

***PILOT VALIDATION OF INSTRUMENTS MEASURING
ORGANISATIONAL COMMITMENT AND ORGANISATIONAL
CITIZENSHIP BEHAVIOUR AMONG HOTEL EMPLOYEES***

Dina Syamilah Zaid

Faculty of Business, Hospitality and Technology,
Universiti Islam Melaka

Nor Saidi Mohamed Nasir

Faculty of Business, Hospitality and Technology,
Universiti Islam Melaka

Hartini Adenan

Faculty of Business, Hospitality and Technology,
Universiti Islam Melaka

Dina Syafini Zaid

Faculty of Business, Hospitality and Technology,
Universiti Islam Melaka

**Corresponding Author's Email: dinasyamilah@unimel.edu.my*

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ABSTRACT

This study aims to evaluate the preliminary reliability and construct validity of questionnaire instruments developed to measure the constructs of Organisational Commitment (OC) and Organisational Citizenship Behaviour (OCB) among hotel employees in Melaka, Malaysia. A total of 100 respondents from three-star hotels participated in this pilot study through simple random sampling. The OC instrument was adapted from Meyer and Allen (1991), while the OCB instrument was based on Podsakoff et al. (2000). Reliability analysis using Cronbach's Alpha produced values of 0.849 for OC and 0.733 for OCB. The Kaiser-Meyer-Olkin (KMO) and Bartlett's tests confirmed the data's suitability for factor analysis, with all items loading above 0.60. These results

indicate that both instruments achieved satisfactory internal consistency and preliminary construct validity. The findings support the suitability of these instruments for a full-scale study in the Malaysian hotel sector.

Keywords: *Organizational Commitment, Organizational Citizenship Behavior, Reliability, Pilot Study, Hotel Industry.*

1.0 INTRODUCTION

The hospitality industry is a cornerstone of Malaysia's tourism sector and a key contributor to the nation's economic development. As a people-centred service industry, its success depends heavily on the quality of human interaction and the commitment of employees who deliver memorable guest experiences (Harkison, 2022). According to the Ministry of Tourism, Arts and Culture (MOTAC, 2023), the state of Melaka recorded over 15 million tourist arrivals in 2023, generating revenues exceeding RM12 billion. These figures highlight the pivotal role of hotel employees in maintaining service excellence and organisational reputations.

Beyond technical competence, hotel effectiveness depends on employees' positive attitudes and discretionary behaviours that extend past formal job descriptions. Two concepts central to understanding these behaviours are organisational commitment and organisational citizenship behaviour (OCB). OC is a measure of how emotionally attached, identified, and involved employees are with the goals of the organisation (Meyer & Allen, 1991). Employees with high levels of commitment demonstrate loyalty and persistence, contributing to sustained organisational performance.

Meanwhile, OCB, initially introduced by Organ (1988) and later elaborated by Podsakoff et al. (2000), comprises voluntary and prosocial actions that improve organisational functioning, such as helping colleagues, maintaining courtesy, and showing initiative. In the hospitality sector, OCB is particularly vital, as service quality often depends on employees' willingness to exceed expectations (Dawson et al., 2022; Noraini & Zakaria, 2024).

Previous research has identified a positive association between commitment and OCB (Alifia & Ulya 2023; Hermawan et al., 2024). However, most validation studies for these instruments were conducted in Western or non-hospitality contexts, leaving uncertainty regarding their contextual validity within Malaysia's culturally distinct and service-intensive hotel environment. This gap underscores the need to assess whether existing scales accurately capture the behavioural nuances of Malaysian hotel employees, particularly in mid-sized (three-star) establishments where staffing constraints are common.

Therefore, this pilot study aims to examine the reliability and construct validity of adapted OC and OCB instruments in the Malaysian hospitality context. Establishing reliable and

valid measures is critical for guaranteeing robust quantitative findings (Hair et al., 2019) and provides a methodological foundation for future large-scale investigations.

This pilot study was conducted to assess the preliminary reliability of the questionnaire instruments developed to measure two key constructs, Organizational Commitment and Organizational Citizenship Behavior (OCB) among hotel employees. Both instruments were adapted from previous studies and refined to suit the current hospitality context in Malaysia.

The specific objectives of this pilot study are to:

- i. Evaluate the reliability of the Organizational Commitment instrument.
- ii. Evaluate the reliability and preliminary construct validity of the Organisational Citizenship Behaviour (OCB) instrument.

2.0 LITERATURE REVIEW

The measurements of organisational commitment (OC) and organisational citizenship behaviour (OCB) represent fundamental constructs in organisational behaviour research. However, the psychometric robustness of these instruments across diverse cultural and industrial contexts requires further empirical investigation, particularly in under-researched service-industry settings.

Meyer and Allen (1991) developed the three-component model for OC measurement, which has found widespread application across various contexts. Velasco and Ylagan's (2024) adaptation within the Philippine hospitality sector demonstrated significant work-related influences across all three commitment dimensions. While their study successfully validated the instrument within a service environment, its generalisability to Malaysia's distinct cultural context remains uncertain, thereby suggesting that it requires further contextual validation.

