

PalArch's Journal of Archaeology of Egypt / Egyptology

RELATIONSHIP BETWEEN HIGH PERFORMANCE WORK PRACTICES AND ORGANIZATIONAL COMMITMENT TOWARDS INTENTION TO LEAVE: A CASE OF JEDDAH PRIVATE HOTEL

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Sereen Khalid Nyazi , Noshaba Batool. Relationship between high performance work practices and organizational commitment towards intention to leave: a case of jeddah private hotel-- Palarch's Journal Of Archaeology Of Egypt/Egyptology 18(14), 742-752. ISSN 1567-214x

Keywords: High Performance Work Practices; Human Resource Management; Intention to Leave; Organizational Commitment; Private Hotel

ABSTRACT

Human Resource Management (HRM) has become one of the essential components of the business. Many organizations invest a huge amount of money in this department as the companies operating now entirely depend on the human resources. Humans have contributed a lot to the companies owing to their success stories. The humans add to the effectiveness and efficiency of the organizations through their performance. This study was conducted to explore the employee's evaluation of High Performance Work Practices (HPWP) of Radisson Blu Hotel in Jeddah, Saudi Arabia and how do these practices contribute to their organizational commitment and intention to leave. This study used quantitative methodology. The primary data of this study were collected through online questionnaire survey. The questionnaire consists of six subsections which are recruitment and selection, training and development, performance appraisal, reward, organizational commitment and intention to leave. There are 77 employees of the hotel had completed the questionnaire survey. The findings of the research concluded that there are significant relationship amongst HPWP, perceived performance and employee intention to leave.

INTRODUCTION

HRM practices are essential to bring about effectiveness and efficiency in the organizations. Lamba and Chuodhary [1] revealed that, HRM practices provide an edge to the employees towards an organization goal in the global competitive market. HRM practices affect the way employees work in an organization. The different HRM practices followed in the organization are

Recruitment and selection, training and development, compensation and benefits, promotion and transfers, and welfare activities as suggested by their research. Each of this is significant in terms of functioning and restructuring of the organizations. They help in boosting the morale of the employees as they consider these practices to be integrated parts of the organization. It is seen that the employees feel dissatisfied if they have no competition or lose interest in working with that of the company.

There are numerous ways that have been developed in order to develop training and development techniques. Niazi [2] said that, “The training and development has its strategic positioning and it directly contributes towards organizational business goals and objectives”. The HRM activities play a key role in deciding the worth of the business in the market. These activities not only enhance the internal but the external structure as well.

Training and development is an important attribute to the field of human resource management of any organization or a company. Due to the advancement in technology and globalization, training and development has advanced over the years with respect to the organization. Modern day technology has impacted the training and development of the employees. Imparting training through use of innovative technologies and adapting to innovative training methods has helped the business to develop and attain success in the market.

Zhang and Morris [3] found that the employee outcomes have a significant mediating role in terms of the links between HPWP and organizational performance. Employees played a key role in transmission of the HPWP. Jeong and Shin [4] found out that, employee’s collective learning mediated the interaction effect of high-performance work practices. HPWP encourages the employees to get insights as to how much the organization is concerned about their welfare and looks forward to retaining them. This might help the employees to be satisfied with their job and not leave it. They might become highly engaged with their work and their expectation with the organization increases as well.

Employee commitment is influenced by motivation because if employees are motivated then they will do work with more effort and by which performance will ultimately improve [5, 6]. Apart from that, the employee’s performance is influenced by proper training and good schemes developed in the organizations [7]. The performance evaluation is important and is mostly linked with that of the employees. Employees are retained through different forms like that of reward system, employee engagement, involvement, etc [8]. Performance may be referred to the degree to which the work of the employee has contributed towards achieving organizational goals, satisfying customers and increased economic wellbeing of the firm [9, 10].

