

**Influence of Human Resource Management Practices on Employee Commitment in the Kenyan Hotel Industry: A Case of Panari Hotel**

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**Abstract:** Empirical evidence and statistical data show that the hotel industry in Kenya faces the challenge of employee commitment culminating to high employee turnover. Though employees can be easily hired, committing and retaining them becomes the most challenging job faced by the hotel managers when high turnover gradually increases. It is a fact that the hotel industry is confronted with some challenges induced by constant changes in technology, changing customers' requirements and a highly competitive environment. The hotel industry is not so fortunate in maintaining standards of employee commitment and therefore retaining its employees. As such, the attentions on commitment to the organization's human resources need to be enhanced. Based on this, the purpose of this study was to find out the influence of Human Resource Management Practices (HRMP) on employee commitment in the hotel industry in Kenya. This study employed descriptive research design. The target population of this study consisted of all the 298 employees of Panari hotel but stratified at all levels of employees in the various departments. A sample size of 168 employees was selected randomly. The study basically utilized primary data collected through questionnaires. Descriptive and inferential analysis was conducted. The findings indicated a positive influence of HRMP on employee commitment. The influence of employee resourcing was however not significant. The results revealed that employee resourcing positively influence employee commitment even though the influence is not significant. Based on this, the study recommends that hotels in Kenya and other companies in the same industry should not only improve their employee resourcing practices but also consider other human resource management practices too. The study also recommends that hotels in Kenya and other companies in the same industry should increase their investments to boost their employees' capacity. Another recommendation by this study is that there is a need for hotel management and other companies in the same industry in Kenya to improve communication channels through increased team-briefs, employee feedback and improving the systems for information flow since this leads to a significant improvement on employee commitment.

**Keywords:** *Employee Resourcing, Employee capacity building, Employee involvement, Communication, employee commitment*

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## Introduction

The hotel industry has become very competitive and hoteliers are fighting intensely to get more guests. This creates a constant pressure to continuously innovate and develop new ways to improve the number of their guests (Poon & Low, 2005). To ensure repeat guests, the main challenge faced by hoteliers is to ensure maximum level of customer satisfaction is achieved in an increasingly competitive market environment (Shahin & Dabestani, 2010). Due to the nature of intangibility of service, customers normally rely on employee behavior to form judgments about the service offered (Wang, 2009). In a hotel setting, employees directly influence customer contact that may ultimately impact customers' perceptions of service quality. The way employees behave in a hotel setting actually become part of the service and consequently influence customer perception of the service organization. Consequently, it becomes crucial to the hotel to hire employees that are able to deliver quality service to customers. Unfortunately, managers do not yet have clear understanding of which, if any, personal factors that may influence customer-orientation behaviour among employees (He, Lai & Lu, 2011). This is important because identifying these factors can help managers in recruiting and training of employees. The hotel industry intensively relies on workforce to make a difference in the delivery of quality service and organizational competitiveness.

Despite this fact, workforce costs are already high, and improving the quality of human resources means increasing them even more. English and American researchers have shown that hotel employers began to implement some decisions on human resource development using customized HRMPs (Blašková, 2008). The reasons may be diverse, including increasing customers' expectation on service quality or the service differentiation requirements. These changes entail higher qualifications and developing social abilities, new technical skills, ingenuity and hard work (Mohinder & Katon, 2007). There is also need for hoteliers to be intelligent, with particular knowledge, abilities and skills that will entail delivery of the required quality customer service (Wong *et al.*, 2002).

Besides all these, the success of a hotel depends on employee's commitment, behaviours and attitudes (Silva, 2006). Employees who possess higher employee commitment are bound to embrace the firm's customer-oriented values, have better attendance, tend to stay longer with the organization, exhibit lower levels of role stress, more likely to exhibit extra-role behavior, and deliver the highest level of service quality (Fiorito, Bozeman, Young, & Meurs, 2007). As a result, employee commitment has emerged as an important construct in organizational research. The hotel industry must realize that employees possess the knowledge, experience, and resiliency to respond quickly to the demands of the marketplace and, through their genuine commitment, are able to deliver what customers want with increasing levels of efficiency and effectiveness (Loi, Ao & Xu, 2014).

Because of the growing competition, new instruments have to be introduced in the hotel industry: coaching, empowerment and commitment. There is a need for suitable bundle of HRMP in the hotel industry capable of enhancing employee commitment. This will bring about the changing role of hotel employees in raising customers' satisfaction and to some new distinctions offered to them: partnership or business association (Thomas, 2009). The use of HRMP is an instrument for improving employees' skills, empowerment, and motivation (Lawler, 2005) and eventually employee commitment which reduces employee turnover in the hotel industry which has long been a concern of human resources practitioners.

Excessive employee turnover is costly and it dampens employee morale and affects the quality of service to hotel guests. This study advances the notion that HRMP help to select employees with organizationally aligned

values and assist in ensuring that employees are provided with opportunities to contribute to the success of the organization in which they work. In this manner, greater commitment of employee is fostered, and this ultimately enhances motivation within the human resources in the organization.

