



SELINUS UNIVERSITY
OF SCIENCES AND LITERATURE

**ASSESSING THE IMPACT OF HUMAN RESOURCE
MANAGEMENT PRACTICES ON EMPLOYEE
ENGAGEMENT AND ORGANIZATIONAL
COMMITMENT: A STUDY OF THE GHANAIAN
HOSPITALITY INDUSTRY.**

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A DISSERTATION

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DECLARATION

‘I hereby declare that this submission is my own work towards the “**Master of Philosophy in Business Administration**” Degree and that, to the best of my knowledge and belief, it contains no material previously published by another person nor material which has been accepted for the award of any other degree of the University, except where due acknowledgement has been made in the text’.

ABSTRACT

This study examines the influence of Human Resource Management (HRM) practices on employee engagement and organizational commitment within the context of star-rated hotels in Ghana. Drawing on Social Exchange Theory (SET) and Job Demands-Resources (JD-R) theory, the research investigates how key HRM practices such as recruitment and selection, training and development, performance appraisal, and reward systems affect employees' psychological and emotional investment in their work and their attachment to the organization. A quantitative research approach was employed using structured questionnaires administered to 150 employees across selected hotels. Data was analyzed through descriptive statistics, correlation, and regression techniques using SPSS v27.0. The findings reveal that HRM practices significantly predict both employee engagement and organizational commitment, confirming the positive role of structured HRM systems in enhancing workforce motivation and loyalty. The study contributes to the limited empirical literature on HRM effectiveness in emerging economies, particularly in the hospitality sector of Ghana. It offers practical insights for HR professionals and policymakers seeking to improve service quality and reduce turnover through strategic human resource interventions. Recommendations for HR policy reforms, workforce development initiatives, and future research directions are also discussed.

DEDICATION

I dedicate this work to all my friends and loved ones, whose encouragement and companionship have been invaluable.

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ABBREVIATION

HRM – Human Resource Management

HRMPs – Human Resource Management Practices

OC – Organizational Commitment

EE – Employee Engagement

SPSS – Statistical Package for Social Sciences

UNWTO – United Nations World Tourism Organization

ILO – International Labour Organization

CHAPTER ONE

INTRODUCTION

1.1 Background of Study

In the hospitality sector, human resource management (HRM) has long been recognized as essential to organizational effectiveness and employee competencies (Sharif et al., 2024; Musah, 2024). As a result, companies are motivated to adopt new tactics in the rapidly evolving employee situation (Kavyashree et al., 2021). The hotel sector in Ghana contributes significantly to the national economy (Ghana Statistical Service, 2021), but it faces several difficulties, including poor customer service, high employee turnover, and low job satisfaction, all of which can have a negative impact on an organization's overall performance (Anning-Dorson and Nyamekye, 2020; Nisar et al., 2021). Effective HRM practices must be implemented to increase employee commitment, engagement, and productivity (Musah, 2024; Ashraf, 2020; Chong et al., 2020).

According to Armstrong and Taylor (2020), human resource management (HRM) practices are the procedures, guidelines, and tactics used by businesses to efficiently manage their employees. To accomplish organizational goals and objectives, these practices aim to recruit, choose, train, inspire, and retain staff (China et al., 2023). To improve employee engagement, dedication, and productivity, HRM practices are crucial in the hotel sector (Musah, 2024). Hotels can sustain a competitive edge in the global tourism market and support economic growth by putting into practice efficient HRM procedures (Jawaad et al., 2019). These practices are significant because they affect organizational operations directly as well as employee behavior and attitudes indirectly (Allui and Sahni, 2016). According to Jawaad et al. (2019), maintaining employee engagement, staff morale, and guest satisfaction are critical to an organization's success.

The most important elements of employee engagement were listed by Schaufeli et al. (2002), who defined it as a positive, satisfying state of mind related to one's job that is marked by vigor (i.e., a high level of energy and mental resilience), dedication (i.e., enthusiasm), and absorption (i.e., complete concentration during work). Employee engagement and dedication to their company and its principles are shown by it (Presbitero, 2017; Shanker et al., 2017). The success and significance of a company, in the opinion of Aktar (2018), simply reflect the constructive contribution made by the employees, which is attained by their degree of participation. Increasing innovation, focusing on cost-cutting measures for employee recruitment and retention, and attaining productivity and performance levels all depend on highly engaged personnel (Kazimoto, 2016). According to Kerdpitak (2020), HR practices throughout the company must be aligned in order to achieve an optimal level of employee engagement. The organization's human resources policies, such as hiring, training and development initiatives, job design, and incentive schemes, had a significant role in attracting motivated workers who prioritized corporate goals (Mohamed and Saad, 2021).

Additionally, an organization's ability to succeed, survive, and compete depends on the dedication of its members (Cherif, 2020). The degree to which HRM practices can foster an emotional bond between businesses and employee objectives is known as organizational commitment (Coffie et al., 2021). Organizational commitment is a crucial component that workers must possess to achieve the best possible work outcomes (Labetubun, 2022). Employees who are committed will be able to contribute fully to every task they undertake. Employees' full contributions are not only a requirement of their jobs, but also a reward for the advantages the company offers through its procedures and guidelines. Employee motivation to put forth their best effort to achieve satisfactory work results increases with the organization's HR practices (Labetubun, 2022). The

social exchange theory, which states that workers provide their services to companies in return for perks and other benefits from those companies, is followed in this relationship (Mehwish et al., 2019). Therefore, it is crucial to use consistent human resource management (HRM) practices that promote employee engagement and organizational commitment if businesses in Ghanaian hotels want to draw in and keep talented workers. Successful HRM practices support long-term organizational success in addition to increasing employee commitment and engagement (Khera, 2010; Mizan et al., 2013).

1.2 Problem Statement

In the twenty-first century, hotels need to continuously develop their internal resources to undergo new skill cycles to stay competitive and prosper (Patwary et al., 2022b; Simonova et al., 2017). According to Shamim et al. (2019), human resources are valuable assets in hotel companies, and improving human capital is now a top priority. Hotel companies must implement effective HRM practices that increase organizational commitment and employee engagement if they want to succeed (Patwary et al., 2025; Chatterjee et al., 2020; Köseoglu et al., 2020). Triatmanto et al. (2019) claim that businesses in the hotel sector establish a specific atmosphere that encourages organizational commitment and capacity building.

Prior research indicates HRM practices have a positive effect on employee commitment and engagement (eg. Labetubum and Dewi, 2022; Cherif, 2020; Aktar and Pangil, 2018; Yassin, 2018). However, other scholars argue that if training is not in line with employee needs and expectations, it may result in discontent and disengagement (Musah, 2024). Although competitive pay and benefits have been associated with higher levels of engagement and dedication (Agresi and Darun, 2017), other research shows that financial incentives by themselves might not be enough to

maintain long-term dedication if intrinsic motivation and job enrichment are disregarded (Mokoena, 2023).

Moreover, HRM practices' effects on employee engagement and organizational commitment have been extensively studied, however, most of these studies have been conducted in highly industrialized economies or Western contexts (eg. Kerdpitak and Jernsittiparsert, 2020; Ahmed and Islam, 2018; Baran and Sypniewska, 2020) with limited research conducted in an emerging economy, particularly, in the hospitality sector in Ghana (Opoku et al., 2025). Consequently, this study seeks to narrow this gap by examining the effect of HRM practices on employee engagement and commitment in star-rated hotels in Ghana.

1.3. Research Objectives

The objectives include specific and general objectives.

1.3.1 General Objective

The overarching objective of the study is to assess the influence of human resources practices on employee engagement and organizational commitment.

1.3.2 Specific Objectives

1. To assess the levels of HRM practices in the star-rated hotels in Ghana.
2. To analyze the impact of human resources practices on employee engagement.
3. To examine the effect of human resources practices and organizational commitment.

1.4 Research Questions

1. What are the levels of HRM practices in the star-rated hotels in Ghana?
2. What is the link between human resources practices and employee engagement?

3. What is the impact of human resources practices and organizational commitment?

1.5 Significance of the Study

This study is very pivotal to stakeholders including practitioners, researchers, and policymakers.

For scholars, this study contributes to the expanding corpus of literature on HRM practices by offering factual data unique to the hospitality industry in Ghana. Although HRM techniques in industrialized economies have been the subject of much research (Mohamed et al., 2024), there are still few studies that concentrate on their effects in developing nations, especially in the hospitality sector. By investigating how HRM practices influence employee commitment and engagement, this study will fill in knowledge gaps and advance theory. It will also assess the suitability of well-known HRM theories for a developing economy, including the Resource-Based View (RBV) and Social Exchange Theory (SET).

Additionally, for practitioners, the study will offer insightful information on HRM methods that promote employee engagement and retention, especially for HR managers and business executives in the hotel sector. Employee turnover in the hotel industry is frequently significant, which has an impact on operational effectiveness and service quality. Through the identification of HRM practices that improve engagement and commitment, this study will assist companies in putting policies in place that support stable and motivated staff. Additionally, the study will provide useful suggestions on employee recognition initiatives, training and development, performance management, and compensation plans, giving HR managers the means to create a staff that is both competitive and long-lasting.

Furthermore, the study will play a significant role in establishing Ghana's workforce development programs and labour laws. Having a well-managed and motivated workforce is crucial for the hospitality sector, which is a major contributor to the country's economy. To ensure that companies follow standards that benefit both employers and employees, policymakers can utilize the findings to create rules that support equitable and efficient HRM practices. The study's conclusions can also help create workforce development initiatives, making sure that employment and training regulations meet industry demands. Along with emphasizing the value of fair pay, fair promotion procedures, and comfortable working circumstances, the study offers evidence-based suggestions to legislators on how to enhance working conditions and uphold labour rights in the hospitality industry.

1.6 Scope of the Study

The study's conceptual focus is on assessing how human resource management (HRM) practices affect organizational commitment and employee engagement in Ghana's hospitality sector. The study is restricted to star-rated hotels in Ghana, particularly Kumasi. Other service sectors and non-hospitality enterprises are not covered by the study. Employees in Ghana's star-rated hotel industry would participate in the study because it examines human factors in a variety of enterprises.

1.7 Brief Methodology

The researcher will employ explanatory research design and quantitative techniques. Data for this study will be collected from the employees of star-rated hotels in Ghana. A convenience sampling technique will be used to select 150 participants from the target group for the study. Questionnaires

will be used as the data-gathering tool. To extract useful information from the collected data, the researcher will use IBM SPSS version 27.0 to perform both descriptive and inferential analysis. Regression analysis will be used to examine the effects of HRM practices on employee commitment and engagement, and correlation analysis will be used to ascertain the correlations between variables. For ethical reasons, the researcher will make sure that participants' agreement is free and uncoerced, and they will be fully told about the study's goals, possible hazards, and rewards.

1.8 Limitations of the Study

Every study has constraints of some kind.

Using a cross-sectional study design, which gathers data at a single moment in time, is one of them. This makes it more difficult to prove a link between HRM procedures and worker commitment or engagement. A longitudinal approach, which monitors changes over time, may offer more profound understanding of the long-term effects of HRM interventions on employee attitudes and behaviors. Additionally, external factors such as economic fluctuations, labor market conditions, and government policies may also affect employee engagement and organizational commitment but are not explicitly controlled for in this study. Although HRM procedures are important, differences in employee attitudes may be caused by various macroeconomic and sociocultural factors, which could affect the study's findings. Finally, the study's breadth and depth may be impacted by time limits and a lack of resources for data collection, processing, and interpretation, which could jeopardize the research's thoroughness.

1.9 Organization of the Study

There will be five main chapters in this study. The study's introduction and nine major sub-themes will be covered in the first chapter. These will comprise the study's backdrop and issue statement, research objectives, research questions, importance, a synopsis of the methodology, study scope, study limits, and study organization. The literature on the topic and variables of this study is reviewed in the study's second chapter. It is divided into four main parts. The literature on the three research variables is reviewed first. The theoretical review examined the theory's background, central premise, usage over time, present usage patterns, difficulties, and how it provides a useful instrument to support this investigation. Next are other people's works on the topic of this study. It examines their main goals, the techniques they used, their main conclusions, and the limitations of these investigations. The formulation of the study's hypothesis follows the conceptual framework. The study methodology and the organization profile are covered in the third chapter. The study's methodology section examines the plan for gathering data for the investigation. The research design, population, sampling and sampling techniques, data collecting and techniques, data analysis, validity and reliability, ethical issues, and the organizational profile section centered on the study sector and study area are the main topics of the methodology. The study's results and analysis are presented in the fourth chapter. The data findings from the study about the demographic traits of the participants and the findings on the three study objectives are presented in this chapter. In order to determine if the study supported or contradicted the literature, the chapter proceeds to evaluate and discuss the results. Additionally, probable explanations for these results were given. The study will be concluded in the Fifth Chapter. It will include the study's conclusions, recommendations, and a summary of the results along with their implications for policy.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter of the study discussed the concepts of human resources management practices, employee engagement and organizational commitment. Also, it presented the theories that were employed to explain the link between the variables. In addition, a thorough empirical review was conducted to examine extant studies on the topic. The chapter ended with hypothesis development and the conceptual framework.

2.2 Conceptual Review

This section of the chapter discusses the key concepts of the research.