Beck and Wilson [11] mentioned that the individual performance and organizational effectiveness cannot be achieved without organizational commitment, such as readiness to exert considerable effort on behalf of the organization. Paul and Anantharaman [12] found out that, HRM practices had

a significant positive relationship with organizational commitment. Wood et al. [13] confirmed that HPWP are responsible for reduced staff absenteeism and more productivity that helps them to stick to the organization. Liao [14] revealed that, firms should use an appropriate combination of HRM control systems aligned with their strategic goals in order to improve business performance. Therefore, this study identifies the relationship of HPWP and organizational commitment and intention to leave in a Radisson Blu Hotel of Jeddah, Saudi Arabia.

METHODOLOGY

There are three types of research methodologies namely qualitative, quantitative and mixed methods. Qualitative is an intensive, holistic description and analysis of a single entity, phenomenon or social unit. Case studies are particularistic, descriptive and heuristic and rely on heavily on inductive reasoning in handling multiple data resources [15]. This type of research exemplifies a specific situation with more details using research tools such as interviews, surveys and observations. Quantitative method involves quantifiable data, such as numerical and statistical explanations. There should be more than one variable to quantify the research problem in order to generate numerical data that can be transformed into useable statistics. Mixed method of research contains both qualitative and quantitative methods of research. Thus, this study used quantitative method.

Data collection tool

Online questionnaire survey is used as the data collection tool in this study. The primary data were collected through online questionnaire survey answered by the Radisson Blu Hotel employees.

Population and Sample

Radisson Blu Hotel has 17 branches throughout the Kingdom. The number of Radisson Blu Hotel employees 250. There are 77 Radisson Blu Hotel employees participated in this study.

Sampling Technique

Conver sampling was used, it is a non-probability technique, this method was chosen because it's easy to access information and convenient.

Questionnaire Development

The questionnaire was developed by collecting different information based on the secondary data that measure specific information to collect the required information from the respondents. The questionnaire consists of six subsections which are recruitment and selection, training and development, performance appraisal, reward, organizational commitment and intention to leave. The questionnaire was developed based on 5 rate scale. (1= strongly disagree, 2= disagree, 3= neither agree nor disagree, 4= agree, 5= strongly agree).

Data collection

The primary data were collected through distribute the online questionnaire survey among the employees of Radisson Blu Hotel.

Data Analysis Procedure

The data is analyzed by using Survey Monkey by descriptive statistics.

Result And Discussion

Recruitment And Selection

Figure 1, A1 indicates the applicants are fully informed about the qualifications required to perform the job before being hired. Majority of the respondents about 53.3% agree and 26% strongly agree that the applicants are fully informed about the qualifications required to perform the job before being hired.

Figure 1, A2 indicates the job advertisements in newspapers are used by the organization to recruit people. Majority of the respondents about 40.3% agree and 24.7% strongly agree that job advertisements in newspapers are used by the organization to recruit people.

Figure 1, A3 indicates the vacancies in the organization are filled from qualified employees who are working in the organization. Majority of the respondents about 46.8% agree and 29.9% strongly agree that the vacancies in the organization are filled from qualified employees who are working in the organization.

Figure 1, A4 indicates applicants undergo structural interviews (job related questions) before hiring. Majority of the respondents about 41.6 strongly agree and 39% agree that the applicants undergo structural interviews (job related questions) before hiring.

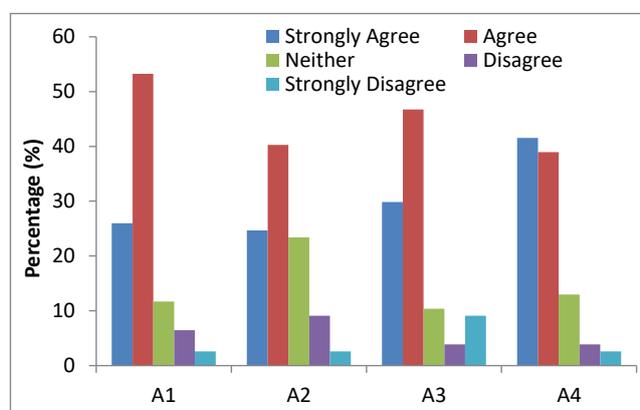


Figure 1. Respondent's feedback on recruitment and selection (A1 to A4)

Training and Development

Figure 2, B1 indicates employee get training from the organization for their next promotion. Majority of the respondents about 45.5% agree and 33.8% strongly agree that they get training from the organization for their next promotion.

