Job satisfaction and organizational commitment of employees in tourism: Serbian Travel agency case

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Abstract

The aim of this research is to examine the relationships between the factors of job satisfaction (pay, promotion, supervision, fringe benefits, contingent rewards, operating procedures, co-workers, nature of work and communication) identified by Spector and the organizational commitment in travel agencies in Serbia. The survey was conducted during March and April 2020, on a sample of 152 respondents, using a survey method and validated instruments: Job Satisfaction Survey and Organizational Commitment Questionnaire. Research findings indicate a significant positive relationship between job satisfaction and organizational commitment. Furthermore, the results indicate that pay, promotion, fringe benefits, co-workers and communication correlate significantly with employee commitment, while between the other factors of job satisfaction (supervision, contingent rewards, operating procedures, nature of work) and organizational commitment, there are moderately positive relationships. Implications, research limitations and suggestions for future research are presented.

Introduction

Organizations are beginning to realize that employees are their most valuable asset, out of all the resources available (Valaei & Rezaei, 2016; Perić, Gašić, Ivanović & Stojiljković, 2015; Govaerts, Kyndt, Dochy & Baert, 2011; Glen, 2006). As the most valuable resource, employees are the bearers of introducing change and innovation, creating added value, increasing business efficiency, and thus launching the future performance of the organization (Perić, Gasic, Stojiljkovic & Nešić, 2018). When employees are satisfied, they are motivated to commit to the accomplishment of their business tasks and achieving the organization's goals (Perić, Dramićanin & Sančanin, 2019). When employees

are not satisfied it leads to negative effects on the organization. On the other hand, organizations face the demands of continuous development, as the only known sustainable source for the continuous increase of living standards in modern societies and the necessary improvement of the quality of life (Andrei, Mieila & Panait, 2017).

As employee knowledge and skills are intangible assets of any service organization, employee satisfaction has become one of the most significant issues facing the hospitality and tourism industry (Matzler & Renzl, 2007). Employees who are satisfied with their job tend to be more productive, positive and creative (Kong, Jiang, Chan & Zhou, 2018). However, tourism employees show low levels of job satisfaction and there is a high employee turnover (Kim, Knutson,

& Choi, 2016; Vujičić, Jovičić, Lalić, Gagić & Cvejanov, 2015; Lam, Zhang, & Baum, 2001). Organizations should focus on building relationships with their current as well as potential employees.

Measuring job satisfaction and organizational commitment, as well as understanding their relationships, is especially important in tourism (Ozturk, Hancer & Im, 2014), which is highly dependent on human resources and their direct contact with consumers (Dramićanin, 2019; Yeshanew & Kaur, 2018: Perić et al., 2018). As a result of the association between job satisfaction and organizational commitment, there is a close relationship among them and service quality emerges (Bai, Brewer, Sammons & Swerdlow, 2006).

A limited number of studies have examined the relationships between factors of job satisfaction and organizational commitment (Dalkrani & Dimitriadis, 2018; Valaei & Rezaei, 2016; Eliyana, Yusuf & Prabowo, 2012; Gaertner, 1999), while there is no research conducted in the field of tourism. The aim of this research is to examine the relationships between the factors of job satisfaction identified by Spector (1997) and the organizational commitment in travel agencies, because of the numerous positive effects of job satisfaction and organizational commitment (Mihajlov, Perić & Mihajlov, 2015).

1. Literature review

1.1. Job satisfaction

When referring to the phenomenon of job satisfaction, according to one of the first definitions, this phenomenon is understood as a combination of psychological or environmental factors that cause an employee to be satisfied with his job (Hoppock, 1935; cited in Mirković & Čekrlija, 2015). Similarly, Locke (1976) defines job satisfaction as a pleasant or positive emotional state resulting from the performance of a job or the overall experience of a job.

According to Spector (1997), satisfaction is a feeling of the person about the job and different aspects of the job. Spector (1997) identified nine aspects of work, respectively factors relevant to job satisfaction: pay, promotion, supervision, fringe benefits, contingent rewards, operating procedures, co-workers, nature of work and communication. Ay and Avsaroglu (2010), on the other hand, view job satisfaction as one of the important needs of each individual to be

successful, happy and productive, which represents a sense of satisfaction as an expression of the perception of what all the work provides for the individual.

Lease (1998) points out that employees with higher levels of satisfaction have lower absenteeism rates, they are more productive, more committed to the organization and its goals, and generally they are more satisfied with their lives. Statt (2004) believes that job satisfaction is manifested through satisfaction with the rewards the employee receives for doing their job. Jessen (2010) states that an employee who is satisfied at work is more productive and focused on achieving organizational goals. Josanov-Vrgovic and Pavlović (2014) point out that job satisfaction affects organizational behavior and organizational performance.

