OA was operationally defined as "the degree of employees' OI and their engagement in an organization, as when their experiences in the organization are consistent with their expectations and meet their basic needs, they will develop a strong attachment to, a warm and emotional concern for, or a loyalty to the organization." Part 4, a revision of the scale developed by Chang (2004), consists of four items and focuses on TI. Here, TI was defined as "a form of employees' denial of the organization to which they belong, which comprises a series of cognitive tendencies of workers to withdraw from a specific organization after working in the organization for a period of time as well as after due consideration." Responses to each item were scored on a 5-point Likert scale. Data analysis was performed using SPSS Statistics 19.0 to

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explore organizational members' evaluations of their OI, OA, and TI, as well as the relationships among their evaluation of these variables.

For data analysis, several methods were employed to test the validity of the proposed hypotheses. These methods included descriptive statistics, one-way ANOVA, the LSD multiple post hoc or T-tests, and multiple regression analyses.

Empirical Analysis and Results

According to the frequency distribution results from the 406 valid questionnaires, the sample exhibited certain demographic trends: the proportion of female participants (239, accounting for 58.9%) in this sample exceeded that of men; in terms of age, the majority were aged "21-30 years" (190, accounting for 46.8%); in terms of job distribution, the majority were "general employees" (267, accounting for 65.8%); in terms of service years, the majority had worked for "more than one year but less than three years" (160, accounting for 39.4%); in terms of remuneration, the majority earned a monthly salary ranging from "NTD 25,000-40,000 (208, accounting for 51.2%). Through independent samples, the T-test, and one-way ANOVA, significant differences were observed among the attributes of the employees in the hospitality industry. Specifically, "age" and "remuneration" significantly influenced OI, OA, and TI, while "service years" showed significant differences between OI and OA. Furthermore, analysis via LSD multiple post hoc test revealed that differences attributed to "age" were more significant. Subjects aged 31 to 40 (inclusive) and above ex-

hibited greater stability and resilience to workplace pressure and higher levels of OI and OA. This could be attributed to their extensive social and professional experiences, longer tenure, and higher remuneration, contributing to lower TI. Meanwhile, those aged 31-40 (inclusive) and under had fewer social experiences and were more likely to leave their current positions due to low wages, limited benefits, and inadequate promotion opportunities. Consequently, they displayed lower levels of OI and OA and higher levels of TI.

Evaluation of OI, OA, and TI

The survey results revealed noteworthy evaluations from employees in three key areas. In terms of OI, employees expressed high regard for aspects such as "the company's image in society (mean: 3.89)," "care for the company's future development (mean: 3.77)," and "being proud of the company's employees who provide services (mean: 3.64)." These positive evaluations led to a reduction in TI. In terms of OA, employees demonstrated positive sentiments towards factors such as "the hospitality industry facilitates personal growth, learning, and development (mean: 3.75)," "being proud of the membership in the hospitality industry (mean: 3.69)," and "having a strong sense of belonging to the hospitality industry and hoping that the hospitality industry could be more successful (mean: 3.68)." Strengthening OI strategies could further foster inner emotional attachment to organizations and enhance OA. In terms of TI, employees were primarily driven by factors such as "having considered looking for another job (mean: 3.11)" and "sometimes feeling very bored with the

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current job and want to have a new one (mean: 3.03)."

Research Hypothesis Testing

The reliability analysis results for the variables in this study demonstrated high Cronbach's alpha coefficients for OI, OA, and TI, with values of 0.940, 0.903, and 0.898, respectively. These coefficients, all exceeding the threshold of 0.80, affirm the stability and consistency of the questionnaire. Furthermore, multiple regression analysis was conducted, with OI serving as the predictor variable and OA as the dependent variable. Table 1 presents the statistics of the standardized regression of OI on OA. As shown, the standardized Beta estimate was 0.753, indicating that OI positively impacted OA. The F value was 530.526, which reached a significant level (p =0.000). Meanwhile, the Durbin-Watson statistic was 1.899, indicating that the independent variable had no autocorrelation. Lastly, the overall explanatory power (R^2) was 56.7%, indicating that OI had a positive and significant explanatory effect on OA.