Figure 2, B2 indicates employee get training that they need to do their job well. Majority of the respondents about 50.7% agree and 32.5% strongly agree that they get training that they need to do their job well.

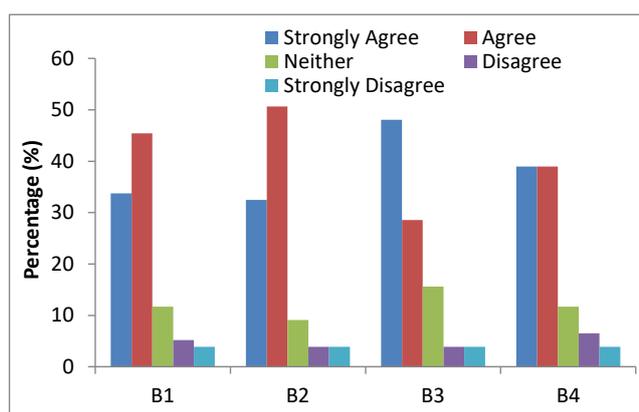


Figure 2 Respondent's feedback on training and development (B1 to B4)

Figure 2, B3 indicates employee have training opportunities to learn and grow. Majority of the respondents about 48.1% strongly agree and 28.6% agree that they have training opportunities to learn and grow.

Figure 2, B4 indicates availability if employee training match with their job. Majority of the respondents both mark the same percentage of 39% for strongly agree and agree respectively.

Performance appraisal

Figure 3, C1 indicates the fairness of performance appraisal. Majority of the respondent about 55.8% claims the performance appraisal is fair. There are 22.1% of the respondent claims neither agree nor disagree for this statement.

Figure 3, C2 indicates there is a formal and written performance appraisal system in the organization. Majority of the respondents about 58.4% agree and 18.2% strongly agree that there is a formal and written performance appraisal system in the organization.

Figure 3, C3 indicates employee is informed on how their performance is evaluated. Majority of the respondent about 57% claims they are informed on how their performance is evaluated. Respondents with strongly agree and neither mark the same percentage of 18.2% for this statement.

Figure 3, C4 indicates employee receive feedback of their performance evaluation results. Majority of the respondents about 52% agree and 21% strongly agree that they receive feedback of their performance evaluation results.

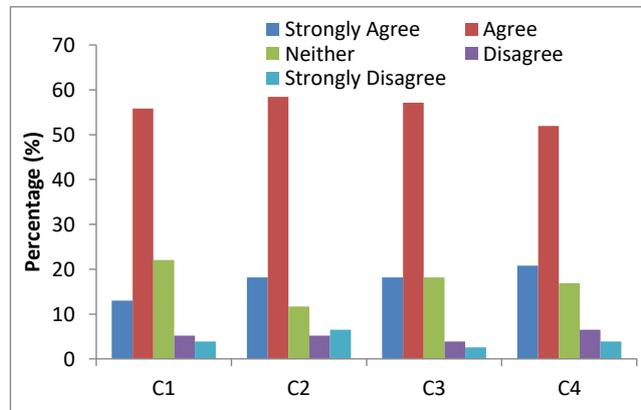


Figure 3. Respondent's feedback on performance appraisal (C1 to C4)

Reward

Figure 4, D1 indicates employee is provided with performance based reward. Majority about 54.6% agree and 11.7% neither agree nor disagree that they are provided with performance based reward.

Figure 4, D2 indicates employee salary is fair for their tasks, duties and responsibilities of their job. Majority about 39% agree and 18.2% neither agree nor disagree that they their salary is fair for their tasks, duties and responsibilities of their job.