The results of empirical research identify numerous benefits of employee satisfaction, beginning with employee retention and organizational commitment (Yang, 2008; Collins, Collins, McKinnies & Jensen, 2008; Chiang, Back, & Canter, 2005), through satisfied consumers (Jung & Yoon, 2013; Pantouvakis & Bouranta , 2013; Chi & Gursoy, 2009; Burke, Graham & Smith, 2005), market share and increasing competitiveness (Sandhya & Kumar, 2014; Resurreccion, 2012), to profitability (Rodríguez-Antón & Alonso-Almeida, 2011; Chand, 2010; Chi & Gursoy, 2009; Yee, Yeung & Cheng, 2008).

1.2. Organizational commitment

Commitment is a type of emotional attachment to the values and goals of an organization (Bazvand, Kashef & Esmaeili, 2014). Commitment is an obligation related to the interaction between employees and organization (Esmaeilpour & Ranjbar, 2018). Commitment is important because of all the positive outcomes that are generated in organizations (Schaufeli, Bakker & Salanova, 2006).

Mowday, Steers and Porter (1979) define organizational commitment as the strength of an individual's identification with and involvement in particular organization. These authors defined organizational commitment through three main characteristics: a strong belief in the organization, an acceptance of the organization's values and goals; tendency to invest effort in the organization; a strong desire to belong to the organization (Mowday et al., 1979). Organizational commitment is also the level of

acceptance of a relationship with a job by employees, a function of the extent to which an employee adopts or internalizes the characteristics or values of an organization (O'Reilly & Chatman, 1986). Organizational commitment could be treated as some sort of extension of job satisfaction. Otherwise, organizational commitment represents positive attitudes that an employee feels not towards his job, as in the case of job satisfaction, but towards to the whole organization (Janićijević, 2008).

Given the importance of organizational commitment when talking about the success of an organization in a competitive market, an organization must understand the factors that influence organizational commitment (Tett & Mayer, 1993). Organizations strive to achieve sustainable growth to meet market demands in the context of excessive integration and globalization in the employee market and need to adapt to it (Andrei, Popescu, Nica & Chivu, 2020). According to Richard, Devinney, Yip and Johnson, (2009), the factors that influence organizational commitment are job satisfaction, motivation, and organizational culture, locus of control, discipline and work environment.

1.3. Job satisfaction and organizational commitment

The relationship between job satisfaction and organizational commitment has interested many researchers.

A certain number of studies have shown that there is a relationship between job satisfaction and organizational commitment (Morrow, 2011; Moynihan & Pandey, 2007; Falkenburg & Schyns, 2007; Meyer, Stanley, Herscovitch & Topolnytsky, 2002; Martin & Bennett, 1996; Mathieu & Zajac, 1990; Porter, Steers, Mowday & Boulian, 1974). All authors have the general conclusion that the relationship exists, but there is also controversy over the direction of the relationship.

Some research supports the hypothesis that job satisfaction influences organizational commitment (Yang & Chang, 2008; Tsai & Huang, 2008; Williams & Hazer, 1986; Angle & Perry, 1983; Stevens, Beyer & Trice, 1978), while other research indicates that organizational commitment precedes job satisfaction (Vandenberg & Lance, 1992; Curry, Wakefield, Price & Mueller, 1986; Bateman & Strasser, 1984; Price & Mueller, 1981).

Hellman and McMillan (1994) noticed that general job satisfaction and commitment are directly related. Sager (1994) observed that job satisfaction has a significant impact on organizational commitment, and Harrison and Hubbard (1998) found that job satisfaction directly affects organizational commitment. In addition, DeCotiis and Summers (1987), Yavas and Bodur (1999), and Yousef (2001) found a significant association between job satisfaction and organizational commitment. Babakus, Yavas, Karatepe and Avci (2003) found a significant positive relationship between training, empowerment, reward and performance, mediated by roles of job satisfaction and organizational commitment. The existence of a moderate to strong relationship between job satisfaction and employee commitment has been noted in numerous studies (Fu & Deshpande, 2014; Chen, 2007; Falkenburg & Schyns, 2007; Moynihan & Pandey, 2007; Saari & Judge, 2004; Meyer et al. 2002; Currivan, 1999).