2.2.1 Human Resources Management Practices

Employee performance plays a major role in the success of various businesses, big or small, including hotels (Uma et al., 2017), which highlights the need to keep top talent (Ong et al., 2019; Ong and Koh, 2018). In the 1980s, HRM was developed using a conceptual framework that drew from several underlying theories (Armstrong and Taylor, 2017). As stated by Armstrong and Taylor (2017), HRM methods include managing people in real-world activities by implementing overarching values and guiding principles, as well as managing and training personnel to ensure high performance and monitoring employee relationships. Employee recruitment, development, motivation, and retention are the main objectives of human resource management (HRM) practices, which are a strategic approach to managing human resources within an organization (Froidevaux et al., 2020; Wujarso and Dameria, 2023). One way to describe human resource management (HRM) practices is as a collection of internally consistent and cohesive procedures designed to support and improve employee performance by keeping skilled, dedicated, and driven

workers (Elrehail et al., 2020). In line with Ana et al. (2019), HRM methods, including career development, training and development, performance reviews, and remuneration and rewards, also manage employee engagement in order to accomplish organizational objectives. In order to achieve the objectives of the company, HRM practices should foster a favorable work atmosphere and decent working circumstances, which will encourage employees to give their all and become deeply dedicated to the company (Hassan, 2022).

HRM practices can be thought of as a system or policy that influences the attitudes and behaviors of employees, claim Aktar and Pangil (2018). As defined by Snell et al. (2015), the HRM function is a concept that outlines how to motivate staff members to meet the objectives of the company. According to the HRM literature, there are a number of HRM techniques that can be used to help an organization succeed. As an illustration, Dessler (2011) listed hiring, training, rewarding employees, and employee participation as crucial HRM strategies. Also, Lee and Lee (2009) expanded the previously listed processes to include teamwork, HR planning, performance evaluation, and job security.

According to Schwartz (1999), employing the right people, giving them the necessary training, establishing a fair system for performance reviews, and offering a fair remuneration plan are all beneficial and have a significant impact on the company, according to Tylor. (Edgar and Geare, 2005) These activities are typical of HRM systems that work well. According to Brewer and Brewer (2010), HRM methods in higher education should be centered on evaluating, enhancing, and imparting human resources' skills, knowledge, and capacities. More and more data points to the idea that HRM practices affect employee performance by influencing employee attitudes and behaviors, which raises productivity and ultimately improves organizational performance (Abubakar et al., 2019; Latorre et al., 2016; Singh, 2004; Wright et al., 2001). In accordance with

Inkson et al. (2012), there is no strategic influence if these activities do not affect employee attitudes. Employees with high levels of dedication and good attitudes, on the other hand, volunteer their time and effort to help their companies accomplish their objectives (Giauque et al., 2010). Bailey et al. (2017) presents a similar perspective, emphasizing that HRM procedures and other organizational assets (such leadership) have a big impact on employee views on dedication, commitment, and inventiveness.

2.2.1.1 Dimensions of Human Resource Management Practices

2.2.1.1.1 Recruitment and Selection

The recruitment process serves the function of giving an organization explicit guideline to follow while filling open positions (Usmani, 2020). Appropriate process management is crucial since improper candidates may be suggested otherwise (KA, 2020). It should be mentioned that the company may save money if appropriate hiring procedures had been used (Hardini, Setyarini, and Harto, 2019). When an organization starts a hiring campaign, it should keep in mind that the new hires will probably stay for a longer period of time. As a result, employers should look for applicants who will fit in with the company's culture (KA, 2020). According to Hardini et al. (2019), if an organization hires a worker who quits within a short time, it will have to pay for a new employee to fill the empty position. The process of determining an organization's long-term human capital requirements is called recruitment, selection, and appointment (Antwi et al., 2016). These steps are taken in order to guarantee that the organization will meet its strategic objectives and develop future-ready skills. Thus, the organization's needs determine the recruitment process (Mokoena, 2023). Therefore, it is imperative that the selected human capital fulfills particular criteria about education, work history, and other factors (Mokoena, 2023).

2.2.1.1.2 Performance Appraisal

Consistent performance feedback should be given, as performance appraisal is regarded as one of the determinants in management techniques. Positive performance feedback can foster a positive psychological environment, which will raise employee engagement, according to Ugwu and Okojie (2016). Similar to this, Rao and Rao (2017) assert that giving employees regular, candid feedback helps them perform better. In Nigeria's banking industry, Ugwu and Okojie (2016) discovered a strong and favorable correlation between employee engagement and feedback-oriented performance reviews. Performance evaluation and engagement are positively correlated, according to research by Ugwu and Okojie (2016). According to certain research (Ahmed, Ahmad, and Raihan-Joarder, 2016; Nazir & Islam, 2017), the association between engagement and performance rating feedback is negligible. Accordingly, the results of the connection will vary from one organization to another based on how those organizations execute their system for performance appraisals and how regularly employees receive performance feedback (Rao and Rao, 2017).

2.2.1.1.3 Reward and Compensation

Armstrong and Taylor (2014:332) describe reward strategy as: The intentional use of the pay system as a valuable integrating mechanism that directs the efforts of different sub-units and individuals toward the accomplishment of an organization's strategic objectives. A key element of an organization is compensation, awards, and perks, with different parties signing contracts for them (Gooderham et al., 2018). The agreement between the employer and employee lays forth both the employer's and the employee's obligations (Abbas et al., 2017). Accordingly, Abbas et al. (2017) and Gooderham et al. (2018) emphasize that since the employer is required to pay the

employee, the employee must, of course, perform in accordance with the terms of the contract. Consequently, it is crucial to remember that job satisfaction and employee motivation are greatly influenced by pay, benefits, and awards (Ugwu and Okojie, 2016).

2.2.2 Employee Engagement

Employee engagement is defined in a variety of ways. One definition emphasizes "the degree of dedication and involvement an employee has towards their organization and its values" (Anitha, 2014, p. 308). Another highlights the emotional components of engagement by defining it as "passion and commitment" and "willingness to expand one's discretionary effort and invest oneself to help the employer succeed" (AbuKhalifeh and Som, 2013, p. 41). Some formulations include additional elements as subfactors of engagement, such as employee excitement and satisfaction (Nguyen and Pham, 2020).

According to a number of studies, employee involvement is essential for success (Rajendran and Doraisamy, 2022; Mishra and Subhadarshini, 2023; Gruman and Saks, 2011). There was no single definition for employee engagement because this research examined its extent in various circumstances (Levitats and Vigoda-Gadot, 2020). Employee engagement, according to Saks (2019), is the extent to which workers are involved and diligent in their work. When he highlighted that employee engagement is the process of integrating individuals into specific job responsibilities, Kahn (1990) agreed with this viewpoint. Employee engagement is defined by Shuck et al. (2017a) as an employee's favorable attitude toward their company and their proactive pursuit of company objectives.

Workplace factors that can affect employee engagement include leadership (Nguyen and Pham, 2020), the work environment, coworkers and teams, compensation, organizational policies, general workplace well-being (Alsafadi and Altahat, 2021; Nguyen and Pham, 2020),

communication (Bedarkar and Pandita, 2014), rewards and recognition, extended employee care (AbuKhalifeh and Som, 2013), opportunities for career development and training (Nguyen and Pham, 2020; Vu, 2020), and work-life balance (Vu, 2020). Other factors that could affect employee engagement include organizational entrepreneurship commitment, career optimism, organizational fairness, and religiosity, or the overall level of religious belief (Mapamiring et al., 2021). (Vu, 2020). Nevertheless, these have often gotten less attention than the previously recognized components. Furthermore, employee engagement may be impacted by individual-level factors such as organizational citizenship behavior (OCB) (Hermawan et al., 2020).

2.2.1.1 Dimensions of Employee Engagement

2.2.1.1.1 Cognitive Engagement

Cognitive engagement is defined as "the intensity of mental energy expressed toward positive organizational outcomes" (Shuck, Adelson, and Reio, 2017, p. 955). Cognitive engagement is a proactive measure of a worker's mental investment in their work and how that work is assessed and modified to create the experience, claims Shuck (2019). These cognitive assessments provide value and significance (Hernandez and Guarana, 2018). A cognitively engaged worker would lose track of time, be in flow, or become absorbed in the moment when working on a project that they find significant and believe (here, belief is an emotive component) makes a valuable contribution (Shuck, 2019).

2.2.1.1.2 Emotional Engagement

Emotional engagement is the willingness and degree of emotional investment made by employees in attaining positive organizational results (Shuck et al., 2014). Here, emotions and thoughts are intertwined (Fugate et al., 2011). The emotional engagement subdomain of employee engagement is the reflected value proposition of the workplace and an indication of an affective appraisal that gives value, meaning, joy, love, and caring, among other emotionally driven experiences (Shuck, 2019). Such affective experiences are never static in a situation where context appraisal is

necessary; rather, they are constantly in motion and dependent on cognitive inputs to direct their direction, intensity, and maintenance.

2.2.1.1.3 Behavioral Engagement

Behavioral engagement is the purpose of acting in a way that will influence performance (Rich et al., 2010; Shuck et al., 2017). In other words, behavioral involvement is not visible behavior. Real-world activity is outside the scope and boundaries of the concept since employee involvement is seen as a psychological state of experience. The observable behavior that we observe is an employee voluntarily turning in their resignation letter and leaving the company, even though the intention to write the letter and then deliver it to their supervisor is based on employees' cognitive and emotional assessments that define a behavioral value proposition that leads to ultimate action (Shuck, 2019). It is not enough to merely encourage people to work more; behaviorally engaged employees are psychologically willing to offer more (or not) in a way that describes the maintenance, intensity, and direction of energy that will develop into behavior but is not yet apparent (Rich et al., 2010).

2.2.1.2 Determinants of Employee Engagement

2.2.1.2.1 Leadership Empowerment Behavior

Behavioral engagement is the purpose of acting in a way that will influence performance (Rich et al., 2010; Shuck et al., 2017). In other words, behavioral involvement is not visible behavior. Real-world activity is outside the scope and boundaries of the concept since employee involvement is seen as a psychological state of experience. The observable behavior that we observe is an employee voluntarily turning in their resignation letter and leaving the company, even though the intention to write the letter and then deliver it to their supervisor is based on employees' cognitive and emotional assessments that define a behavioral value proposition that leads to ultimate action

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2.2.1.2.2 Collaboration

It is described as "the interplay of situation-appropriate uses of four interrelated processes: explicit coordination, synchronicity, teamwork communication, and implicit coordination" (Chiocchio et al., 2012). From an organizational perspective, collaborative processes are intimately related to a team's or an organization's effectiveness across many sectors (Townsend et al., 2014). Collaboration is seen as the most crucial attribute that managers look for in employees since it lowers conflict at work and benefits the business and its employees (Soieb et al., 2015). Conversely, aggressive conduct at work is seen as toxic and has a detrimental impact on employees' motivation and performance (Liu et al., 2021). Together, they can enhance organizational performance, prevent burnout, and increase employee engagement (Schaufeli & Bakker, 2004). According to Choo (2017), employees in the hospitality industry frequently deal with emotional demands from customers and may even encounter abusive behavior. During these difficult times, frontline employees might overcome their complaints with the helpful support of their coworkers (Harjanti, 2019). Consequently, employees are more likely to overcome negative emotions and burn out and carry on with their task. In order to develop engaged employees, leaders should encourage and support teamwork and collaboration (Markos and Sridevi, 2010).

2.2.1.2.3 Rewards and Recognition

Rewarding and recognizing employees for their outstanding work or for finishing a task for the organization might help them feel valued (Mone et al., 2011). These are two of the primary methods of motivating individuals, according to Hansen et al. (2002), and they are usually interpreted as an acknowledgement of the value that employees offer to the business (De Lacy, 2009). Awards and recognition have been shown to dramatically increase employee engagement, morale, motivation, and satisfaction (Alhmoud and Rjoub, 2020). If employees are not given enough credit or rewards, they may become less motivated at work or even misuse business resources for personal benefit (Ferry et al., 2021). Inadequate recognition programs can lead to employee burnout, which is the antithesis of engagement (Maslach et al., 2001). The devaluation of employees' efforts might result in a high turnover rate and feelings of inadequacy (Cordes & Dougherty, 1993) (Younies and Al-Tawil, 2021). Therefore, rewards and recognition are appropriate forms of acknowledgment that can increase worker engagement. When workers receive incentives and recognition from the organization, they feel that their efforts are worthwhile and that their efforts are appreciated (Saks, 2006). Employees are therefore more motivated to perform hard when the organization provides them with more incentives and recognition.

2.2.1.2.4 Distributive Justice and Procedural Justice

Distributive justice refers to the perceived fairness of the equitable distribution of resources in the hospitality industry (Blake, 2001). In practice, managerial decisions about pay, promotions, and performance evaluations are usually part of distributive justice (Colquitt et al., 2001). Distributive justice exists when the outcomes of distribution (incentives, compensation, and benefits) meet the expectations of employees based on their input (Clay-Warner et al., 2005). Distributive justice affects employee behavior and attitudes, job satisfaction, and desire to leave (Biswas et al., 2013).

Establishing social exchange procedures is made simpler by distributive fairness, which improves employees' involvement and sense of belonging at work (Greenberg and Scott, 1996). Procedural justice refers to how employees perceive the fairness of formal procedures, instruments, or methodologies used to determine how resources (such as incentives and benefits) are allocated at work (Colquitt, 2001). Procedural justice differs from distributive justice in that decision-making procedures for resource allocation are transparent and impartial (Biswas et al., 2013). Kuvaas (2008) asserts that the fairness of managerial rules and practices is the primary information source that influences employees' perceptions of procedural justice. Procedural fairness has a major impact on a number of employee outcomes, such as task performance (Aryee et al., 2004), organizational citizenship behavior (Colquitt, 2001), and cooperative conduct (Konovsky, 2000). Bies (2005) asserts that employees who are satisfied with the decision-making process are more likely to be inspired to engage in their work. Additionally, a lack of procedural justice may lead to burnout, while positive procedural justice might boost job engagement (Maslach et al., 2001).