Multiple regression analysis was performed again, with OI and OA serving as the predictor variables and TI as the dependent variable. Table 2 outlines the statistics of the standardized regression of OI and OA on TI. As shown, the standardized Beta estimates for OI and OA were -0.514 and 0.010, indicating that OI had a negative impact on TI. Meanwhile, OA had no direct impact on TI. The F value was 69.438, which

reached a significant level (p =0.000). The Durbin-Watson statistic was 1.984, indicating the independent variables had no autocorrelation. Lastly, the overall explanatory power (R^2) was 25.3%, indicating that OI had a significant explanatory effect on the equation of TI.

Conclusion and Suggestions

Conclusion

Based on the analysis of the survey results, "age," "remuneration," and "service years" significantly influenced the relationship between OI and OA. Specifically, older participants, who have accumulated more social experiences, exhibited higher levels of OI and OA. Conversely, younger participants, with fewer experiences and were more likely to leave their current positions due to external attractions, displayed lower levels of OI and OA. The level of remuneration and service years also influenced employees' stability in the workplace and their OA. Longer service years among employees often correlate with increased experience in business operations and management within the company, as well as a broader network of business connections. Consequently, employees with longer service years may demonstrate higher levels of OA than those with shorter service years.

Through multiple regression analysis and path analysis, it was determined that OA did not significantly impact TI. This finding can be attributed to the

Table 1. Statistics of the standardized regression of OI on OA

Dependent variable	OA					
	Standardized coefficients			ANOVA for the overall regression model		
Predictor variable	Beta estimate	t-value	Significance	F value (p-value)	Adjusted R^2	Durbin-Watson statistic
OI	+0.753	23.033	***0.000	530.526 (0.000)	0.567 (56.7%)	1.899

Note: * indicates p-value <0.05; ** indicates p-value <0.01; *** indicates p-value <0.001; the Durbin-Watson test was used to detect autocorrelation among the residuals, and a value of 2.0 indicates no autocorrelation detected in the data.

Table 2. Statistics of the standardized regression of OI and OA on TI

Dependent variable	TI					
	Standardized coefficients			Standardized coefficients		
Predictor variable	Beta estimate	t-value	Significance	F value (p-value)	Adjusted R^2	Durbin-Watson statistic
OI	-0.514	-7.865	**0.010	69.438 (0.000)	0.253 (25.3%)	1.984
OA	0.010	0.156	0.876			

Note: * indicates p-value <0.05; ** indicates p-value <0.01; *** indicates p-value <0.001; the Durbin-Watson test was used to detect autocorrelation among the residuals, and a value of 2.0 indicates no autocorrelation detected in the data.

distinct nature between OI and OA. OI is predominantly rooted in rational thinking (external interests), while OA relies heavily on emotional belonging (intrinsic interests). Employees identify with their organization before developing an emotional attachment to the organization and cohesion. The survey results highlight that employees' perceptions of the company's social image, future development prospects, and remuneration levels significantly influence their OI. Essentially, employees, regardless of their generational differences, evaluate their identification and dedication to the company based on rational factors such as remuneration levels, company policies, leadership styles, social responsibility initiatives, and future development potential. Therefore, employees' OI is primarily rooted in rationality. On the other hand, attachment entails a deep emotional connection characterized by closeness and interdependence between individuals and the organization. Unlike OI, which is driven by rationality, OA emerges from the emotional bond employees develop with the organization over time. For instance, employees with longer service years are likely to cultivate a strong sense of loyalty and willingness to work after developing a psychological and emotional connection with the organization (namely, OA). The development of OA fosters employees' willingness to sacrifice their own interests to serve the company and maintain a harmonious relationship with it.

Suggestions

Strategy 1: Enterprises should enhance their commitment to social responsibility to improve their corporate image and long-term vision for development

Corporate Social Responsibility (CSR) has emerged as a core value for today's enterprises in terms of their sustainable operation and development. Beyond mere profit maximization, enterprises should also actively fulfill their economic, legal, and ethical responsibilities to society. By doing so, they can enhance their reputation in the market, embed social responsibility within their corporate culture and business strategies, engage in philanthropic endeavors, and embrace the principles of sustainable development. Through these actions, enterprises demonstrate their commitment to benefiting the public and contribute to fostering a positive perception among stakeholders. This, in turn, facilitates the establishment of Organizational Identity (OI) in employees' minds, instilling a sense of loyalty and dedication to the company throughout their careers. As employees recognize the tangible benefits that both the company and society derive from corporate social responsibility initiatives, they are more inclined to cultivate OA and reduce TI.