1.4. Conceptual framework and research hypotheses

There are a certain number of studies in tourism that have examined the relationship between job satisfaction and organizational commitment (Yeshanew & Kaur, 2018; Akasoy, Şengün, & Yilmaz, 2018; Blešić, Pivac, Divjak, 2017; Vujičić et al., 2015; Ozturk et al., 2014; Back, Lee & Abbott, 2011; Gunlu, Aksarayİİ & Perçİn, 2010; Kim, Knutson & Choi, 2016), and research findings indicate that there is a significant relationship between the observed variables. On the other hand, there are a limited number of studies that have examined the relationship between factors of job satisfaction and organizational commitment (Dalkrani & Dimitriadis, 2018; Valaei & Rezaei, 2016; Eliyana et al., 2012; Lumley, Coetzee, Tladinyane, & Ferreira, 2011; Gaertner, 1999), while there is no research conducted in the field of tourism.

Dalkrani and Dimitriadis (2018) examined the factors of job satisfaction and organizational commitment in the private sector of Greece, and the research findings indicate that social aspects of work, job characteristics and work environment have a positive effect on organizational commitment. In their study, Valaei & Rezaei (2016) examined the relationship between the job satisfaction factors identified by Spector (1997) and the organizational commitment in the IT

sector and research findings indicate that most job satisfaction factors have a positive effect on organizational commitment (normative, affective and continuance commitment). Eliyana et al. (2012) examining manufacturing workers in a company in India found that there was a strong relationship between ability utilization, compensation, co-workers' relationship, working conditions, recognition and achievement and organizational commitment. The relationship between job satisfaction factors (Spector, 1997) and organizational commitment was examined by Lumley et al. (2011) in the IT sector in South Africa and research findings indicate a positive relationship between all job satisfaction factors and organizational commitment. The same results were obtained by Mosadeghrad, Ferlie and Rosenberg (2008) in their study examining the relationship between job satisfaction, organizational commitment and intention to leave hospital staff. By examining the relationship between the factors of job satisfaction and organizational commitment, Gaertner (1999) examined six factors and found that distributive justice, the chance to advance and supervisor support were directly related to organizational commitment.

Based on an overview of the relevant theoretical and empirical research concepts, Figure 1. presents the conceptual framework of the research.
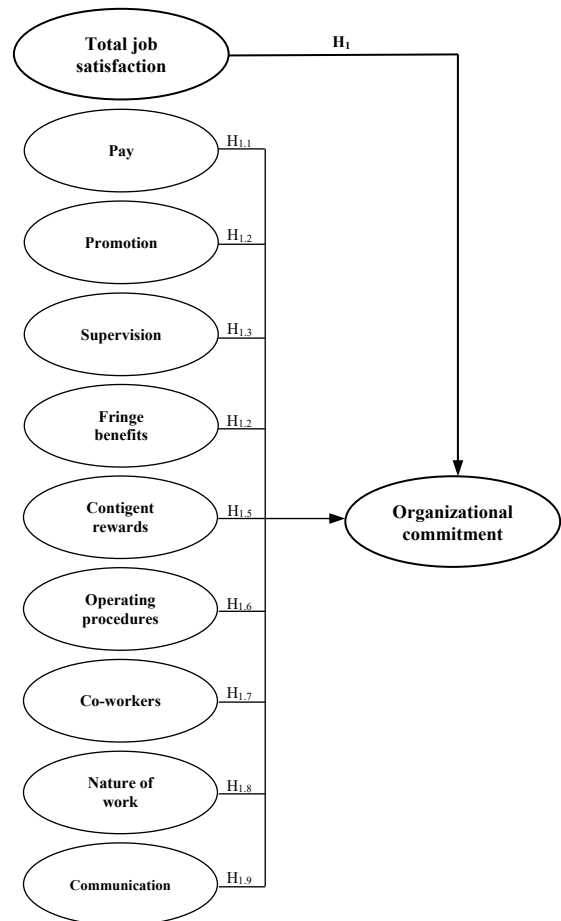

Figure 1 Conceptual framework
Source: Based on literature review

In this research, we start from the presumption: there is a positive correlation between job satisfaction and organizational commitment, as well as that there is a positive correlation between job satisfaction factors and commitment of employees in travel agencies. Accordingly, the following hypotheses are set:

H_1 There is a strong positive relationship between job satisfaction and organizational commitment. $H_{1.1}$ There is a strong positive relationship between pay and organizational commitment.

$H_{1.2}$ There is a strong positive relationship between promotion and organizational commitment.

$H_{1.3}$ There is a strong positive relationship between supervision and organizational commitment.

$H_{1.4}$ There is a strong positive relationship between fringe benefits and organizational commitment.

H$_{1.5}$ There is a strong positive relationship between contingent rewards and organizational commitment.