Figure 4, D3 indicates if employee does their work very well, they can count on earning more money. Majority about 41.6% agree and 19.5% neither agree nor disagree that they do their work very well and they can count on earning more money.

Figure 4, D4 indicates the organization provide equitable external salary. Majority about 44.2% agree and 13% neither agree nor disagree that their organization provide equitable external salary.

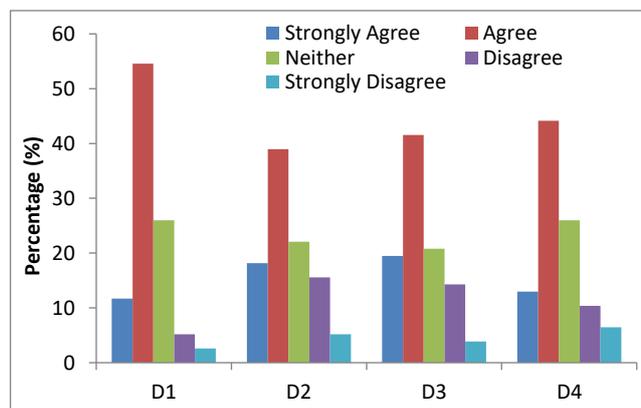


Figure 4. Respondent's feedback on reward (D1 to D4)

Organizational Commitment

Figure 5, E1 indicates does employee feel emotionally attached to their organization. Majority of the respondent about 53.3% agree and 19.5% strongly agree that employee feel emotionally attached to their organization.

Figure 5, E2 indicates will employee be happy if they spend the rest of their career in this organization. Majority of the respondent about 41.6% agree and 26% neither agree nor disagree that employee be happy if they spend the rest of their career in this organization.

Figure 5, E3 indicates does employee feel like they will be attached to another organization as much as they are attached to this organization. Majority of the respondent about 44.2% agree and 39% neither agree nor disagree that employee feel like they will be attached to another organization as much as they are attached to this organization.

Figure 5, E4 indicates does employee think that staying in one organization is better than career or staying in many organizations. Majority of the respondent about 46.8% agree and 22.1% neither agree nor disagree that employee think that staying in one organization is better than career or staying in many organizations.

Figure 5, E5 indicates does employee believe that it is necessary for person to be loyal to their organization. Majority of the respondent about 46.8% agree and 23.4% strongly agree that employee believe that it is necessary for person to be loyal to their organization.

Figure 5, E6 indicates if employee get another offer elsewhere that is far better than their current organization, will they going to quit their job and accept the offer. Majority of the respondent about 46.8% agree and 23.4% strongly agree that employee get another offer elsewhere that is far better than their current organization, will they going to quit their job and accept the offer.

Figure 5, E7 indicates does employee think it is ethical for a person to be jumping from one organization to another. Majority of the respondent about 45.5% agree and 28.6% neither agree nor disagree that employee think it is ethical for a person to be jumping from one organization to another.

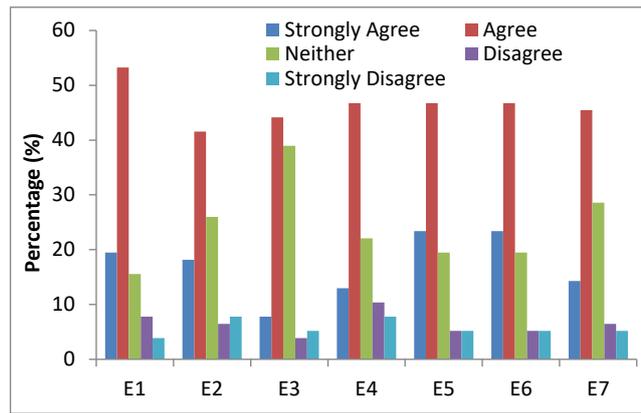


Figure 1. Respondent’s feedback on organization commitment (E1 to E7)

Intention to Leave

Figure 6, F1 indicates employee feels tense at their job. Majority of the respondents about 33.8% neither agree nor disagree and 31.2% disagree that the employee feels tense at their job.