2.2.3 Organizational Commitment

Organizational commitment has received a lot of attention lately from scholars studying corporate management and organizational behavior (Gupta, 2017). Finding strategies to improve employees' opinions of their work in order to strengthen their loyalty to their employers has been the main objective of a lot of this study (Labrague et al., 2018). Strong acceptance and adherence to the goals and principles of an organization strengthens an individual's sense of identity and connection with that organization (Ferreira et al., 2017; Grego-planer, 2019).

Organizational commitment is one of the most talked-about topics in the workplace today (Amran et al., 2021). Employee loyalty to the company is a result of organizational commitment, according to research. According to Alrowwad et al. (2020), loyal employees are content with their jobs and

want to do everything in their power to help the company succeed. However, a high rate of staff turnover will come from a lack of commitment to the company, which will impact both the expense of human resource management and the effectiveness of working there (Luz et al., 2018). Employee attitudes toward the company are important and include organizational commitment, claim Ruhana (2020) and Shafazawana et al. (2016). Allen and Meyer (1991) identified three primary elements of organizational commitment: effective, continuing, and normative commitments. Organizational commitment is essential to an organization's success. It is thought to be an essential part of effective organizational management. The achievement of the company's goals and enhanced performance are the results of raising employee engagement with the organization (Alrowwad et al., 2020; Shafazawana et al., 2016).

2.2.3.1 Dimensions of Organizational Commitment

Affective, continuance, and normative commitment are the three elements of the organizational commitment model put forth by Meyer and Allen (1997). The three aspects explain how conduct is related to commitment and how it evolves.

2.2.3.1.1 Affective Commitment

The emotional attachment, affiliation, and involvement of an employee with the organization is known as affective commitment (Nassar, 2018). More emotional commitment increases the likelihood that committed workers will stay with the company because they want to (Hoque, 1999) and because they feel their job aligns with their values and aspirations (Harter et al., 2002). This kind of dedication is a favorable attitude toward the company that is tied to the work. The degree of a person's affiliation and involvement with a certain organization is also reflected in their affective commitment. The degree to which workers' needs and desires are met by their work

experience influences how strongly they are emotionally committed. Affective commitment can be developed by organizations through rewarding relationships with their employees, as it is predicated on individuals identifying with and developing an attachment to the organization. Individuals' and the organization's objectives should align (Huselid and Becker, 1996).

2.2.3.1.2 Continuance Commitment

An employee's awareness of the financial advantages of remaining with the company and the costs of leaving, including the associated dangers, is known as continuity commitment (Nassar, 2018). Although they may not always agree with the organization's aims and objectives, employees who exhibit continuation commitment stay because of the favorable extrinsic rewards, such as salary and pension benefits (Huselid and Becker, 1996). This dedication is frequently the weakest, particularly in situations where there are many other employers offering comparable extrinsic rewards (Huselid and Becker, 1996).

2.2.3.1.3 Normative Commitment

The sense of obligation and responsibility people have to stay in their existing jobs is known as normative commitment (Nassar, 2018). Put another way, workers stick with the company because they think it's the proper thing to do. Regardless of any dissatisfaction, being there becomes morally correct (Worsfold, 1999). The employee's perceptions of the recognized standards of reciprocity between an employee and their employer influence normative commitment. Therefore, workers will feel obligated to "repay" the company for its investment in them, for instance, by participating in training and development (Wood, 1999). It has been discovered that affective commitment and normative commitment are closely associated (Wang, Indridason, and Saunders,

2010). Therefore, this study only examined affective commitment and continuance. Organizational commitment levels.

2.2.3.2 Predictors of Organizational Commitment

2.2.3.2.1 Job Satisfaction

Job satisfaction is one of the most important work attitudes for a company's people resources (Hemakumara, 2020). According to Shafazawana et al. (2016), it is the way employees express their thoughts and feelings regarding their jobs, workplaces, and working lives. One could argue that satisfaction is the emotion that results from contrasting what one anticipates and what one actually obtains, whether it be pleasure or disappointment (Lizote et al., 2017). Organizational human resource management greatly depends on job satisfaction. It proved that high levels of employee engagement to the organization are contingent upon job satisfaction (Amran et al., 2021). According to Luz et al. (2018), there are numerous significant types of happiness, such as contentment with pay, contentment with job attributes, contentment with supervisors and colleagues, and contentment with professional advancement.

Job satisfaction has been found to be influenced by a variety of factors, such as compensation, the influence of a supervisor, prospects for growth, coworkers, and the job itself (Soelton et al., 2020). Considering the intention to leave is part of the psychological process of thinking about decisions pertaining to one's job as a means of expressing discontent with the current workplace (Putri and Setianan, 2019). Studies have discovered a connection between organizational commitment and work happiness. In accordance with Radosavljevic et al. (2017), there is a connection between organizational commitment and work satisfaction. Employee commitment to the company is directly impacted by work happiness, according to research. Additionally, a study conducted in the information technology sector by Mohapatra et al. (2019) discovered a definite and significant correlation between organizational commitment and job satisfaction. According to the study,

employees' job satisfaction in the information technology industry is significantly impacted by all three organizational commitment factors. As reported by Sriphong et al. (2022), job satisfaction has a favorable, direct, and considerable impact on organizational commitment. However, Lizote et al. (2017) found no correlation between organizational commitment and work satisfaction among public service personnel in Brazil. The study's findings show that the context in which people operate within the company determines the impact that would be felt.

2.2.3.2.2 Job Experience

Employees are expected to put in more effort, be more driven, and show initiative in the workplace nowadays. As crucial to an organization's success as its capacity to generate the best human skills is its capacity to cultivate dedication to the organization (Sujatha, Swathi, & Seema, 2013). Employee employment experiences and organizational commitment were found to be related in a study by Satwaew et al. (2023). Employee employment experiences, such work flexibility, have a noticeable impact on organizational loyalty, according to this study, which was conducted in Thailand. Therefore, in order to effectively manage human resources in accordance with established goals, firms must pay attention to the work experiences of their employees. Based on Lee and Kim's study from 2023, psychological health and job happiness act as mediators to favorably influence organizational commitment in the context of the employee experience. It also indicates that the impact of employee experience on organizational commitment varies according to the degree of mental toughness. The findings suggest that managing the employee's experience might increase loyalty to the company.

2.2.3.2.3 Work Environment

The work environment encompasses a variety of elements that employees encounter while employed by the company, including the availability of work equipment, relationships with supervisors and coworkers, and assistance from the management (Havidz and Yandi, 2020). Employee involvement with the company goes hand in hand with a positive work environment. Employee engagement is defined as an attitude that shows how much a person recognizes and cares about their task, as well as having the ability and resources to finish it (Putri and Setianan, 2019). As stated by Anindita and Seda (2018), employee engagement may be defined as a worker's willingness and optimistic attitude on actively participating in their roles. According to Radosavljevic et al. (2017), there is a connection between organizational dedication and the workplace. In accordance to the research, employees' commitment to the company is influenced by their perceptions of how fair the organization's management is. As a result, executives in organizations must establish a suitable atmosphere or working environment. An association between organizational commitment and work environment was found in a study by Havidz and Yandi (2020). Research suggests that organizational commitment is impacted by management support. But the study by Soeling et al. (2021) discovered a different connection between organizational commitment and the work environment. According to this study, organizational commitment was positively impacted by the workplace, albeit the effect was not statistically significant.

2.2.3.2.4 Leadership

Management inside a company is impacted by effective leadership. In order to successfully capitalize on the qualities of their workforce and drive organizational success, leaders must have a thorough awareness of their employees' attitudes, needs, shortcomings, and strengths (Havidz

and Yandi, 2020). Transformational leadership is one of the many types of leadership. Executives in organizations need leadership that makes it possible for employees to perform well and accomplish the goals of the company. Havidz and Yandi's (2020) study discovered a connection between organizational commitment and leadership. According to research, organizational commitment is influenced by leadership, and internal communication is a key component. Radosavljevic et al. (2017) found a connection between organizational commitment and leadership. According to research, employees' loyalty to the company is obviously impacted by their level of trust in the leaders. Therefore, fostering employee trust in the company depends on leadership. Chienwattanasook, Onputtha, and Fugkum (2018), however, established a connection between organizational commitment and leadership in their study of Thailand's manufacturing sector. The results demonstrated a positive relationship between the leadership philosophies of directive, supporting, participatory, and achievement-oriented leadership with organizational commitment. Lastly, the research by Yanti and Dahlan (2017) shown that the behavior of leaders had a direct effect on employees' loyalty to the company.

2.3 Theoretical Review

This section of the chapter discusses the theories that underpin this study. The theories are social exchange theory and job demand-resource theory.

2.3.1 Social Exchange Theory

The connection between HRM practices, employee engagement, and organizational commitment is supported by the social exchange theory (Blau, 1964; Chung and Jeon, 2020; Subardjo and Harjanti, 2019). According to the social exchange theory, interactions between individuals in situations where both parties are dependent on one another lead to the creation of responsibilities

(Almaaitah et al., 2017). In line with the social exchange theory, how individuals interact with one another is determined by how they weigh their options and interpret the costs and benefits of each (Chernyak-Hai and Rabenu, 2018; Jawaad et al., 2019).

Within the realm of human resource management, HR procedures serve as essential tools for establishing and maintaining social exchange connections. In the case of Alfes et al. (2022), employees perceive supportive HR practices, such as training and development opportunities, participatory decision-making, fair performance appraisals, and equitable reward systems, as indications that the organization values their contributions and is concerned about their well-being. Organizational commitment requires trust, emotional attachment, and a sense of duty, all of which are fostered by these favorable evaluations (Messersmith et al., 2021).

2.3.2 Job Demand-Resource Theory

Underpinning a number of engagement-related theories is JD-R theory (Demerouti and Bakker, 2011). JD-R is one of the most popular HRM models in use because of its adaptability, which has led to its widespread acceptance in academia (Bakker and Albrecht, 2018). The work demand-resources model, in particular, has become one of the more well-known models for describing the causes and effects of employee engagement (Turner, 2020, p. 48). Bakker et al. (2003) have shown that the relationship between job resources and turnover intentions is mediated by engagement. As a result, JD-R theory serves as a motivating mechanism whereby the distribution of job resources results in engagement. Since then, JD-R has been utilized to construct the relationships among work engagement, HRM methods, and results. HRM procedures are viewed as job resources by JD-R. According to Bakker and Demerouti (2014), these tools are invigorating and encourage people to be extremely engaged with their work, which leads to great performance outcomes. In their conceptualization of an HRM–engagement–outcome model, Shantz et al. (2016) drew on JD-

R theory and positioned four HRM practices including communication, training, growth opportunities, and participation in decision-making as tools to forecast work engagement. The results show that work engagement and outcomes (such as safety and care quality) are directly correlated with employee job engagement and HRM strategies. Furthermore, it was discovered that a key mediator between HRM methods and results was employee work engagement. By viewing HRM practices as vital resources that result in high work engagement and favorable outcomes like low turnover intention, JD-R theory, in short, promotes an HRM–engagement–outcome paradigm (Schaufeli et al., 2006).

2.4 Empirical Review

This section of the chapter discusses some empirical studies that have been conducted on the topic.

Sharif et al. (2024) explore the influence of various human resource management (HRM) practices such as recruitment and selection, training and development, compensation and rewards, job security, employee involvement, and performance appraisal on organizational commitment, both directly and through the intermediary role of work engagement. Utilizing a quantitative approach, data were collected via a survey from academic and administrative personnel at Minhaj University Lahore. SPSS was used for descriptive statistics, and SmartPLS 3.3.3 was employed for structural equation modeling (SEM). The findings show that training and development, employee participation, and performance appraisal significantly affect work engagement, whereas recruitment and selection, compensation and rewards, and job security do not show direct effects. Furthermore, work engagement positively impacts organizational commitment and serves as a significant mediator in the relationship with training and development, participation, and appraisal. However, mediation effects for recruitment, compensation, and job security were not significant.

Albrecht et al. (2015) advocate for a model demonstrating how four core HRM practices are designed to enhance engagement shape organizational climate, job demands and resources, psychological safety, meaningfulness, and availability at work. These factors, in turn, influence employee engagement as well as individual, team, and organizational performance, contributing to competitive advantage. Their conceptual review presents evidence of interconnected relationships among organizational context, job characteristics, employee psychology and motivation, and both employee and organizational outcomes. The authors suggest that HR professionals should move beyond annual engagement surveys and instead integrate engagement principles into core HR functions like recruitment, onboarding, performance management, and training.

Aboramadan et al. (2020) aim to examine the role of HRM practices in fostering organizational commitment in Palestinian universities, focusing on the mediating role of work engagement. Data collected from 237 academic and administrative employees were analyzed using structural equation modeling. The results confirm that HRM practices significantly influence organizational commitment in higher education institutions. Additionally, work engagement acts as a mediator in the relationships between performance appraisal and commitment, and between rewards and compensation and commitment.

Aktar and Pangil (2018) investigate whether organizational commitment mediate the relationship between HRM practices and employee engagement in the Bangladeshi banking sector. Data from 383 employees across 30 private commercial banks were analyzed using structural equation modeling with bootstrapping. The study identifies career development, participation, job security, performance feedback, rewards, and training as key drivers of engagement. Organizational

commitment partially mediates these relationships, indicating that the direct effects of HRM practices on engagement are stronger than their indirect effects. Notably, the study highlights that the traditional “black box” mechanism may not fully explain how HRM practices influence performance.