H$_{1.6}$ There is a strong positive relationship between operating procedures and organizational commitment.

H$_{1.7}$ There is a strong positive relationship between co-workers and organizational commitment.

H$_{1.8}$ There is a strong positive relationship between nature of work and organizational commitment.

H$_{1.9}$ There is a strong positive relationship between communication and organizational commitment.

2. Methodology

2.1. Sample and data collection

The collection of primary data was carried out using questionnaire technique, which includes a survey method that systematically collects data from a set of respondents in the form of personal views. The survey was conducted during March and April 2020, through an online questionnaire, distributed through closed groups on the social network Facebook, consisting of employees of travel agencies in Serbia. The respondents were informed that participation in the research was anonymous and voluntary and that the results would be used exclusively for scientific and research purposes.

The sample on which the analysis was made consisted of 152 respondents. There are no missing data among these 152 respondents. The characteristics of the respondents are shown in Table 1.

Table 1 Characteristics of respondents

	Frequency (N=152)	
	N	*%*
Gender		
Male	62	40.8%
Female	90	59.2%
Age		
18 – 25	12	7.9%
26 – 35	80	52.6%
36 – 45	37	24.3%
46 – 55	17	11.2%
Over 56	6	4%
Education		
Secondary school	30	19.7%
College	35	23%
Faculty	58	38.2%
Master	28	18.4%
PhD	1	0.7%

Length of service in present travel agency		
Up to 1	31	20.4%
2 – 5	62	40.8%
6 – 10	28	18.4%
11 – 15	17	11.2%
16 – 20	11	7.2%
Over 20	3	2%

Source: the authors' calculation based on SPSS 21.0

The largest number of respondents are female (59.2%), between 26-35 years (52.6%), with a university degree (38.2%) and employed 2-5 years in the agency where they currently work (40.8%).

2.2. Measurement

The Job Satisfaction Survey (Spector, 1997) scale was used to measure job satisfaction, consisting of 36 items (see appendix 1) classified into 9 subscales (pay, promotion, supervision, fringe benefits, contingent rewards, operating procedures, co-workers, nature of work and communication). In addition to scoring on job satisfaction factors, based on all the claims, the score that is the result of overall job satisfaction. The scale was developed in 1984 by the American scientist Paul Spector primarily for the service sector (Li & Huang, 2017), but scale has met with wide range of application ranging from industrial workers (Bruck, Allen, & Spector, 2002), librarians (Sierpe, 1999), hotel employees (Silva, 2006), nurses (Khamisa, Peltzer, Ilic, & Oldenburg, 2016) to the employed in the other sectors (Mladenović & Petrovic, 2015; Josanov-Vrgovic & Pavlovic, 2014; Schudrich et al., 2012). Also, previous studies have shown that this instrument has high internal consistency and validity (Tsounis & Sarafis, 2018; Ogunkuade & Ojiji, 2018; Li & Huang, 2017; Yelboğa, 2009).

Organizational commitment was measured using the Organizational Commitment Questionnaire (Mowday et al., 1979), which consists of 15 statements (see appendix 2). It is an instrument developed in 1970 by Porter and Smith (Kanning & Hill, 2013) and it is one of the most frequently used instruments for measuring organizational commitment (Hidalgo-Fernández, Mero, Alcivar & Santa Cruz, 2020; Bar-Haim, 2019; Kanning & Hill, 2013; Hartmann & Bambacas, 2000). Empirical research has confirmed that it is an instrument that has high internal consistency and validity (Hidalgo-Fernández et al., 2020; Kanning & Hill, 2013; Yousef, 2003; Lam, 1998).

Respondents evaluated the degree of agreement with both questionnaires using a five-

step Likert scale (from 1 = strongly disagree to 5 = strongly agree). The reliability of the scales used in this study was measured over the Cronbach's alpha coefficient using SPSS 21.0. Cronbach's alpha coefficient values range from 0 to 1, with values higher than 0.7 being considered to indicate adequate reliability (DeVellis, 2016). The results presented in the following table indicate the high reliability of the scale for measuring job satisfaction, as well as the adequate reliability of the instrument for measuring organizational commitment.

Table 2 Reliability of measurement instruments

Scale	Cronbach's alpha
Pay	0.76
Promotion	0.71
Supervision	0.84
Fringe benefits	0.70
Contingent rewards	0.74
Operating procedures	0.80
Co-workers	0.87
Nature of work	0.87
Communication	0.89
Overall job satisfaction	0.96
Organizational commitment	0.77

Source: the author's calculation based on SPSS 21.0

3. Analysis and results

The analysis starts from the level of job satisfaction of employees in travel agencies in Serbia, and the results are shown in Table 3.