For OCB measurement, cross-cultural adaptation presents specific methodological challenges. Neves et al. (2024) addressed these issues through the validation of the CCOE-R scale, reporting strong reliability ($\alpha = 0.91$) and establishing measurement invariance across managerial and non-managerial groups. Their finding of a unidimensional structure, although empirically supported, contrasts with the predominant multidimensional conceptualisation of OCB in the existing literature. This study suggests potential cultural influences on how the construct is manifested and perceived.

The hospitality industry presents unique challenges for validation due to documented occupational stressors, such as emotional labour, workload intensity, and cross-cultural guest interactions (Xiong et al., 2023; Hu et al., 2023). These factors may influence how OC and OCB are expressed and reported, potentially limiting the validity of instruments originally developed in Western contexts when applied to Malaysian settings.

Collectively, the literature highlights three critical observations: (i) successful OC adaptation in comparable service contexts, (ii) evident cultural effects on OCB measurement, and (iii) a lack of validation studies addressing Malaysia's mid-scale hotel sector. This pilot study therefore seeks to examine the preliminary reliability and construct validity of adapted OC and OCB instruments among hotel employees in Melaka, thereby addressing a critical methodological gap in cross-cultural organisational research.

3.0 METODOLOGY

A quantitative, descriptive survey design was employed to assess the reliability and construct validity of the adapted instruments. This approach aligns with the primary aim of pilot research, which is to evaluate internal consistency and preliminary construct validity before full-scale implementation. According to Kerlinger (1986), the selection of an appropriate research design should be guided by the nature and objectives of the research problem. Therefore, the descriptive design was deemed appropriate for providing preliminary psychometric evidence in under-researched contexts such as the Malaysian mid-scale hotel sector.

3.1 Sampling

The study population comprised employees working in three-star hotels located in Melaka. These hotels were purposively selected because they represent the largest segment of Melaka's accommodation industry and face significant operational and human-resource challenges, including limited manpower, multitasking requirements, and high turnover rates. Such conditions make organisational commitment and citizenship behaviour particularly relevant for sustaining service quality and performance.

3.2 Instrumentation

The questionnaire used in this study consisted of two main constructs, namely Organisational Commitment (OC) and Organisational Citizenship Behaviour (OCB). The OC instrument was adapted from the original scales developed by Allen and Meyer (1990) and Meyer and Allen (1991), which conceptualised commitment as comprising three distinct dimensions: affective commitment, continuance commitment, and normative commitment. These dimensions collectively capture employees' emotional attachment, perceived cost of leaving, and sense of obligation towards their organisation.

Meanwhile, the OCB instrument was adapted from the scale developed by Podsakoff et al. (2000), which measures discretionary behaviours that contribute to organisational effectiveness. This instrument encompasses five dimensions, namely altruism, conscientiousness, sportsmanship, courtesy, and civic virtue. These dimensions represent voluntary behaviours that enhance teamwork, maintain positive work relationships, and promote organisational functioning beyond formal job requirements.

All items in both instruments were measured using a seven-point Likert scale, ranging from 1 (Strongly Disagree) to 7 (Strongly Agree). Minor linguistic and semantic refinements

were made to the original items to ensure clarity, relevance, and cultural appropriateness within the Malaysian hospitality context.

3.3 Expert Validation

Prior to data collection, face and content validity were examined by a panel of three experts: two senior lecturers specialising in hospitality and organisational behaviour, and one human resource manager with over ten years of professional experience in hotel management. These experts reviewed the questionnaire for clarity, relevance, and representativeness of the constructs. Feedback from the panel resulted in minor wording adjustments and the elimination of ambiguous items, thereby enhancing the content validity of the instruments.

3.4 Data Analysis

Data were analysed using IBM SPSS version 26. Cronbach's Alpha was used to assess internal consistency reliability, while Exploratory Factor Analysis (EFA), including the Kaiser–Meyer–Olkin (KMO) test and Bartlett's Test of Sphericity, was performed to evaluate construct validity. Threshold values recommended by Hair et al. (2019) were adopted, with $\alpha > 0.70$ and $KMO > 0.60$ indicating acceptable psychometric adequacy.

4.0 RESULTS AND DISCUSSION

4.1 Reliability Analysis

Table 4.1 Reliability Analysis

Construct	No. of Items	Cronbach's Alpha	Interpretation
Organizational Commitment	15	0.849	Good Reliability
Organizational Citizenship Behaviour	20	0.733	Acceptable Reliability

Both research instruments demonstrated satisfactory internal consistency reliability. The Organisational Commitment scale showed good reliability ($\alpha = 0.849$), while Organisational Citizenship Behaviour exhibited acceptable reliability ($\alpha = 0.733$). These values align with established psychometric standards and are comparable to those reported in recent hospitality research (Park & Hai, 2023; Nuevo, 2023).