Goyal et al. (2023) examine the relationship between human resource management (HRM) practices and employee engagement, including an analysis of different levels of engagement and their association with employee age groups. The study involved 187 employees from information technology firms, selected through purposive random sampling. A standardized questionnaire was administered, and confirmatory factor analysis was conducted to validate the instrument. Simple linear regression using AMOS v24 was employed to assess the variance between HRM practices and engagement. Additionally, SPSS v22 was used to perform chi-square and ANOVA tests. The findings show that HRM practices, such as recruitment and selection, continuous training, competitive rewards, career advancement, and employee involvement accounted for 33% of the variance in engagement ($R^2 = 0.33$, $\beta = 0.57$, $p < 0.001$). The engagement distribution included 30 employees in the low engagement group, 96 in moderate, and 61 in high engagement. Most moderately engaged employees (75 out of 96) were aged 20–30, while 31 out of the 61 highly engaged employees were in the 30–40 age range.

Saad et al. (2021) assess the impact of HRM practices on employee engagement within the Egyptian banking sector. This study sought to deepen the understanding of how HRM practices affect engagement, and whether strategic implementation moderates this relationship. A quantitative approach was employed, using questionnaires distributed to 228 banking employees. The results showed that HRM practices, including recruitment and selection, job design, and

reward systems—had a significant positive effect on employee engagement. However, the role of strategic implementation as a moderating variable was found to be non-significant.

Aybas and Acar (2017) explore the dual role of psychological capital as both a mediator and moderator in the relationship between HRM practices and employee work engagement. Although previous studies have established links between HRM practices and outcomes, the mechanisms behind these effects remain underexplored. This study involved 590 white-collar employees from various private sector firms in Turkey. The findings indicate that HRM practices aimed at enhancing motivation and skills partially mediate the relationship with work engagement through psychological capital, but do not moderate it. Conversely, opportunity-enhancing practices and working conditions were found to be both partially mediated and moderated by psychological capital.

Vuong and Suntrayuth (2019) explore the impact of human resource management (HRM) practices on employee engagement, while also examining whether gender and marital status play a moderating role. The study involved a sample of 457 frontline employees from the Vietnamese banking sector. To test the proposed hypotheses, the researchers employed Partial Least Squares Structural Equation Modeling (PLS-SEM) using SmartPLS 3.0 software. The findings revealed that HRM practices, specifically training, reward and recognition, employee engagement, and information sharing, had a significant positive effect on employee engagement.

Ahmed and Islam (2018) investigate HRM practices as predictors of employee engagement. Data were collected through surveys from 392 operational-level employees working in various garment factories in Bangladesh. Structural equation modeling, using the partial least squares method, was

utilized to analyze the data. The results confirmed that employee compensation and opportunities for promotion significantly influenced levels of employee engagement.

Adhibola (2019) examines how training, performance appraisal, reward management, and employee relations influence employee engagement in Nigerian manufacturing firms. The study utilized a cross-sectional survey design and combined both qualitative and quantitative approaches. The sample consisted of 395 employees, including middle and lower-level managers, selected from a population of 258,753 employees across 31 firms using purposive, stratified, and simple random sampling techniques. Data was gathered via drop-and-pick questionnaires and analyzed using both descriptive and inferential statistics. Pearson Product Moment Correlation analysis assessed the strength of relationships between variables, while simple and multiple linear regressions along with ANOVA tested the significance of HRM practices on employee engagement. The results showed that performance appraisal, reward management, and employee relations were significantly and positively associated with employee engagement.

Otoo and Rather (2024) explore the relationship between human resource development (HRD) practices and employee engagement, with organizational commitment to acting as a mediator. The study collected data from 760 employees across 13 star-rated hotels, comprising five five-star and eight four-star establishments. Using structural equation modeling to test the proposed framework, the study confirmed construct validity and reliability through confirmatory factor analysis. The findings reveal a significant association between HRD practices and affective commitment. However, no significant relationship was found between HRD practices and either continuance or normative commitment. Additionally, a significant relationship was observed between employee

engagement and organizational commitment. The study also demonstrated that organizational commitment mediates the relationship between HRD practices and employee engagement.

Taib et al. (2018) assess how human resource management (HRM) practices affect employee performance and examine the mediating effect of employee engagement. Survey data were gathered from 318 employees across various levels in the public sector within the property development industry using a stratified sampling method. Data analysis was carried out using Smart PLS 3.0 software. The study found that HRM practices, specifically training and development, compensation, job security, and promotion, have a significant and positive impact on employee performance. Furthermore, employee engagement was found to mediate the relationship between HRM practices and performance. The study is grounded in social exchange theory to explore these dynamics.

Oluwatayo and Adetoro (2020) investigate how work context, employee characteristics, and HRM practices influence job engagement among employees in architectural firms, where staff are seen as vital organizational resources. The study employed questionnaires for data collection, which were then analyzed through descriptive statistics and regression techniques. The findings indicated a moderate level of job engagement among participants, with HR practices and personal employee traits being the primary predictors. Specifically, feedback from supervisors and clearly defined job roles were identified as essential HR practices to foster engagement in architectural firms.

Kadiresan et al. (2015) aim to establish a link between HRM practices and organizational commitment, and how this impacts employee turnover intentions. Data were gathered from 75 employees working in various industries across Malaysia's Klang Valley. The results highlight that HRM practices such as performance appraisal and training and development are positively

correlated with organizational commitment. This, in turn, has a negative relationship with turnover intention, suggesting that greater employee commitment enhances organizational performance by retaining skilled and experienced workers.

Saridakis et al. (2013) utilize a comprehensive matched employee–employer dataset to develop a model explaining organizational commitment. The research emphasizes how firm size and the degree of management formality affect commitment levels within British small and medium-sized enterprises (SMEs) that experience varying degrees of employee satisfaction. The findings indicate that firm size alone can account for some variation in organizational commitment. Additionally, firms with higher employee satisfaction generally exhibit stronger commitment compared to similarly sized companies with lower satisfaction levels. The study underscores that formal human resource (HR) practices can be effective tools for enhancing organizational commitment, potentially improving performance in underperforming SMEs with dissatisfied employees.

Wang et al. (2023) examine the influence of human resource management (HRM) practices on employee engagement in Beijing City Commercial Finance Company. Using a sample of 300 employees selected via convenience sampling, the study applied Partial Least Squares Structural Equation Modeling (PLS-SEM) for data analysis. The results demonstrate that HRM practices, particularly recruitment and selection, along with compensation—significantly affect employee engagement. These practices had a strong statistical significance ($p < 0.001$) and exhibited a predictive power of 85.4%.

Fayad and Easa (2020) conduct a systematic literature review based on publications from forty top-tier journals spanning 1990 to 2017. Their study explores the evolution of Human Resource Management (HRM), HRM practices (HRMP), and employee engagement, offering a conceptual

framework that illustrates how HRMP influences engagement and enhances overall organizational performance. The review highlights the importance of effectively implementing HRMP to foster higher levels of employee engagement.

Alola and Alafeshat (2021) investigate how recruitment and selection processes influence employee outcomes, especially satisfaction and retention, key factors for organizational performance. Drawing upon Social Exchange Theory (SET), the study emphasizes the importance of HR practices, such as recruitment and training, in shaping employee experiences. Survey data from 277 employees of six private airlines in Jordan were analyzed using Structural Equation Modeling (SEM). The results show that well-executed recruitment and training significantly benefit the organization, with employee engagement serving as a partial mediator between these variables.

Aydoğan and Arslan (2021) explore how different bundles of human resource management (HRM) practices relate to organizational commitment, particularly examining how these practices influence employee performance and loyalty based on demographic characteristics in the maritime industry. The research involved two separate surveys administered to 104 employees from international maritime firms. To confirm the validity and reliability of the instruments, factor and reliability analyses were conducted. Correlation analysis was then used to assess the relationship between HRM practices and organizational commitment, followed by independent samples t-tests to evaluate differences in perceptions based on demographic variables. The study identified both moderate positive and negative linear correlations between HRM practice bundles and organizational commitment, with notable variations in employees' perceptions of HRM practices depending on their demographic profiles.

Hemdi (2009) investigates a model that connects HRM practices, organizational commitment, and perceived organizational support. The study hypothesizes that practices such as performance appraisal, training, and career development are positively associated with organizational commitment and that perceived organizational support mediates this relationship. Based on data from 214 employees working in Malaysian manufacturing firms, the findings confirm that all three HRM practices are positively and significantly related to perceived organizational support. Moreover, the study reveals that perceived organizational support mediates the relationship between training and development and organizational commitment.

Iqbal et al. (2020) study the connections between HRM practices, namely recruitment and selection, training, financial rewards and recognition; and organizational commitment. Using a quantitative approach, data were collected via questionnaires from 223 SME employees and analyzed using Smart PLS through structural equation modeling (SEM). The results show that HR practices have a direct and significant effect on organizational commitment and organizational culture. Additionally, organizational culture was found to mediate the relationship between HR practices and organizational commitment.

Al-Hawary and Alajmi (2017) assess the influence of HRM practices on organizational commitment within the Ports Security Affairs sector in Kuwait. The HRM practices evaluated included human resource planning, recruitment and selection, rewards and incentives, training and development, and performance appraisal. The study focused on three types of organizational commitment: affective, normative, and continuance. Data were collected through questionnaires administered to all managerial staff. Statistical analysis confirmed that most of the HRM practices

examined—particularly recruitment, incentives, planning, and appraisals—significantly influenced organizational commitment.

2.5 Hypothesis Development

This section presents a discussion on the link between the variables.

2.5.1 Human Resources Management Practices and Employee Engagement

The relationship between HRM practices and employee engagement has been studied by several academics, who have found that HRM practices have a considerable impact on employee engagement (Aktar and Pangil, 2017; Jose et al., 2022; Sydow et al., 2020). According to Saks (2006), there is a favorable correlation between HRM practices and employee engagement, as demonstrated by studies by Sydow et al. (2020), Jose et al. (2022), and Aktar and Pangil (2017). Key functions like performance reviews, awards, and employee participation also increase employee engagement. As Dieu et al. (2019) and Acikgoz (2019) point out, hiring and selection are crucial processes that affect employee engagement. Additionally, training and development initiatives improve employee engagement by improving employee behaviors and knowledge (Ahmed et al., 2016; Bell et al., 2017), and workplace engagement is positively correlated with effective performance reviews and feedback (Ugwu and Okojie, 2016; Volpone et al., 2012). As noted by Crawford et al. (2013), pay is also thought to be a motivating element for employee engagement at work, especially in labor-intensive sectors like Bangladesh's RMG industry (Ugarte and Rubery, 2021). The SET theory (Blau, 1964), which holds that workers return perceived advantages from the company, can also be used to understand the relationship between HRM policies and employee engagement. Employees' perceptions of benefits are accelerated by HRM strategies, which in turn raise employee engagement. On the other hand, employees feel that the reciprocity is failing when a firm does not satisfy their expectations in HRM practices, which lowers employee engagement (Lee & Jeong, 2017). In labor-intensive businesses like

Bangladesh's RMG sector, the roles of HRM practices need to be better structured in order to assure increased employee engagement for its competitive business advantages, according to the aforementioned empirical data and theoretical backing. Based on the empirical evidence and theoretical support, we propose the following hypothesis:

H1: HRM practices positively influence employee engagement

2.5.2 Human Resources Management Practices and Organizational Commitment

Numerous ideas and concepts have been developed to assess the relationship between HRM practices and organizational commitment (Rafik et al., 2019; Uma et al., 2017; Otoo, 2022a, b). Employee competences, dedication, and commitment are improved by HRM methods (Mira et al., 2019). In their argument that HRM practices are positively correlated with increased organizational commitment, Sung and Choi (2011) supported the aforementioned hypothesis. Several writers (Cai et al., 2019a, b; Cherif, 2020; Kareem and Hussein, 2019) propose that HRM methods predict employee engagement to their organization by boosting employee performance and commitment. Research shows that HRM practices and strategies, such as professional education (Niatiet al., 2021), diversity training (Kuruppu et al., 2021), career growth and development (Saengchai et al., 2020), and training and development (Rodriguez and Walters, 2017), are essential for fostering organizational commitment. Therefore, it can be concluded that,

H2: HRM practices positively influence organizational commitment.

2.6 Conceptual Framework

Figure 2.1 shows a conceptual model of the nexus between human resources management practices on organizational commitment and employee engagement. The theory that underpins this study is the social exchange theory and job demand-resource theory.

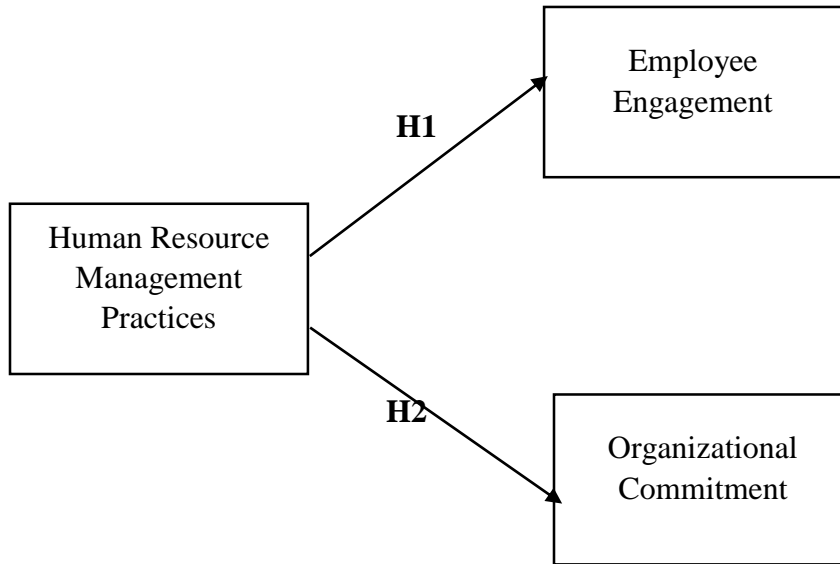


Figure 2.1: Conceptual Framework

Source: Authors own construct (2025)

CHAPTER THREE

METHODOLOGY

3.1 Introduction

This chapter of the work presents the methodology used in this study. It discusses the research design, approach, population, sources of data, data collection, reliability and validity, data analysis and ethical considerations.