Table 3 Descriptive statistics of job satisfaction

Items/Factors	M	SD
Pay	**13.119**	**3.695**
PAY1	3.961	0.860
PAY10	3.105	0.970
PAY19	2.803	0.809
PAY28	3.250	0.951
Promotion	**12.481**	**4.321**
PRO2	3.086	0.935
PRO11	3.724	0.889
PRO20	3.072	0.957
PRO33	2.599	0.963
Supervision	**14.085**	**4.284**
SUP3	4.072	0.921
SUP12	3.421	0.910
SUP21	2.901	0.783
SUP30	3.691	0.958
Fringe benefits	**12.146**	**4.659**
FRB4	3.303	0.964
FRB 13	3.546	0.856
FRB 22	3.211	0.939
FRB 29	2.086	0.958
Contingent rewards	**12.809**	**4.312**
COR5	3.776	0.938
COR14	3.204	0.975
COR23	2.704	0.897

COR32	3.125	0.996
Operating procedures	**13.283**	**3.699**
OPP6	3.204	0.986
OPP15	3.770	0.942
OPP24	2.638	0.917
OPP31	3.671	0.998
Coworkers	**14.592**	**4**
COW7	4.105	0.855
COW16	3.007	0.942
COW25	4.118	0.805
COW34	3.362	0.987
Nature of work	**14.684**	**4**
NOW8	3.270	0.921
NOW17	4.033	0.880
NOW27	3.368	0.961
NOW35	4.013	0.876
Communication	**14.842**	**3.461**
COM9	4.105	0.862
COM18	3.375	0.897
COM26	4.059	0.791
COM36	3.303	0.956
Overall job satisfaction 1 – 36	**122.041**	**20.867**

Source: the author's calculation based on SPSS 21.0

Survey results indicate that respondents are ambivalent about their pay satisfaction (13.119), promotion opportunities (12.481), fringe benefits (12.146), and satisfaction with the contingent rewards (12.809). Respondents were satisfied with other factors of job satisfaction. The highest level of satisfaction among employees in travel agencies is communication (14.842), followed by satisfaction with the nature of the job (14.684), co-workers (14.592), satisfaction with the immediate manager (supervision) (14.085) and satisfaction with operating procedures (13.283).

The overall job satisfaction score is 122.041, which shows that the employees of travel agencies in Serbia are satisfied with their job, the results are on the line between ambivalence and satisfaction.

The following table shows the results of organizational commitment in travel agencies in Serbia.

Table 4 Descriptive statistics of organizational commitment

Items	M	SD
ORC1	4.303	0.710
ORC2	4.132	0.795
ORC3	2.671	0.800
ORC4	3.441	0.862
ORC5	3.763	0.897
ORC6	4.066	0.803
ORC7	3.355	0.981
ORC8	3.908	0.879
ORC9	3.059	0.937
ORC10	4.026	0.821

ORC11	3.184	0.902
ORC12	2.947	0.926
ORC13	4.026	0.805
ORC14	3.875	0.856
ORC15	2.210	0.941
Level of organizational commitment	**3.531**	**0.887**

Source: the authors' calculation based on SPSS 21.0

Fringe benefits	0.566+++	0.02**
Contingent rewards	0.314++	0.01**
Operating procedures	0.488++	0.01**
Coworkers	0.504+++	0.02**
Nature of work	0.424++	0.01**
Communication	0.534+++	0.01**

Source: the author's calculation based on SPSS 21.0
Note: **Correlation is significant at the 0.05 level
+++Strong correlation; ++ Moderate correlation

The results shown in the previous table show that the arithmetic mean (M) values are in the range of 2.210 and 4.303. Respondents expressed the highest degree of agreement regarding their willingness to put a great deal of effort, even above the expected level, to make the travel agency they work for successful, while the lowest level of agreement expressed their claim that the decision to work for the current agency was their fault as well as feeling very little loyalty to the agency they work for. The level of commitment of employees in travel agencies is 3.531. This result means that employees have medium levels of organizational commitment to their travel agencies.

Pearson's correlation coefficient was used to test the hypotheses and examine the relationship between job satisfaction and organizational commitment, as well as the relationship between job satisfaction factors and organizational commitment.

Table 5 Relationship between job satisfaction and organizational commitment

	Organizational commitment	
	Pearson correlation	*Statistical significance*
Overall job satisfaction	0.526	0.01**

Source: the authors' calculation based on SPSS 21.0
Note: **Correlation is significant at the 0.05 level

Correlation results indicate that job satisfaction correlates positively with the commitment of employees in travel agencies. Cohen (1988) determined the strength of the correlation as follows: small (r=0.10 to 0.29), moderate (r=0.30 to 0.49), and strong (r=0.50 to 1.00). The result obtained shows a high correlation between the observed variables.