Further analysis at the subscale level revealed varying reliability coefficients across dimensions. Within the Organisational Commitment construct, affective commitment showed the strongest reliability ($\alpha = 0.82$), followed by normative commitment ($\alpha = 0.79$), and continuance commitment ($\alpha = 0.71$). For the OCB construct, the courtesy dimension

demonstrated the highest reliability ($\alpha = 0.81$), while sportsmanship showed the lowest ($\alpha = 0.63$).

4.2 Exploratory Factor Analysis (EFA)

Table 4.2: Factor Analysis Results for Research Instruments

Construct	KMO	Bartlett's χ^2	df	Sig.	Variance Explained
Organizational Commitment	0.814	1675.226	105	0.000	68.4%
OCB	0.738	1719.660	153	0.000	62.1%

The KMO values exceeded 0.70 and Bartlett's Test was significant ($p < 0.001$), confirming sampling adequacy. For OC, principal axis factoring with promax rotation extracted three factors representing affective, continuance, and normative commitment. All items loaded above 0.60 with minimal cross-loadings below 0.35. For OCB, four factors emerged—altruism and courtesy merged, while conscientiousness, sportsmanship, and civic virtue remained distinct. The factor structure explained 62.1% of the total variance.

4.3 Descriptive Statistics

Table 4.3: Summary of Descriptive Statistics

Construct	Mean Range	SD Range	Interpretation
Organizational Commitment	4.35–5.94	0.93–1.82	Moderate to High Commitment
OCB	4.91–5.98	0.91–1.48	Positive Citizenship Behaviour

The descriptive results indicate that respondents exhibited moderate to high organisational commitment and positive extra-role behaviours. These findings are consistent with prior hospitality research showing that employees with higher levels of commitment are more likely to engage in organisational citizenship behaviours (Pantiyasa & Darsana, 2022).

4.4 Discussion

The results provide strong evidence of the reliability and validity of the adapted instruments within the Malaysian hospitality context. The strong internal consistency and clear three-factor structure of the OC scale reaffirm the cross-cultural applicability of Meyer and Allen's (1991) model. The good reliability coefficients across all commitment

dimensions suggest that employees in Malaysian hotels conceptualise organisational commitment in ways consistent with established theoretical frameworks.

The moderately lower reliability of the OCB scale, particularly for sportsmanship, reflects the contextual sensitivity of citizenship behaviours in hospitality settings. This finding aligns with Pantiyasa and Darsana (2022), who highlighted that OCB manifestations in hotels are influenced by organisational climate and cultural expectations. The merging of altruism and courtesy into a single “interpersonal OCB” factor indicates that in collectivist cultures like Malaysia, helping and courteous behaviours may be viewed as complementary rather than separate constructs.

The EFA results provide guidance for instrument refinement. The differentiation among commitment dimensions supports the retention of all 15 OC items for the main study. However, the OCB instrument may benefit from item-level revision, especially for sportsmanship items, which showed lower factor loadings. This may be due to translation nuances or contextual irrelevance in Malaysian hotel environments.

The correlation patterns reveal theoretically consistent relationships, with affective commitment showing the strongest association with OCB. This supports the argument that emotionally committed employees are more likely to engage in discretionary helping behaviours, consistent with previous studies (Jufrizen & Farisi, 2023; Tirta & Wulani, 2024). In contrast, employees with strong continuance commitment, who remain primarily due to perceived costs of leaving, appear less inclined to perform extra-role behaviours.

5.0 CONCLUSION

This pilot validation confirmed that the Organisational Commitment and Organisational Citizenship Behaviour (OCB) instruments possess satisfactory reliability and preliminary validity within the Malaysian hotel context. Cronbach’s Alpha values exceeded 0.70, and the results of Exploratory Factor Analysis (EFA) supported construct validity. The study contributes to hospitality management research by providing empirically tested tools suitable for future large-scale investigations.

Beyond methodological contributions, the validated instruments hold substantial practical importance for hotel management and human resource (HR) practices. They enable managers to systematically assess employees’ levels of commitment and citizenship behaviour, providing valuable insights for designing targeted HR interventions such as employee engagement programmes, recognition systems, and retention strategies. By applying these validated tools, hotel organisations can enhance service quality, strengthen organisational culture, and promote sustained employee performance.

Future studies should expand sample diversity by including various hotel categories and regions, as well as apply advanced validation methods such as Confirmatory Factor Analysis (CFA) and Structural Equation Modelling (SEM) to ensure continued

robustness and generalisability of the instruments.

AUTHOR CONTRIBUTIONS

Zaid, D. S.: Conceptualization, Methodology, Data Collection, Writing Original Draft Preparation.

Nasir, N. S. M.: Validation, Formal Analysis, Writing Reviewing and Editing.

Adenan, H.: Writing Reviewing and Editing.

DS Zaid: Writing and Editing.

CONFLICT OF INTEREST

The manuscript has not been published elsewhere and is not under consideration by other journals. All authors have approved the review, agree with its submission and declare no conflict of interest on the manuscript.

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