3.2 Research Design

A research design is a structure utilized by a researcher to obtain answers to research questions. It is a framework comprising the strategies and procedures utilized by a researcher to tackle a research problem (Kumatongo and Muzata, 2021). The chosen study design is essential for producing unique and high-quality outcomes, contingent upon its appropriateness. The primary objective of research design is to limit the ambiguity of the research evidence, by giving a step-by-step approach to the full study plan, consequently, lowering the potential for blunders (Rashid et al., 2019). The three most utilized methodologies by researchers are exploratory, descriptive, and explanatory (Makhitha et al., 2021). The researcher utilized a descriptive and explanatory research design in this examination.

Descriptive research design is a methodology focused on detailing the characteristics of a population or phenomenon (Sileyew, 2019). It primarily answers "what" and "how" questions, rather than "why" inquiries. Explanatory research design, on the other hand, seeks to establish cause-and-effect relationships between variables and is particularly useful when testing hypotheses, depending on the research objectives. Explanatory research would be beneficial to ascertain the correlation among HR practices, EE and OC.

3.2.1 Research Approach

The blueprints and set of processes that provide detailed information on data collection and analysis of the entire phases, along with speculative assumptions, are referred to as the research strategy (Grover, 2015). It refers to how researchers obtain and evaluate data to answer their research questions or test their ideas (Rassel et al., 2020). Research approach encompasses the study design, methods of data collection, and data analysis procedures (Saunders et al., 2016). The choice of research approach depends on the nature of the research challenge, the researcher's philosophical stance, and the expected objectives of the study (Cuthbertson et al., 2020). According to Creswell (2018) and Mirmoghtadaee, there are three main categories of research approaches: mixed-methods, qualitative, and quantitative. Qualitative research focuses on exploring the nature of phenomena, including their quality, various forms, context, or perspectives, without addressing their range, frequency, or placement in a cause-and-effect framework (Philipsen and Vernooij-Dassen, 2007). This approach involves gathering and analyzing non-numerical data, such as audio, video, and textual content (Iyanuoluwa et al., 2024). It stresses studying complicated situations, acquiring in-depth insights, and comprehending the context in which decisions and actions take place (Singh, 2015).

Conversely, in order to address scientific research concerns, the quantitative method involves gathering and analyzing numerical data (Rana et al., 2021). Based on statistical computations, quantitative approaches yield outcomes that are quick, precise, trustworthy, and objective (Rana et al., 2021). Researchers utilizing quantitative approaches strive to quantify and measure factors and to develop conclusions based on numerical data (Mulisa, 2022). Examples of quantitative studies include opinion polls, experiments, surveys, and statistical analysis of datasets. Quantitative research helps to acquire numerical data for analysis and to evaluate hypotheses (Ahmad et al., 2019). Mixed-methods research, on the other hand, integrates both qualitative and

quantitative techniques, combining numerical and non-numerical data to gain a deeper understanding of the research problem (Creswell & Plano Clark, 2017). The study adopted a quantitative research methodology, which measures variables using a numerical system, analyzes the results using a range of statistical models, and reports correlations and relationships between the variables under examination.

3.4 Population

According to Satishprakash (2020), a population refers to the complete set of units that possess the variable attribute being studied, and the research findings can be generalized to this entire group. It is the larger pool from which a study sample is taken. Creswell (2013) asserts that defining the study population is essential since it affects the scope and relevance of the findings. Determining the target group is essential to guarantee the validity, generalizability, and applicability of the research findings or product design (Crespo-Herrera et al., 2021). Researchers can choose a representative sample, choose the best sampling strategies, and draw conclusions about the population from the sample data by using a target population (Rudolph et al., 2023). The target population for this study comprises employees working in star-rated hotels in Ghana. This population includes a diverse mix of employees across departments such as front office, housekeeping, food and beverage, administration, and human resources, who are directly affected by HR practices. Both managerial and non-managerial staff will be considered, as their experiences and levels of engagement and commitment may vary based on their positions and exposure to HR policies. Focusing on star-rated hotels in major urban centers such as Accra, Kumasi, Takoradi, and Tamale allows for a broad representation of the hotel industry's workforce within different geographical and economic contexts in Ghana. The population is relevant to this study because it reflects a sector where employee engagement and organizational commitment are critical for service quality, customer satisfaction, and competitive advantage.

3.5 Sample Size and Sampling Technique

In research, a sampling technique refers to the method used to select a subset of individuals (sample) from a larger group (population) to represent the entire population in a study (Etikan, Musa, and Alkassim, 2016). The objective of sampling is to acquire data that appropriately reflects the characteristics of the wider population while minimizing bias and errors (Singh et al., 2022). This approach allows for the generalization of study outcomes back to the larger population. The two primary sampling strategies are probability and non-probability (Elfil and Negida, 2017). According to Rahman et al. (2022), probability sampling happens when everyone in the population has an equal chance of being chosen. It is regarded to be the best technique for ensuring that all sampling units are equally representative of their populations. There are various types of probability sampling techniques including simple random sample, cluster, stratified, systematic, etc. It is crucial to select a sampling procedure suited for the research issue and population being examined and to employ proper statistical tools to analyze the resultant data (Pandey and Shukla, 2022). Due to the lack of a comprehensive database on the exact number of employees in these hotels, the total population is considered unknown. Consequently, a non-probability sampling method, specifically purposive sampling, was used to identify hotels that meet the star-rating criteria, while convenience sampling was employed to select participants within those hotels based on their availability and willingness to participate.

Sample size can be described as the subset of a population required to ensure that there is a sufficient amount of information to draw conclusions (Sekaran and Bougie, 2010). Simply, it refers to the quantity of respondents or observations to be included in a study (Memon et al., 2020). The appropriate sample size ensures that the results of the study are statistically significant and generalizable (Taherdoost, 2016). Given the exploratory nature of the study and the constraints in

accessing a complete list of hotel employees, a sample size of 150 respondents was deemed appropriate. This sample size is considered adequate for preliminary quantitative analysis, such as regression and correlation, and aligns with recommendations in social science research where populations are undefined (Hair et al., 2019). Also, Sekaran and Bougie (2016) stated that a sample size great 30 and less than 500 is adequate for most behavioral investigations. The size also allows for meaningful statistical interpretation while considering resource limitations, access challenges, and time constraints typical of postgraduate research.

3.5 Data Collection Methods

This study utilized primary data as the main source of information. Primary data refers to information collected directly from original sources for a specific research purpose (Saunders et al., 2019). Primary sources involve techniques such as interviews, observations, focus groups, surveys, questionnaires, and experiments, among others. In this case, data were gathered directly from employees working in selected star-rated hotels across Ghana. The choice of primary data was informed by the need to obtain firsthand, current, and context-specific responses from hotel employees regarding human resource (HR) practices, employee engagement, and organizational commitment. The digital questionnaire which was in Google Form was disseminated to employees at the hotels that agreed to partake in the study to fill it out.

The data-gathering instrument that was utilized in this investigation was a survey questionnaire. A questionnaire is a research tool consisting of a sequence of questions and prompts intended to acquire information from respondents (Singh, 2017). Schensul and LeCompte (2012) indicate that a questionnaire is an effective instrument for data gathering when working with a large number of participants. Therefore, a questionnaire was an effective tool employed in collecting data for this

study because of the large sample size. The items were measured with a Likert Scale ranging from 1 to 5, where 1 signified Strongly Disagree and 5 Strongly Agree.

3.5.1 Measures

Table 1 below shows the items used to measure the variables, as well as the sources.

Variable	Items	Source
Human Resource Management Practices	Provision of personal development plan Provision of career advancement training Employee training is supported Employee career-management programs are supported Systematic program to assess the abilities and interests of employees Employees are given the training they need to advance in their careers Career counseling and planning aid is provided to employees	Otoo and Rather (2023)
Employee Engagement	I put everything I have into my work I work really hard at what I do I take pride in the work I perform I feel motivated at work I'm interested in my job I'm content with the work I do I concentrate on my assignment at work My job is given a lot of attention	Khan (1990)
Organizational Commitment	I would be more than pleased to continue working with this organization in the future I feel very personally connected to the organization I could easily develop a close relationship with another organization the same way I have with this one I honestly think that I am to blame for the problems the company is having Even if I wanted to, it would be very difficult for me to leave my company at this time Leaving the organization would require me to incur significant personal expense I could quit my job right now without spending too much money I would experience too much upheaval in my life if I choose to leave my organization right now Most workers change jobs far too frequently Staying with one organization is crucial, in my opinion	Meyer et al. (1993)

Things are better when employees work at a single employer
for the duration of their careers

Source: Adopted from Existing Literature.

3.6 Data Analysis Procedure

Data analysis involves the methodical assessment and interpretation of data obtained through many techniques, such as surveys, interviews, observations, and experiments (Leech and Onwuegbuzie, 2007). The primary objective of data analysis is to identify patterns, correlations, and trends within the data, facilitating the resolution of research problems or the testing of hypotheses. Prior to analysis, the data was encoded in Excel and subsequently exported to SPSS version 23.0 for cleansing. The researcher examined for absent values, discrepancies, and outliers that could distort the results and rectified them. The data cleansing guaranteed the dataset's accuracy and absence of mistakes. Initially, inferential analysis was performed, and the validity and reliability of the data were assessed by exploratory factor analysis (EFA) and confirmatory factor analysis. Confirmatory Factor Analysis (CFA) is a statistical method employed to validate the factor structure of a collection of observed variables (Suhr, 2006). CFA assisted in validating the measured variables. It provided results for the factor loadings of the observed variable, construct reliability, average variance extracted (AVE), discriminant validity, and model fit indexes. The CF was conducted using IBM AMOS version 23.0. Additionally, Fornell-Larcker's Criterion (1981) was employed to assess discriminant validity.

Moreover, to check for common method bias, Harman's single-factor test was undertaken. Harman's single-factor test seeks to examine CMB by detecting the amount of variance described by the first component of an EFA, which will always be the item that explains the most variance in the indicators (Howard, Boudreaux, and Oglesby, 2024). The second task that was undertaken was descriptive analysis. Descriptive analysis elucidates the underlying aspects of the data by

providing basic summaries of the sample and associated metrics. Descriptive statistics help to understand the nature of HR practices, EE and OC among employees of star-rated hotels. The next task that was performed was inferential analysis. It helps in testing and establishing linkages between variables in the study. Correlation analysis was performed to examine the direction and degree of links between the variables. Linear regression analysis was performed with SPSS V.23 to test the hypothesis.

3.7 Validity and Reliability

Validity is defined as the degree to which an instrument measures the theoretical construct that it was designed to measure (Clark and Watson, 2019). Ensuring the validity and reliability of instruments is essential for producing accurate and trustworthy results. Validity assesses the extent to which the instruments measure what they are intended to measure, while reliability evaluates their consistency (Andersson et al., 2024). Scholars in organizational psychology and educational research establish content validity through expert reviews. Construct validity is tested using Exploratory Factor Analysis (CFA), which determines whether questionnaire items align correctly with their theoretical dimensions (Kline, 2023).

Reliability, on the other hand, pertains to the consistency of measurements with time (Levitt et al., 2018; Saunders, Lewis, and Thornhill, 2019). In the domain of quantitative research, dependability is commonly measured using statistical measurements like Cronbach's alpha (CA). For this investigation, CA was applied to evaluate reliability, with a generally accepted threshold of 0.7 indicating an acceptable level of reliability (Nunnally and Bernstein, 1994). The comprehensive examination of both validity and reliability strengthens the robustness and trustworthiness of the research findings, permitting their meaningful contribution to the body of knowledge. All the constructs were reliable since they had a co-efficient of 0.7 or higher.

3.8 Ethical Consideration

Any research should be founded on the values of beneficence, fairness, and respect for humankind (Brooks, 2019). Research studies must always consider ethics to prevent participants from being stigmatized as a result of the study's findings. In this study, the researcher prioritized ethical considerations, comprising the rights to self-determination, anonymity, confidentiality, and informed consent. To ensure that participants' rights to confidentiality are upheld, participation in the study were entirely voluntary. Respondents were promised anonymity to ensure accurate data was provided for use in the future. Again, research participants were free to leave the study at any moment and were not be compelled to provide information. The responses remained confidential, as were the respondents' identities. The proper attributions and references had been included when necessary to avoid plagiarism. Ethical guidelines were be followed when conducting the study.

3.9 Organizational Profile: Mövenpick Hotel

Mövenpick Hotels & Resorts is a distinguished upscale hospitality brand with a strong reputation for delivering high-quality service rooted in Swiss excellence. Originally founded in 1948 as a restaurant company in Switzerland, Mövenpick expanded into the hotel industry in 1973 and has since grown into an international chain with more than 80 properties across Europe, Africa, the Middle East, and Asia. The brand operates under the Accor Group, a global leader in the hospitality industry. Renowned for its warm hospitality, exceptional service, and attention to detail, Mövenpick Hotel aims to create memorable experiences for its guests by combining contemporary comfort with a deep respect for local cultures. Its mission is centered on delivering genuine, personalized service that enhances the overall guest experience, while its vision is to become the preferred choice for modern travelers seeking sustainable and enriching stays.