Strategy 2: Measures shall be implemented to assist employees in nurturing both intrinsic and external cognitive value, thereby enhancing their OI and OA.

Given that OI had a greater positive and direct effect on OA (with a Beta estimate of 0.753), which was greater than its direct and negative effect on TI (with a Beta estimate of 0.514), they can focus on strengthening the provision of relevant

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intrinsic and external incentives for employees to improve their external identification with the enterprises and help them foster their intrinsic value. Such measures include establishing a promotion-oriented appraisal system to adjust remuneration and providing childcare subsidies, custody services for children, or allowances for further education. By implementing these initiatives, enterprises alleviate employees' childcare concerns, fostering a contented work environment. Additionally, enterprises can introduce performance-based incentive policies to improve employees' performance, enhance HR policies for fairness and transparency in promotion, and develop relevant internal strategies to address employees' material needs effectively. These efforts can also make employees feel more confident in the future of their organizations, thereby improving their loyalty and OI externally. Moreover, if enterprises effectively meet employees' intrinsic needs, allowing them to experience a sense of accomplishment, unleash their potential, achieve self-growth, and make intrinsic incentives effective, it can strengthen employees' OA. For instance, enterprises could provide comprehensive training sessions for on-the-job employees to enhance their competencies and job satisfaction. Furthermore, developing talent development programs offering diverse professional courses tailored to employees' career development needs can encourage personal growth, enhance intrinsic value, and bolster their OI and OA. Alongside providing effective incentives and support to foster intrinsic and external value, enterprises must ensure fair treatment of supervisors and employees, offer continuous care, and provide appropriate support. Only through these actions can a positive work envi-

ronment be established, leading to an improved corporate atmosphere, cohesion, and enhanced OI and OA. Moreover, these measures reduce high turnover rates among younger generations in the hospitality industry and promote talent retention within enterprises.

Strategy 3: Enterprises should establish the mentor-apprentice inheritance system and cultivate a workplace culture based on teamwork and knowledge-sharing.

Employee turnover is inevitable in long-term business operations, making it crucial for enterprises to address the retention and performance of new employees. The effective adaptation of new hires to their roles and new workplaces depends on corporate policies. Implementing a mentor-apprentice inheritance system, wherein senior employees are appointed as facilitators and instructors for new employees, proves instrumental in conveying the organization's goals and values. This system facilitates swift integration into roles, fosters a sense of accomplishment, and minimizes trial-and-error periods. A good mentor-apprentice system can effectively reduce new employees' work pressure and uncertainty, thereby improving their willingness to stay. However, mentoring new employees is not an obligation of the senior employees. To prevent conflicts of interest, the selection of mentors shall be careful, and their mentoring performance shall be linked to their personal evaluations, with recognition and rewards for outstanding mentoring. Pairing senior employees with new employees in work groups can further enrich the mentorship dynamic. This arrangement ensures the

transfer of "techniques" from senior employees and the infusion of "creative ideas" from new employees. Collaborative learning and communication within these pairs bridge generational gaps, cultivate strong mentor-apprentice relationships, foster informal channels for mutual support, and improve overall communication. This approach facilitates the transfer of experience, fosters emotional connections, reduces turnover rates among new hires, and promotes collaboration towards creating corporate value.

Suggestions for Future Research

To enhance the reliability and validity of the questionnaire, it is recommended to incorporate questionnaire items and findings tailored to the hospitality industry, sourced from scales developed by scholars in this specific field. Additionally, refining and expanding questionnaire items to provide greater detail can facilitate more accurate measurement. Moreover, expanding the number of items under the OA dimension can make it more representative. More measured variables may also be added to improve the comprehensiveness of the assessment. Meanwhile, hierarchical linear modeling (HLM) or structural equation modeling (SEM) may be used to gain deeper insights into individual and organizational behavior. Utilizing these methodologies enables a comprehensive understanding of the contributions and value derived from various studies.

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