Figure 6, F2 indicates job related problems keep employee awake at night. Majority of the respondents about 29.9% disagree and 27.3% agree that the job related problems keep them awake at night.

Figure 6, F3 indicates employee emotionally drained by their job. Majority of the respondents about 36.4% disagree and 27.3% neither agree nor disagree that they emotionally drained by their job.

Figure 6, F4 indicates employee feels frustrated at their job. Majority of the respondents about 28.6% disagree and 24.7% neither agree nor disagree that they feels frustrated at their job.

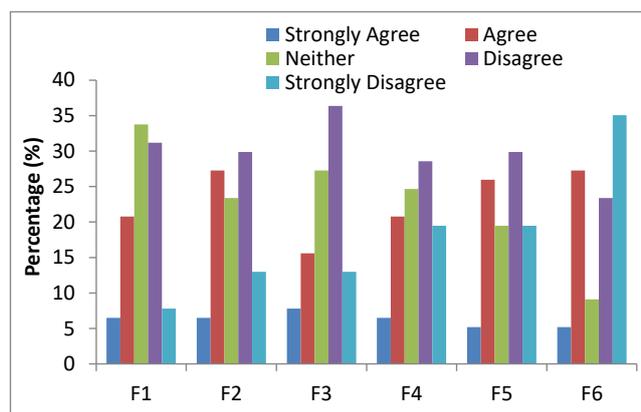


Figure 1. Respondent’s feedback on intention to leave (F1 to F6)

Figure 6, F5 indicates employee has little control over the things that happen to them at their job. Majority of the respondents about 29.9% disagree and 26% agree that they has little control over the things that happen to them at their job.

Figure 6, F6 indicates there is no way employee can solve some of their problems at their job. Majority of the respondents about 35.1% strongly disagree and 27.3% agree that there is no way they can solve some of their problems at their job.

Overall Dissuasion

In recruitment and selection, majority of the respondents agree and strongly agree that the job advertisements are available in newspapers, and they are fully informed about the qualifications required. Also a structural interview was conducted to fill the vacancies in the organization. In training and development, most of the respondents agree and strongly agree that the employee have training opportunities to learn and grow, get relevant training to do their job well and for their next promotion. In performance appraisal, majority of the respondents agree that their organization has fairness formal and written performance appraisal system. They were informed on how their performance is evaluated as well as receive feedback of their performance evaluation results. Regarding the rewards, most of the respondents agree that their organization provides with performance based reward that is fair for their tasks, duties and responsibilities of their job. Their organization does provide equitable external salary, and count on earning more money if employee does their work very well. In the context of organizational commitment, majority of the respondents feel happy and emotionally attached to their organization and would spend the rest of their career in this organization. They feel it is necessary for person to be loyal to one organization rather than staying in many organizations. Eventually, they think that is ethical to consider quitting their job and accepting a better offer. In the context of intention to leave, there is certain number of respondent feels tense and frustrated at their job, because they are emotionally drained by their job and the job related problems keep employee awake at night. Somehow, they still manage to control and solve the problem happen to them at their job.

CONCLUSION

The finding of this study shows that there is significance relationship amongst HPWP, organizational commitment and employee intention to leave where the majority of the employees are satisfied with HPWP, they are fully committed with the organization and they are intend to stay in the same organization. The HRM practices are highly important and are determinants to the organizational commitment also affect the intention of the employees to leave the organization. Due to globalization and fierce competition, each company wants to have or acquire the best talents in the organizations or companies. Having the best people in the HR is important to develop the company's brand and in attracting and motivating the best talents.

Acknowledgments

The authors would like to thanks to the participation of employees from Radisson Blu Hotel of Jeddah and College of Business, EFFAT University for unconditionally support.

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