Mövenpick Hotel is committed to excellence, innovation, and integrity. Its core values reflect a strong focus on customer satisfaction, environmental responsibility, and ethical practices. With a wide range of services including luxury accommodations, fine dining, event and conference facilities, wellness centers, and recreational offerings, the hotel caters to both business and leisure travelers. A hallmark of the Mövenpick brand is its dedication to sustainability. Over 70 percent of its properties are Green Globe certified, demonstrating a proactive commitment to energy efficiency, waste reduction, and community development. This focus on sustainable hospitality has earned the hotel several accolades and industry recognitions.

As part of the larger Accor network, Mövenpick Hotels benefit from a global presence and advanced hospitality technologies, while still maintaining their unique identity and Swiss-inspired charm. The brand continues to evolve with the needs of its guests, delivering experiences that are not only luxurious and comfortable but also socially and environmentally responsible.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND DISCUSSION

4.1 Introduction

The data collected is thoroughly analyzed in this research chapter. Results for descriptive and inferential analyses, as well as demographic variables, are shown. A discussion of the results concludes the chapter.

4.2 Demographic Information

The demographic profile of the respondents provides a meaningful context for understanding how human resource management practices may influence employee engagement and organisational commitment. Of the total sample, 48.6% are male (84 respondents) while 51.4% are female (89 respondents). This near gender balance ensures that the findings reflect perspectives from both men and women, which is crucial since expectations and experiences with HR policies, opportunities for growth, and perceptions of fairness may vary by gender, and can therefore influence engagement and loyalty differently. Looking at age, the majority of employees fall within the 30–40-year bracket, which accounts for 54.3% (94 respondents). This group is followed by those aged 41–50 years, comprising 27.2% (47 respondents), while 15.6% (27 respondents) are under 30, and only 2.9% (5 respondents) are aged 50 or older. This distribution shows that most of the workforce is in mid-career stages. Such employees typically have established expectations for career progression, fair performance management, and training opportunities — core elements of HRMP that can directly foster stronger engagement and sustained commitment if delivered effectively.

Marital status data show that 61.3% of respondents (106 individuals) are single, 33.5% (58 respondents) are married, and 5.2% (9 respondents) are widowed. A predominantly single

workforce may place particular value on HR practices that provide opportunities for career advancement, further education, and skills development, as these align with their personal and professional aspirations. These priorities often link strongly to how engaged employees feel at work and how committed they remain over time. Education levels also reveal important insights into how employees perceive HR practices. The largest group of respondents, 48% (83 individuals), hold a Bachelor's degree, while 31.8% (55 respondents) have a Master's degree, and 2.3% (4 respondents) possess a PhD. Smaller numbers hold a Diploma (9.2%, 16 respondents) or WASSCE qualification (8.7%, 15 respondents). This high concentration of graduates and postgraduates suggests that employees are likely to expect sophisticated, fair, and transparent HR policies that match their professional ambitions. Highly educated staff are also more likely to demand performance-based recognition and development opportunities, which directly affect their sense of belonging and motivation.

Work experience adds another layer of understanding. A small portion of the respondents (5.8%, 10 individuals) have less than five years of experience, but the rest have substantial tenure. 32.9% (57 respondents) have worked between five and ten years, another 32.9% (57 respondents) have eleven to fifteen years of experience, and 28.3% (49 respondents) have sixteen to twenty years in the organization. This indicates that most employees have long-term exposure to the company's HR practices, making their assessments of how these practices influence their engagement and commitment highly credible. Their long service suggests they have a strong awareness of how training, rewards, communication, and leadership practices have shaped their motivation and loyalty over time.

Finally, the breakdown by job status shows that 70.5% of respondents (122 individuals) are non-management staff, while 29.5% (51 respondents) hold management positions. The dominance of non-management voices means that the study mainly reflects how day-to-day HR policies and practices are perceived by the employees who rely on them the most. These frontline employees are directly affected by recruitment, training, appraisal, rewards, and other HR systems that can build or weaken their engagement and attachment to the organization.

Table 4.1: Demographic Information

Variables	Categories	Count	%
Gender	Male	84	48.6%
	Female	89	51.4%
Age	Less than 30	27	15.6%
	30-40	94	54.3%
	41-50	47	27.2%
	50 and above	5	2.9%
Marital Status	Married	58	33.5%
	Single	106	61.3%
	Widowed	9	5.2%
Educational level	WASSCE	15	8.7%
	Diploma	16	9.2%
	Bachelor	83	48.0%
	Masters	55	31.8%
	PhD	4	2.3%
Work Experience	Less than 5 years	10	5.8%
	5-10 years	57	32.9%
	11-15 years	57	32.9%
	16-20 years	49	28.3%
Status	Management	51	29.5%
	Non-management	122	70.5%

Source: Survey Data, 2025

4.3 Reliability Results

For the construct Human Resource Management Practices, which was measured using 7 items, the Cronbach's Alpha value is 0.844. This figure exceeds the commonly accepted threshold of 0.70 for social science research, indicating strong internal consistency. This suggests that the set of

items used to assess HR practices such as training, performance appraisal, compensation, and communication are reliable and consistently reflect employees' shared understanding and perceptions of how HR activities are implemented in the organization. The construct Organizational Commitment, measured with 11 items, achieved a Cronbach's Alpha of 0.816. This value confirms that the items reliably capture the employees' degree of attachment, sense of belonging, and willingness to remain with the organization. An Alpha above 0.80 indicates that the questions are well-aligned and that respondents interpreted and responded to them consistently. This supports the validity of any conclusions drawn about how HR practices relate to employees' commitment levels. For Employee Engagement, which was assessed using 8 items, the reliability score is the highest among the three constructs, with a Cronbach's Alpha of 0.914. This exceptionally strong result demonstrates excellent internal consistency. It means that the questions measuring aspects of employee engagement such as enthusiasm for work, dedication, energy, and willingness to go the extra mile are highly coherent and reliably capture the same underlying dimension of engagement across respondents.

Table 4.2 Reliability Result

Construct	No. of items	Cronbach Alpha
Human Resource Management Practices	7	.844
Organizational Commitment	11	.816
Employee Engagement	8	.914

Source: Survey Data, 2025

4.4 Normality Test

The mean scores for all three variables suggest generally favorable responses from participants. Specifically, HRMP has a mean of 3.6969, indicating that respondents on average perceive HR practices in their organization positively. Similarly, the mean for Employee Engagement is 3.7095,

reflecting relatively high engagement levels among the sample. Organizational Commitment, while still positive, shows a slightly lower mean of 3.3878, suggesting moderate levels of commitment.

The standard deviations indicate the degree of variation in the responses. HRMP and OC display moderate variability with standard deviations of 0.73850 and 0.67739 respectively, whereas EE has a slightly higher standard deviation of 0.89084, pointing to greater variability in engagement levels among respondents.

Turning to the distribution shape, the skewness values for all three variables are negative. HRMP has a skewness of -0.504 , OC is at -0.148 , and EE shows a more pronounced negative skew at -0.736 . Negative skewness implies that the distribution tails off more toward the lower end, meaning that a larger number of participants rated these constructs on the higher side of the scale. This is a common trend in self-reported organizational studies where constructs such as HR practices, engagement, and commitment are positively framed, and employees are more likely to respond favorably. Such results are consistent with findings in the literature. For example, Meyer et al. (2002) and Albrecht et al. (2015) both reported similar negative skewness in responses when measuring affective commitment and employee engagement, respectively, indicating that employees tend to rate these areas positively when they feel supported by their organization.

The kurtosis values for HRMP (-0.215), OC (-0.016), and EE (-0.168) all fall within the acceptable range of normal distribution. These values suggest that the response distributions are relatively flat, or platykurtic, compared to a perfectly normal distribution, though only marginally so. This indicates a slightly broader spread of responses but does not point to any significant deviation from normality. George and Mallery (2010), as well as Hair et al. (2010), note that

kurtosis values within the range of -2 to $+2$ are acceptable for assuming normality in social science research, further validating the suitability of your data for parametric analysis.

Importantly, the observed patterns of skewness and kurtosis align with findings from several prior studies. Mathafena and Grobler (2020) found skewness values ranging between -0.30 and -0.40 in a study on perceived human resources practices, as well as the person–job fit contributes towards proactive experimentation and risk-taking organisational behaviours. Similarly, Shuck and Wollard (2010) reported that engagement scores often exhibit negative skew, indicating higher reported engagement levels among employees in positive workplace climates. These consistent patterns across studies suggest that the shape of your data distribution is typical for variables of this nature in organizational research.

Table 4.3. Normality Test

Variables	Mean	Std. Dev	Skewness	Kurtosis
HRMP	3.6969	0.73850	-0.504	-0.215
OC	3.3878	0.67739	-0.148	-0.016
EE	3.7095	0.89084	-0.736	-0.168

Source: Survey Data, 2025

4.5 Descriptive Analysis

This section presents the descriptive analysis of each item of the variables.

4.5.1 Descriptive for Human Resource management Practices

The mean scores for all seven HRMP items range from 3.55 to 3.81, on a scale of 1 to 5. This indicates that, overall, employees moderately agree that the organization supports career development, training, and planning activities. The highest mean (3.81) for HRMP1 suggests that among the HR practices assessed, employees most strongly perceive that personal development

planning is supported in their workplace. Similarly, HRMP2 and HRMP3 also show relatively high mean scores of 3.79 and 3.75 respectively, indicating that employees generally acknowledge the presence of training and advancement opportunities. At the lower end, HRMP6 has the lowest mean (3.55), suggesting that while development opportunities exist, some employees may feel that the training provided does not fully meet their career advancement needs. Likewise, HRMP5 and HRMP7 have slightly lower means (3.64 and 3.65) compared to the highest item, pointing to areas where employees feel there could be improvements in how systematically their development needs are assessed and supported.

The standard deviations for all items range from 0.978 to 1.086, indicating a moderate spread of responses around the mean. This suggests that while many employees share similar views, there is still some variation in how strongly individual employees agree that these HR practices are in place. The highest standard deviation (1.086) for HRMP6 reflects relatively wider differences in perception, which may imply inconsistencies in how this practice is experienced across different parts of the organization.

Table 4.4: Descriptive Analysis for Human Resource management Practices

Items	Min	Max	Mean	Std. Dev
HRMP1. Provision of personal development plan	1	5	3.81	1.002
HRMP2. Provision of career advancement training	1	5	3.79	0.978
HRMP3. Employee training is supported	1	5	3.75	1.008
HRMP4. Employee career-management programs are supported	1	5	3.65	1.06
HRMP5. Systematic program to assess the abilities and interests of employees	1	5	3.64	1.023
HRMP6. Employees are given the training they need to advance in their careers	1	5	3.55	1.086

HRMP7. Career counseling and planning aid is provided to employees 1 5 3.69 1.032

Source: Survey Data, 2025

4.5.2 Descriptive for Organizational Commitment

The mean scores for the organizational commitment items range from 2.84 to 3.74. The highest mean, 3.74 for OC10, indicates that respondents generally agree that staying with one organization is important, while the lowest mean, 2.84 for OC2, shows weaker agreement with feeling personally connected to the organization. Other items, such as OC3 (mean 3.73) and experiencing upheaval if they were to leave (mean 3.59), also reflect moderate levels of agreement. The standard deviations for these items range from 0.992 to 1.371. This suggests that while many responses cluster around the mean, there is some variation in how employees feel about these aspects of commitment. The largest spread, 1.371, for OC2, shows that opinions on this point differ the most. The smallest spread, 0.992, for the item OC10, shows that employees share a more consistent view on its importance. Overall, the mean values suggest moderate agreement with statements related to staying with the organization and the costs of leaving, while the standard deviations show that employees' feelings about these topics vary to some extent.

Table 4.5: Descriptive Analysis for Organizational Commitment

Items	Min	Max	Mean	Std. Dev
OC1. I would be more than pleased to continue working with this organization in the future	1	5	3.25	1.127
OC2. I feel very personally connected to the organization	1	5	2.84	1.371
OC3. I could easily develop a close relationship with another organization the same way I have with this one	1	5	3.73	1.029
OC4. I honestly think that I am to blame for the problems the company is having	1	5	3.47	1.087

OC5. Even if I wanted to, it would be very difficult for me to leave my company at this time	1	5	3.36	1.224
OC6 Leaving the organization would require me to incur significant personal expense	1	5	3.46	1.02
OC7 I could quit my job right now without spending too much money	1	5	3.42	1.215
OC8 I would experience too much upheaval in my life if I choose to leave my organization right now	1	5	3.59	1.094
OC9 Most workers change jobs far too frequently	1	5	3.09	1.156
OC10 Staying with one organization is crucial, in my opinion	1	5	3.74	0.992
OC11 Things are better when employees work at a single employer for the duration of their careers	1	5	3.33	1.196

Source: Survey Data, 2025

4.5.3 Descriptive for Employee Engagement

The mean scores for the employee engagement items range from 3.53 to 3.99. The highest mean for EE6 is 3.99 which shows that respondents are generally content with the work they do, while the lowest mean for EE8 is 3.53 indicating a slightly lower agreement that their job is given a lot of attention. Other items such as EE2 (mean 3.78), EE4 (mean 3.74), and EE3 (mean 3.73) all show that employees tend to agree they are engaged with their tasks. The standard deviations for these items range from 1.038 to 1.246. This spread suggests that while most employees share similar views on being engaged, there is still some variation in how strongly individuals feel about their effort, focus, and satisfaction. The largest spread is 1.246, which appears for that the item EE8, shows mixed views on this point, while the smallest spread is 1.038 for EE4, showing more consistent agreement. In summary, the mean values show that employees generally feel positively about their effort, motivation, and satisfaction at work, while the standard deviations reflect some differences in how strongly they share these views.