Table 6 Relationship between job satisfaction factors and organizational commitment

	Organizational commitment	
	Pearson correlation	*Statistical significance*
Pay	0.790+++	0.01**
Promotion	0.623+++	0.03**
Supervision	0.490++	0.02**

The previous table shows that there is a correlation between the factors of job satisfaction and organizational commitment. Between pay as a factor of job satisfaction in travel agencies and organizational commitment, there is a strongest positive relationship (r=0.790; p<0.05.), followed by a relationship between promotion and organizational commitment (r=0.623; p<0.05.). There is a moderately positive relationship between supervision and organizational commitment (r=0.490; p<0.05). There is a strong positive relationship between fringe benefits in travel agencies and organizational commitment (r=0.566; p<0.05). There is a weak positive relationship between satisfaction with the travel agency reward system (contingent rewards) and organizational commitment (r=0.314; p<0.05). There is a weak positive relationship between operating procedures and organizational commitment (r=0.488; p<0.05). A strong positive relationship exists between co-workers and organizational commitment (r=0.504; p<0.05), then a moderately positive relationship between nature of work performed at travel agencies and organizational commitment (r=0.424; p<0.05), while there is a strong positive relationship between communication and organizational commitment (r=0.534; p<0.05).

Based on the correlation results, it can be confirmed that there is a strong positive relationship between job satisfaction and organizational commitment, as well as that there is a positive moderate to strong relationship between job satisfaction factors and organizational commitment of employees in travel agencies in Serbia. Accordingly, the results of the set hypotheses can be seen in the table below.

Table 7 Results of hypothesis testing

Hypothesis	*r*	*Decision*
H₁ TJS → OC	0.526**	Supported
H₁.₁ PAY → OC	0.790**	Supported
H₁.₂ PRO → OC	0.623**	Supported
H₁.₃ SUP → OC	0.490**	Not supported
H₁.₄ FRB → OC	0.566**	Supported
H₁.₅ COR → OC	0.314**	Not supported
H₁.₆ OPP → OC	0.488**	Not supported

$H_{1.7}$ COW → OC	0.504**	Supported
$H_{1.8}$ NOW → OC	0.424**	Not supported
$H_{1.9}$ COM → OC	0.534**	Supported

Discussion and conclusion

The findings of the research indicate a significant positive relationship between job satisfaction and organizational commitment, respectively, employees who are more satisfied with their job feel more committed to the travel agencies where they work, which is in line with the results of previous studies conducted in the tourism and hospitality industry (Yeshanew & Kaur, 2018; Akasoy et al., 2018; Blešić et al., 2017; Vujičić et al., 2015; Ozturk et al., 2014; Back et al., 2011; Gunlu et al., 2010; Kim et al. , 2005).

Research findings indicate that overall job satisfaction is at the boundary between ambivalence and satisfaction, as well as a moderate commitment to the agencies where they work. These results are almost identical to the results of a study conducted among employees in tourism (hotels, travel agencies and restaurants) in Serbia (Vujičić et al., 2015). According to the results of the research, the most important factors of job satisfaction are communication, nature of work, relationships with co-workers and supervision. They are moderately satisfied with pay and operating procedures and dissatisfied with the opportunity for promotions, benefits and rewards. Accordingly, the poor economic situation and position of employees in Serbia, which has been present for many years, the results of the survey can be interpreted as "surreptitious" job satisfaction. The poor economic situation causes that employees need to be satisfied, because they have a job, so often job satisfaction is equated with permanent job opportunities, regular salary, compulsory health and social insurance.

Research findings indicate that there is a strong to moderate relationship between the job satisfaction factors identified by Spector (1997) and employee commitment. Accordingly, the results obtained will be beneficial to owners and managers of travel agencies, as they can identify, through this research, what factors are important to employees in terms of their organizational commitment.

According to the research results, there is a strong positive relationship between pay and organizational commitment, which is consistent with the results obtained by researchers examining the relationship between pay and organizational commitment (Valaei & Rezaei, 2016; Fu, Deshpande & Zhao, 2011; Lumley et al., 2011; Mosadeghrad et al., 2008). Employees prefer a balance between the effort they put into the business and the results they receive in the form of pay, but also compare their own efforts and pay with the efforts and pays of other employees, so it is important for managers to be fair in determining pay and other benefits. The perception of unfair distribution can negatively affect employees' emotions and therefore their behavior (work performance, leaving, etc.) in the organization (Cohen-Charash & Spector, 2001).