Table 4.6: Descriptive Analysis for Employee Engagement

Items	Min	Max	Mean	Std. Dev
EE1. I put everything I have into my work	1	5	3.56	1.091
EE2. I work really hard at what I do	1	5	3.78	1.185
EE3. I take pride in the work I perform	1	5	3.73	1.052
EE4. I feel motivated at work	1	5	3.74	1.038
EE5. I'm interested in my job	1	5	3.58	1.215
EE6. I'm content with the work I do	1	5	3.99	1.04
EE7. I concentrate on my assignment at work	1	5	3.77	1.128
EE8. My job is given a lot of attention	1	5	3.53	1.246

Source: Survey Data, 2025

4.6 Correlation and Descriptive Results

Several important relationships between the variables under study are revealed by the descriptive matrix and correlation shown in Table 4.5. Moderate variability in the responses is indicated by the mean values for HRMP, OC, and EE, which are 3.6969, 3.3878, and 3.7095, respectively, with SD of 0.7385, 0.6773, and 0.8908. The results demonstrated that human resource management practices are strongly and positively correlated with organizational commitment ($r = 0.667$, $p < 0.01$). This suggests a substantial relationship where improved or well-perceived HR practices such as recruitment fairness, training, performance management, recognition, and employee relations are associated with increased levels of commitment among employees toward their organization. Additionally, there is a strong positive and significant correlation between human resource management practices and employee engagement ($r = .596$, $p < 0.01$). The positive correlation implies that as perceptions of HR practices improve, so too does the level of engagement employees feel. When employees perceive that the organization invests in their growth, rewards their contributions, and treats them fairly, they are more likely to demonstrate

higher energy, dedication, and immersion in their roles. Likewise, it was discovered that employee engagement and organizational commitment are positively and significantly correlated ($r = .599$, $p < 0.01$). This relationship indicates that employees who are more committed to the organization emotionally, normatively, or due to perceived obligation tend to exhibit greater levels of engagement in their tasks.

Table 4.7: Correlation Analysis

Variables	1	2	3	4	5	6	7	8	9
1. Gender	1								
2. Age	-0.136	1							
3. Marital Status	-0.121	.531**	1						
4. Educational Level	0.104	0.071	-0.013	1					
5. Work Experience	0.005	.641**	.439**	0.110	1				
6. Status	0.057	-0.038	-0.102	0.014	-0.116	1			
7. HRMP	-.218**	0.057	-0.046	-0.142	0.083	-0.121	1		
8. OC	-0.127	0.085	-0.035	-0.140	0.103	-.204**	.667**	1	
9. EE	-.235**	0.030	-0.013	-.166*	-0.032	-0.122	.596**	.599**	1
Mean		-	-	-	-	-	3.6969	3.3878	3.7095
Std. Dev		-	-	-	-	-	.7385	.6773	.8908

*Notes: ** $p < .01$; * $p < .05$ (2-tailed)*

Source: Survey Data, 2025

4.7 Hypothesis Testing

This section tests and shows the outcomes of the hypotheses in Table 4.6. First, it was discovered that employee engagement is positively impacted by HRMP ($\beta = 0.568$, $SE = 0.078$, $p < 0.01$), meaning that as perceptions of HRMP increase, so does employee engagement. The findings suggest that better implementation of HR practices such as recruitment, training, evaluation, and rewards contributes significantly to enhancing how emotionally and cognitively involved employees feel in their work. The model's R^2 value is .383, meaning that 38.3% of the variance in

employee engagement is explained by HRMP alone. This is a substantial proportion, suggesting that HRMP is a strong standalone predictor of engagement. The F-statistic is 14.642, which is also significant at the $p < .01$ level, indicating that the model is statistically valid and that HRMP meaningfully contributes to explaining engagement outcomes. Thus, H1 is supported.

Moreover, it was revealed that HRMP positively influences organizational commitment ($\beta = 0.422$, $SE = 0.055$, $p < 0.01$), suggesting that a moderately strong positive relationship. It suggests that improvements in HR practices are associated with higher levels of commitment among employees indicating that when organizations manage people well, employees are more likely to develop a psychological attachment and loyalty to the organization. The model's R^2 value is .531, meaning that 53.1% of the variance in organizational commitment is explained by HRMP. This is even higher than for engagement, emphasizing that HRMP has a particularly powerful influence on employee commitment. The F-statistic is 23.184 ($p < .01$), further confirming that the model is statistically significant and that HRMP is a meaningful predictor of commitment. Therefore, H2 is supported.

Table 4.8 Hypothesis Results

Predictors	Employee Engagement	Organizational Commitment
	β (S.E)	β (S.E)
Constant	1.939 (.537) **	1.087 (.371) **
Controls		
Gender	-.160 (.114)	0.076 (.081)
Age	.069 (.108)	0.048 (.076)
Marital Status	.032 (.119)	-0.085 (-.084)
Level of education	-.063 (.061)	-0.028 (-.043)
Years of experience	-.120 (.081)	0.048 (.057)
Status	-.112 (.121)	-0.163 (.086)
Main effect		
Human Resource Management Practices	.568 (.078) **	.422 (.055) **

Model Fit		
R ²	.383	0.531
f	14.642 **	23.184 **
R ² Change	-	-

Notes: **p < .01; *p < .05 (2-tailed)
Source: Survey Data, 2025

4.8 Summary of Results

The table below captures the summary of the hypotheses' results.

Table 4.9: Summary of Hypothesis

Hypothesis	Prediction	Results	Evaluation
H1: HRMP positively influences employee engagement	+	+	Supported
H2: HRMP positively impacts organizational commitment.	+	+	Supported

Source: Survey Data, 2025

4.9 Discussion of Findings

This section seeks to highlight the explanations to the results on the relationship between the variables.

4.9.1 HRMP and Employee Engagement

The findings from this study demonstrate a positive and statistically significant relationship between Human Resource Management Practices (HRMP) and Employee Engagement (EE). The results indicate that HRMP is a strong predictor of how engaged employees are within the organization. This relationship is well-explained through the lens of Social Exchange Theory (SET), which has been widely used in organizational behavior research to explain reciprocal relationships between employers and employees (Cropanzano et al., 2017; Gupta et al., 2023).

SET, first proposed by Blau (1964), argues that workplace relationships are built on the principle of reciprocal exchange. When employees perceive that the organization values them, supports their

development, and invests in their success through HR practices such as training, recognition, fair appraisal, and employee involvement, they develop a sense of obligation to reciprocate with positive attitudes and behaviors. In this context, employee engagement becomes a behavioral expression of gratitude and loyalty toward the organization.

Recent studies strongly support this theoretical explanation. Goyal et al. (2023) found that perceived supportive HR practices directly enhance engagement. Similarly, Imran et al. (2022) emphasized that when HR systems are designed to promote employee welfare and development, they enhance employees' psychological investment in their roles. Otoo and Rather (2024) further confirmed that employee engagement is higher when HRMP is perceived as fair, consistent, and aligned with employee interests, which strengthens trust and relational commitment. Also, Wang et al. (2023) demonstrate that HRM practices, particularly recruitment and selection, along with compensation, significantly affect employee engagement.

Training and development, one of the most consistently influential HR practices, has been shown to increase engagement by enhancing employees' skills and their sense of competence and value (Bailey et al., 2018). Performance management practices that are developmental rather than punitive build employee confidence, increase perceived fairness, and encourage higher levels of engagement. Oluwatayo and Adetoro (2020) found similar results in the Indian IT sector, where inclusive and participative HR systems significantly enhanced employee engagement.

Furthermore, SET highlights that engagement is not mandated but voluntary. It is a discretionary behavior that employees choose to give in response to how they are treated. This means that when HRMPs are implemented in a way that fosters trust and psychological safety, employees feel emotionally connected to the organization and respond by becoming more engaged (Farid et al.,

2019; Uddin et al., 2023). These findings are consistent across diverse sectors and cultural contexts. For instance, Nguyen et al. (2020) found in a Vietnamese manufacturing context that HRMP significantly predicted engagement through the mediating role of employee voice and support. However, SET also cautions that the quality and authenticity of HR practices matter. If employees perceive HR initiatives as disingenuous or inconsistently applied, the exchange relationship weakens and the intended positive outcomes, such as engagement, may not occur (Shore et al., 2020). Therefore, to foster genuine engagement, organizations must ensure that HR practices are employee-centered, transparent, and effectively communicated.

4.9.2 HRMP and Organizational Commitment

The results of this study reveal a significant and positive relationship between human resource management practices and organizational commitment. This finding aligns well with the job demands–resources (JD-R) theory, which posits that organizational resources such as HRMP can buffer job demands and foster positive employee outcomes, including commitment, motivation, and well-being.

Originally developed by Demerouti et al. (2001) and expanded by Bakker and Demerouti (2007), the JD-R model argues that every job contains both demands (e.g., workload, role ambiguity, stress) and resources (e.g., supervisor support, autonomy, feedback). When organizations provide adequate resources, employees are more capable of coping with demands and are more likely to develop favorable work attitudes such as organizational commitment. Within this theoretical structure, HRMP are understood as a set of strategically deployed organizational resources that can satisfy employee needs, mitigate work-related strain, and increase employees' emotional attachment to their organization.

Recent empirical research confirms the strong link between HRMP and organizational commitment through the resource pathway described in the JD-R model. Aboramadan et al. (2020) found that training, performance feedback, and employee participation significantly contributed to higher levels of affective and normative commitment by acting as job resources that support professional growth and emotional well-being. Similarly, Juhdi et al. (2020) demonstrated that HRMP designed to enhance work-life balance, equity, and development positively influenced employees' loyalty and identification with the organization, particularly in high-demand roles.

De Clercq and Belausteguigoitia (2022) showed that HRMP can serve a buffering role by mitigating the negative effects of job stressors such as workload and role ambiguity. In their study, employees who perceived their HR systems as responsive and supportive maintained higher levels of organizational commitment even in stressful work environments. This directly supports one of the central tenets of the JD-R theory: job resources play a motivational role and help employees manage their demands more effectively. Moreover, personalized and flexible HR practices that acknowledge individual differences have been shown to amplify organizational commitment. Kooij et al. (2020) found that age-specific and life-stage-sensitive HRMP fostered a stronger psychological contract between employees and organizations. These practices supported employees' intrinsic and extrinsic needs, which is essential for generating commitment according to the motivational processes proposed by the JD-R framework.

Lee and Chen (2019) further emphasized that participative and transparent HR systems contribute significantly to employees' feelings of belonging and alignment with organizational goals. When HR practices offer employees a voice in decision-making and clear performance expectations, it reduces ambiguity and enhances their sense of job control both of which are recognized as key job

resources within the JD-R framework. Also, Karatepe and Olugbade (2018) examined frontline service employees and found that HRMP that focused on recognition, fairness, and empowerment led to reductions in emotional exhaustion and increases in organizational commitment. These findings are critical, as they demonstrate that HRMP not only fulfill resource needs but also reduce the emotional toll of demanding work, aligning with JD-R's dual pathway of reducing job strain and enhancing motivation.

Iqbal et al. (2020) similarly observed that structured HRMP, including career advancement opportunities, coaching, and constructive feedback, were essential in sustaining employee commitment, particularly in the post-pandemic context where employees faced increased uncertainty and psychological strain. The ability of HRMP to function as stabilizing job resources was central to fostering resilience and sustained attachment to the organization. Shin et al. (2021) provided further evidence that HRMP serve as an important mechanism for increasing organizational commitment, especially when job demands are high. Their moderated mediation analysis confirmed that when supportive HR practices are present, the negative influence of stressors is diminished, and commitment is preserved. This reinforces the importance of HRMP in protecting employee well-being and enhancing motivation, as posited by the JD-R theory.

In summary, the empirical results of this study and the growing body of literature suggest that HRMP are vital organizational resources that significantly enhance employee commitment. Through the lens of JD-R theory, these practices operate not only as tools for managing administrative tasks but as psychological and social resources that support employees in balancing job demands and maintaining emotional investment in the organization. The motivational role of

HRMP, when properly implemented, contributes to higher levels of effective and normative commitment, both of which are essential for organizational stability and performance.

CHAPTER FIVE

SUMMARY FINDINGS, CONCLUSIONS, AND RECOMMENDATIONS

5.1 Introduction

The overarching objective of the study is to assess the influence of human resources practices on employee engagement and organizational commitment Ghanaian hospitality industry. This chapter of the research presents a summary of the results, implications of the study, conclusion, and recommendations.

5.2 Summary of Findings

This section of the study provides a key summary of the results obtained.

5.2.1. Impact of Human Resource Management Practices on Employee Engagement

According to the study's findings, employee engagement is positively and statistically significantly impacted by HRM practices. According to this finding, employees are more likely to be engaged at work when companies use efficient and employee-centered HR procedures, such as equitable hiring, professional development, performance management, recognition programs, and employee involvement. A positive link indicates that employee engagement levels rise in tandem with improvements in HRMP quality and efficacy. The finding's statistical value suggests that there is a significant and dependable correlation rather than a chance interaction. Practically speaking, this means that companies may affect employee engagement by making intentional investments in HR policies and procedures. Long-term organizational performance and sustainability depend heavily on engaged employees' propensity for increased productivity, creativity, customer attention, and decreased turnover.