When it comes to promotion opportunities, the results of this research reveal that promotion is positively related to organization commitment, which is consistent with previous research findings (Dalkrani & Dimitriadis, 2018; Valaei & Rezaei, 2016; Lumley et al., 2011; Mosadeghrad et al., 2008). Employees are given the opportunity to move forward (promotion) because it involves higher levels of responsibility, personal growth and development, and increased social status. In addition, managers need to know that employees who are dissatisfied with the opportunity to move forward show a lower level of job satisfaction and commitment and plan to leave the organization.

Contrary to the results obtained by Valaei and Rezaei (2016), this study found that there is a moderately positive relationship between supervision and organization commitment. Research findings are consistent with previous studies that have examined the relationship between observed variables (Lumley et al., 2011; Mosadeghrad et al., 2008; Gaertner, 1999). Relationships between employees and direct supervisors are important for achieving the goals of a travel agency and improving levels of satisfaction and commitment. In this sense, employees should value their immediate supervisor, but the manager should also promote fairness, willingness to solve problems, good communication, and motivate employees.

There is a strong positive relationship between fringe benefits in travel agencies and organizational commitment, which is consistent with the results obtained by Mosadeghrad et al. (2008), while Lumley et al. (2011) in their research identified a moderate association

between the observed variables. Managers and owners of travel agencies have to make huge efforts in creating benefits to attract and retain quality employees. Higher levels of satisfaction with employee-preferred benefits increase their performance and encourage higher levels of organizational commitment (Suliman, & Iles, 2000). On the other hand, research findings identified a moderate positive relationship between contingent rewards and organizational commitment in travel agencies, thus confirming the results of previous research (Eliyana et al., 2012; Lumley et al., 2011). Employees need to know not only how well they have done their job, but that their achievements are valued. Recognizing employees by managers for their efforts and work well done is a form of gratitude that positively affects their satisfaction and confidence in work and that is one of the most important motivators.

The results of the research obtained by Valaei and Rezaei (2016) are in agreement with the findings of this study, which confirms the positive relationship between operating procedures and organizational commitment in travel agencies. Operating procedures must be clear and unambiguous and not make it difficult to do the job, otherwise they will be a source of dissatisfaction for employees. On the other hand, the involvement of employees in creating work procedures is necessary because in this way, the travel agency improves communication with employees, increases satisfaction and commitment. Also, dissatisfaction with operating procedures should be an alarm for managers and owners of travel agencies to review the effectiveness of existing procedures.

Furthermore, research findings indicate that there is a strong positive relationship between co-workers and organization commitment in travel agencies, as confirmed by previous research (Eliyana et al., 2012; Lumley et al., 2011; Mosadeghrad et al., 2008). Social atmosphere such as good interpersonal relationships, absence of conflict, friendly atmosphere at work, as well as the support of co-workers at workplaces are important aspects of employee satisfaction and commitment. When it comes to the nature of work, research findings indicate that there is a positive relationship between nature of work and organizational commitment, which is consistent with the results of previous studies (Valaei & Rezaei, 2016; Lumley et al., 2011; Mosadeghrad et al., 2008). Working in a travel agency is a challenging and dynamic job in itself. In order to increase the level of satisfaction and commitment, managers and owners of travel agencies should encourage creativity with their employees, as well as give them a degree of autonomy, feedback and opportunity for further development.

Communication plays an extremely important role in the functioning of the organization. Accordingly, the results of the research indicate that there is a strong positive relationship between communication and employee commitment in travel agencies in Serbia, as confirmed by previous research (Lee, Lorentzen & Choi, 2019; Lumley et al., 2011; Chen, Silverthorne & Hung, 2006).

The contribution of this research is reflected in the identification of relationship between job satisfaction factors and organizational commitment. To be exact, this is the first study in Serbia to examine the relationship between job satisfaction factors and organizational commitment in travel agencies. The research results provide an opportunity for travel agencies to evaluate their job satisfaction and commitment to their employees, to formulate strategies and allocate significant resources to increase employee satisfaction and commitment.

The research conducted has practical implications. First of all, the results indicate to what extent employees in travel agencies are satisfied with their job, that is, which factors (pay, promotion, supervision, fringe benefits, contingent rewards, operating procedures, co-workers, nature of work and communication) are stronger and which are weaker influence on organizational commitment. Also, the results of the research show the importance of each factor of job satisfaction on the level of organizational commitment in travel agencies in Serbia. It is therefore of primary importance for managers and owners of travel agencies to identify the needs and desires of their employees and to work to improve job satisfaction and organizational commitment, given that high levels of employee satisfaction and commitment generate numerous positive effects.