5.2.2 Impact of Human Resource Management Practices on Organizational Commitment

The results of this study reveal a significant and positive relationship between human resource management practices and organizational commitment. This means that as organizations improve or strengthen their HRM practices, such as recruitment, training, performance appraisal, reward systems, employee involvement, and career development, there is a corresponding increase in the level of commitment employees exhibit toward the organization. This positive relationship suggests that HRMP serve not just as administrative tools but as strategic instruments for cultivating a committed workforce. When employees perceive that the organization values their contributions, invests in their development, and treats them fairly and equitably, they are more likely to develop a strong emotional attachment to the organization. This sense of belonging enhances their desire to remain with the organization and work toward its goals. The significance of the relationship implies that the effect is statistically reliable and not due to random chance. In practical terms, organizations that implement robust and employee-centered HRM strategies are more likely to experience higher levels of employee loyalty, reduced and improved morale, all of which are key dimensions of organizational commitment.

5.3 Implications of the Study

5.3.1 Theoretical Implications

Blau's (1964) Social Exchange Theory offers another important lens for interpreting the relationship between HRMP and EE. SET suggests that employees who perceive favorable treatment from their organization tend to reciprocate with positive work behaviors, such as heightened engagement. When employees recognize that their organization is investing in their well-being and career growth through progressive HR practices, they are more likely to feel valued, respected, and obligated to give back in the form of emotional, cognitive, and behavioral

engagement. Thus, the study reinforces the SET framework by confirming that HRMP operate as vehicles of relational exchange, encouraging positive reciprocal behaviors from employees.

HRMP can be viewed as critical organizational-level job resources within the JD-R framework. Practices such as performance-based appraisal, career development opportunities, employee participation in decision-making, equitable compensation, and supportive supervision provide employees with the necessary tools, environment, and encouragement to perform effectively and feel valued. These practices reduce ambiguity, stress, and dissatisfaction, common job demands that can lead to burnout, and instead promote feelings of competence, autonomy, and relatedness, all of which are essential for cultivating stronger organizational attachment. In this way, HRMP operate not only as functional administrative mechanisms but also as motivational levers that enhance employees' psychological resource base, aligning well with the theoretical assumptions of JD-R.

5.3.2 Practical Implications

Practically, the findings suggest that when hotels invest in well-designed Human Resource Management Practices, such as transparent performance appraisal systems, meaningful training and development programs, participatory decision-making, fair compensation, and supportive supervision, they create a work environment where employees feel valued, empowered, and connected to their roles. In the hospitality sector, where service quality and customer satisfaction are directly linked to employee behavior, such practices are especially critical. These HR initiatives not only improve operational efficiency but also enhance employees' sense of purpose and belonging, which in turn fuels their motivation and discretionary effort. As such, hotels should

view HRMP not merely as administrative functions, but as strategic tools to drive employee engagement and service excellence.

Furthermore, there is a pressing need for HR departments within hotels to align their strategies with employee expectations and the dynamic realities of the hospitality work environment. For example, providing continuous learning opportunities, on-the-job training, and clear career progression paths can significantly boost engagement, particularly among younger employees who often seek personal growth and advancement in service roles. Involving employees in decision-making, such as service innovation or guest interaction protocols, not only improves operational outcomes but also fosters psychological ownership and loyalty. This underscores the importance of cultivating an inclusive HR culture in hotels that encourages open feedback, autonomy, and collaborative problem-solving.

Hotels can leverage HRMP as a strategic tool to reduce turnover intentions, a common challenge in the sector, and to build a workforce that is not only skilled but also emotionally invested in the organization's service mission. For example, transparent promotion and reward systems can help hotel employees perceive fairness and meritocracy, critical factors that enhance affective commitment in environments where roles and responsibilities are often demanding and fast-paced. Similarly, continuous investment in employee training and development boosts perceived organizational support, leading employees to reciprocate with greater dedication, service quality, and long-term commitment.

Moreover, HR practitioners in hotels should consistently evaluate the effectiveness of their HRMP in fostering commitment across diverse employee groups, particularly given the sector's wide-ranging demographic mix and frequent staffing transitions. Tailoring HR strategies to address the

expectations of various generational cohorts enhances both inclusivity and commitment. For instance, younger employees in hotels may prioritize development, mentoring, and career mobility, while more experienced staff may value stability, recognition, and leadership opportunities. Recognizing and responding to these nuanced preferences allows hotel management to cultivate a loyal and high-performing workforce, ultimately driving sustained guest satisfaction and organizational success.

5.3.3 Policy Implications

The findings of this study underscore the importance of embedding effective Human Resource Management Practices (HRMP) into the core policy framework of hotel organizations to strengthen employee commitment. Policymakers within the hospitality sector should recognize HRMP not merely as operational procedures but as essential strategic instruments that directly influence workforce stability, motivation, and service quality. This calls for the formal institutionalization of HR policies that prioritize employee development, equity, and participation. Also, Hotels should develop and enforce policies that mandate transparent performance appraisal systems, fair and competitive compensation structures, structured career progression paths, and participatory decision-making processes. Such policies should be clearly communicated and consistently applied across all departments to build trust and ensure fairness, which are key drivers of organizational commitment.

Additionally, national and industry-specific hospitality regulatory bodies could consider setting minimum standards or guidelines for HR practices within hotels, especially in areas prone to high turnover and low job satisfaction. For instance, policies that promote mandatory employee training programs, regular feedback systems, and inclusive leadership development can enhance the

employee experience across the board. Furthermore, to ensure that these HR policies remain effective, hotels should incorporate mechanisms for regular policy review and employee feedback. Integrating these insights into policy revisions allows organizations to remain agile and responsive to the evolving needs of a diverse workforce. Moreover, aligning HR policies with broader national employment standards and labor laws will not only enhance legal compliance but also contribute to the creation of more stable and committed hospitality workforces.

5.4 Conclusion

The main objective of this study was to examine the impact of Human Resource Management Practices (HRMP) on employee engagement and organizational commitment in the hospitality industry in Ghana. Anchored in Social Exchange Theory (SET) and the Job Demands–Resources (JD-R) theory, the study provides new insights into the psychological and motivational mechanisms through which HRMP influence employee attitudes and behaviors. The empirical results confirm that HRMP significantly and positively predict both employee engagement and organizational commitment. Employees who perceive their organization’s HR practices, such as training and development, fair performance appraisal, recognition, and participatory decision-making, as supportive and development-oriented are more likely to feel emotionally and cognitively engaged in their work. This supports the principles of SET, which suggest that when organizations invest in their employees, employees respond by reciprocating with increased commitment, engagement, and discretionary effort.

Moreover, the findings provide strong support for the JD-R theory. HRMP function as critical job resources that not only enhance motivation but also help employees manage work-related demands. The significant effect of HRMP on organizational commitment, in particular,

underscores their role in promoting emotional attachment, reducing turnover intentions, and sustaining long-term loyalty. In line with JD-R, the presence of these job resources buffers against workplace stressors and strengthens employees' resilience and dedication to the organization. Importantly, the study contributes to the growing body of literature by applying these theoretical frameworks in the context of a developing economy and an underexplored sector, the Ghanaian hospitality industry. Given the service-intensive and emotionally demanding nature of hospitality work, the role of supportive HRMP is especially crucial in maintaining a motivated and committed workforce that delivers consistent service excellence. This research, therefore, bridges a significant knowledge gap by empirically validating the relevance of SET and JD-R in explaining how HRMP shape employee outcomes in sub-Saharan Africa's hospitality context. It highlights the importance of HRMP as more than administrative processes, they are essential levers for fostering psychological investment and sustaining organizational competitiveness.

5.5 Limitations and Recommendations for Future Studies

Despite the novel and insightful contributions of this study, it has some limitations. Hence, this part of the study provides areas where the study falls short and proffers recommendations for further research.

To begin with, this study used cross-sectional data which makes it difficult to establish causality between the constructs. Even though this study found a significant link between the constructs, causality cannot be determined. Therefore, further research is recommended to utilize longitudinal studies to able to establish causal links between HRMP, EE and OC as it would allow us to account for changes over time. Also, the research focused on data from star-rated hotels and therefore may limit the generalization of the results to the broader hospitality industry. Non-star-rated hotels, guesthouses, lodges, and informal hospitality firms, which constitute a large portion of the sector

in developing economies like Ghana, may operate under very different organizational conditions. Thus, future research should expand the scope by including non-star-rated and informal hospitality establishments to assess whether the observed relationships hold true across varying organizational structures and management capacities. Comparative studies between star-rated and non-star-rated hotels could also yield insights into how formalization and resource availability affect HRMP effectiveness.

Another limitation of this study is that it did not incorporate any mediating variables in the study of the relationship between Human Resource Management Practices (HRMP) and organizational outcomes such as employee engagement and organizational commitment. While the study establishes a direct relationship, it does not explore how or through what mechanisms HRMP influence these outcomes. Omitting potential mediators may limit the depth of understanding regarding the psychological or organizational processes that explain the observed effects. Therefore, it is suggested that, integrate mediating variables into the research framework to provide a more nuanced understanding of the HRMP–outcome relationship. Possible mediators could include constructs such as psychological empowerment, perceived organizational support, job satisfaction, trust in management, or organizational justice. Incorporating these variables would offer deeper insights into the pathways through which HRMP impact employee attitudes and behaviors and would strengthen the explanatory power of the theoretical models used in HR and organizational behavior research.

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SELINUS UNIVERSITY OF SCIENCE AND LITERATURE

ASSESSING THE IMPACT OF HUMAN RESOURCE MANAGEMENT PRACTICES

ON EMPLOYEE ENGAGEMENT AND ORGANIZATIONAL COMMITMENT: A

STUDY OF THE GHANAIAN HOSPITALITY INDUSTRY.

Dear Sir/Madam,

The researcher is a master's student of KNUST. I would be grateful if you could respond to the questions provided for the success of this project work. All the information provided is purely for academic purposes and your confidentiality is assured.

The questionnaire has specific instructions to follow and scales to use to indicate your responses. Every statement/question included in the questionnaire is relevant, and although some statements appear quite similar, they are also unique in many ways, so **kindly do well to respond to each statement**. The questionnaire will take about 5 minutes to complete. All questions and concerns about the study can be directed to **Elizabeth Arkoh (Tel.: +233 20 510 5601)**.

As a token of appreciation for participating in the study, you will receive a summary report of the key findings and recommendations. We are confident that the report would be of great use to your company. **Please provide your email address here (in case you are interested in this package):**

We appreciate your considering participating in our research to learn about HR practices in the hospitality industry and how they shape employee engagement and overall commitment of the organizations.

Please, indicate your consent for participation here *I agree* *I disagree*

Instructions

Please TICK (✓) the appropriate responses where options are provided.

SECTION A: DEMOGRAPHIC CHARACTERISTICS

1. Gender.

- a) Male [] b) Female []

2. Age.

- a) Less than 30 [] b) 30-40 [] c) 41-50 [] d) 50 and above

3. Marital Status.

- a) Married [] b) Single [] c) Widowed []

4. Highest educational level

- a) WASSCE/SSCE [] b) Diploma/HND []
c) Bachelor Degree [] d) Masters [] e) PhD []

5. Experience

- a) Less than 5 years [] b) 5-10 years [] c) 11-15 years [] d) 16-20 years []
e) Above 20 years []

6. Status

a) Management [] b) Non- Management []

SECTION B: *Please rate the following statements based on your perceptions of human resources management practices in your organization using the Likert scale (1 = Strongly Disagree, 2 = Disagree, 3 =Neutral, 4=Agree, 5=Strongly Agree)*

Items	1	2	3	4	5
1. Provision of personal development plan					
2. Provision of career advancement training					
3. Employee training is supported					
4. Employee career-management programs are supported					
5. Systematic program to assess the abilities and interests of employees					
6. Employees are given the training they need to advance in their careers					
7. Career counseling and planning aid is provided to employees					

Source: Otoo and Rather (2023)

SECTION C: *Please rate the following statements based on your perceptions of your employee engagement using the Likert scale (1 = Strongly Disagree, 2 = Disagree, 3 =Neutral, 4=Agree, 5=Strongly Agree)*

Items	1	2	3	4	5
1. I put everything I have into my work					
2. I work really hard at what I do					
3. I take pride in the work I perform					
4. I feel motivated at work					
5. I'm interested in my job					
6. I'm content with the work I do					

7. I concentrate on my assignment at work					
8. My job is given a lot of attention					

Source: Khan (1990)

SECTION D: Please rate the following statements based on your perception on organizational commitment in your organization using the Likert scale ((1 = Strongly Disagree, 2 = Disagree, 3 =Neutral, 4=Agree, 5=Strongly Agree)

Items	1	2	3	4	5
1. I would be more than pleased to continue working with this organization in the future					
2. I feel very personally connected to the organization					
3. I could easily develop a close relationship with another organization the same way I have with this one					
4. I honestly think that I am to blame for the problems the company is having					
5. Even if I wanted to, it would be very difficult for me to leave my company at this time					
6. Leaving the organization would require me to incur significant personal expense					
7. I could quit my job right now without spending too much money					
8. I would experience too much upheaval in my life if I choose to leave my organization right now					
9. Most workers change jobs far too frequently					
10. Staying with one organization is crucial, in my opinion					
11. Things are better when employees work at a single employer for the duration of their careers ss					

Source: Meyer et al. (1993)

Thank You