It is necessary to point out some of the limitations of this research and to take into account the fact that the research was conducted during the pandemic of Coronavirus, which first hit the tourism sector and that a modest sample of respondents does not provide the basis for some more general conclusions and allows only partial insight into relationship between factors of job

satisfaction and organizational commitment in travel agencies.

One of the recommendations for further research may be the need for broader research, especially regarding sample size. Next, it would be useful to examine whether the findings of this research only apply to employees of travel agencies or can be applied to the hospitality industry and other complementary activities that participate in meeting travel needs. It would also be important to observe the causal relationship between job satisfaction and organizational commitment factors, as well as the impact of job satisfaction and organizational commitment on service quality and customer satisfaction in travel agencies.**SM**

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Appendix 1 **Job Satisfaction Survey (Spector, 1997)**

Subscale	Items
Pay	
PAY1	I feel I am being paid a fair amount for the work I do.
PAY10	Raises are too few and far between in my travel agency. ®
PAY19	I feel unappreciated by my travel agency when I think about what they pay me. ®
PAY28	I feel satisfied with my chances for salary increases.
Promotion	
PRO2	There is really too little chance for promotion on my job. ®
PRO11	Those who do well on the job stand a fair chance of being promoted.
PRO20	People get ahead as fast in my travel agency as they do in other travel agencies.
PRO33	I am satisfied with my chances for promotion.
Supervision	
SUP3	My supervisor is quite competent in doing his/her job.
SUP12	My supervisor is unfair to me. ®
SUP21	My supervisor shows too little interest in the feelings of subordinates. ®
SUP30	I like my supervisor.
Fringe benefits	
FRB4	I am not satisfied with the benefits I receive. ®
FRB 13	The benefits we receive are as good as most other travel agencies offer.
FRB 22	The benefit package we have in my travel agency is equitable.
FRB 29	There are benefits we do not have which we should have in my travel agency. ®
Contingent rewards	
COR5	When I do a good job, I receive the recognition for it that I should receive.
COR14	I do not feel that the work I do in my travel agency is appreciated. ®
COR23	There are few rewards for those who work in my travel agency. ®
COR32	I don't feel my efforts are rewarded the way they should be in my travel agency. ®
Operating procedures	
OPP6	Many of our rules and procedures in my travel agency make doing a good job difficult.®
OPP15	My efforts to do a good job are seldom blocked by red tape.
OPP24	I have too much to do at work. ®
OPP31	I have too much paperwork. ®
Co-workers	
COW7	I like the people I work with.
COW16	I find I have to work harder at my job because of the incompetence of people I work with. ®
COW25	I enjoy my co-workers.
COW34	There is too much bickering and fighting at work. ®
Nature of work	
NOW8	I sometimes feel my job is meaningless. ®
NOW17	I like doing the things I do at work.
NOW27	I feel a sense of pride in doing my job.
NOW35	My job is enjoyable.
Communication	
COM9	Communications seem good within my travel agency.
COM18	The goals of my travel agency are not clear to me. ®
COM26	I often feel that I do not know what is going on with my travel agency. ®
COM36	Work assignments in my travel agency are not fully explained. ®
*Overall job satisfaction*1 – 36	

Note: ® = reverse-coded item

Appendix 2 **Organizational Commitment Questionnaire (Mowday et al., 1979)**

	Items
ORC1	I am willing to put in a great deal of effort beyond that normally expected in order to help my travel agency be successful.
ORC2	I talk up my travel agency to my friends as a great organization to work for.
ORC3	I feel very little loyalty to my travel agency.®
ORC4	I would accept almost any type of job assignment in order to keep working for my travel agency.
ORC5	I find that my and values of my travel agency are very similar.
ORC6	I am proud to tell others that I am part of my travel agency.
ORC7	I could just as well be working for a different travel agency as long as the type of work was similar. ®
ORC8	This travel agency really inspires the very best in me in the way of job performance.
ORC9	It would take very little change in my present circumstances to cause me to leave my travel agency. ®
ORC10	I am extremely glad that I chose my travel agency to work for over others I was considering at the time I joined.
ORC11	There is not too much to be gained by sticking with my travel agency indefinitely. ®
ORC12	Often, I find it difficult to agree with this policies of my travel agency on important matters relating to its employees. ®
ORC13	I really care about the fate of my travel agency.
ORC14	For me this is the best of all possible travel agencies for which to work.
ORC15	Deciding to work for my travel agency was a definite mistake on my part. ®

Note: ® = reverse-coded item

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