### **Statement of the problem**

In Kenya, the hospitality sector alone caters for over 509,000 jobs annually, a ten percent of total employment in Kenya (Ondieki & Kung'u, 2013). Despite such impressive figures, this industry has been faced with the challenge of high labour turnover for a long period which is characterized by low employee commitment (Ondieki & Kung'u, 2013). A research on labour turnover in hospitality industry in Nairobi County (ILO, 2011) indicated similar trends of labour turnover with rated hotels on the lead with 60% in 2010 due to low employee commitment. Furthermore, Ondieki and Kung'u (2013) indicated that in Kenya, the industry is faced with frequent low status, low pay and poor working conditions. Phillips and Connell (2003) also indicate that voluntary termination of employment is on the increase within the hospitality industry indicating high level of dissatisfaction within the industry. Whitener (2010) argues that employee commitment has not been effectively managed in many organizations and firms loose between 25% - 30% of sales revenue as a result of lack of attention to employee commitment. Research, by the Kenya Tourism Board (2014) showed that the rate of turnover has been high in the hotels in Kenya; that less than 25% of employees are being retained during the years under review.

This supports the issue of low employee commitment in the industry. More recently, Kinyita (2015) argued that the un-conducive work conditions in the hotel industry in Kenya has resulted to the employees developing work related stress and reduced employees' commitment. This is evident where few hotels, if any, had employees who worked to their retirement. These sentiments are supported by an argument by Rieu and Kamara (2016) who agree that employee commitment continues to be a contentious issue in the hospitality industry in Kenya where employers see the process of staff leaving and being replaced as a natural and inevitable feature of the industry. The hotel industry has a complete disconnection between what they believe the problem is with turnover, and what the actual problem is that creates high turnover rates (Choi & Dickson 2010). Because of management's lack of willingness to invest in effective HRMP, a cycle is being created in this industry where the consequential lack of motivation and poor commitment of employees is never-ending (Chow, Haddad, & Singh, 2007). This indicates that there is low employee commitment in the hotel sector in Kenya and hence the need to conduct a study to establish the cause. Kinyita (2015) recommended the adoption of HRMP in order to turn around the employee's commitment in the hotel industry in Kenya. There is a need to establish the Human Resource Management Practices applied and their influence on employee commitment in the Kenyan hotel industry. This is because previous studies record mixed results on the influence of HRMP on employee commitment thus opening a research gap.

### **Research Objectives**

- (i) To determine the influence of employee resourcing on employee commitment in the hotel industry in Kenya

- (ii) To establish the influence of employee capacity-building on employee commitment in the hotel industry in Kenya
- (iii) To determine the influence of employee involvement on employee commitment in the hotel industry in Kenya
- (iv) To examine the influence of communication on employee commitment in the hotel industry in Kenya

## Literature Review

### Theoretical Review

#### Resource Based View

The theory was named by Birger Wernerfelt in his article “A Resource-Based View of the Firm (1984)”. The resource-based view (RBV) suggests that a firm can create sustainable competitive advantage through developing its unique resources and capability (Barney, 1991). The resource based view has provided a theoretical rationale on the link between human resource and competitive advantages (Wright & McMahan, 1992; Wright, McMahan, & McWilliams, 1994). Wright *et al* (1994) distinguished the human resource and human resource practices: the later which could be easily copied by other competitors cannot generate sustainable competitive advantage itself. They further argued that human resource with high level of skills and motivations have potential to become a source of sustainable competitive advantage. In contrast, HRMP which are different from individual HR practice with causally ambiguous and synergistic characteristics could be unique and difficult to imitate by rivals. This theory is relevant to the study as it informs the independent variable of the study that is, employee resourcing. When a firm has employees with the requisite skills, properly deployed and utilized, and actively contributing to goals of the firm, then it’s said to have the necessary resources. This theory emphasizes that recruitment and selective hiring is a valuable resource because it represents an asset or strength that the firm can use to successfully pursue opportunities or mitigate threats in its particular strategic context. Employees with the requisite general and firm-specific skills are better able to execute the firm’s current strategy.

#### Human Capital Theory

The human capital theory was advanced in the 1960s by Nobel Laureate economists, Theodore Schultz & Gary Becker. The core concept of human capital is that people possess skills, experience, and knowledge that have economic value to firms (Snell & Dean, 1992). The theory explains how the HRMP functions from the individual employee’s perspective; that firms attain human capital through recruiting employees with high level of skills and knowledge, much of which are intangible, including such abilities as solving problems, coordinating, and making decisions in new situations (Becker, 1962). These intangible skills and knowledge constitute idiographic resources which create competitive advantage to firms (Barney, 1991). Human capital is of value to a firm but it is transferable, it is embodied in employees, who are free to move from one place to another, especially for employees with general human capital (Parnes, 1984; Jacoby, 1991).

#### The AMO Theory

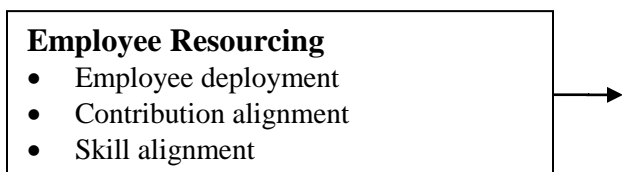
Abilities, motivation and opportunity to participate theory, whose proponents are Appelbaum *et al* (2000) states that a firm’s performance is a function of employees’ ability, motivation and opportunity to participate. The aim of AMO theory is therefore to adopt the HRMP as a way of thinking about organizations to help achieve a ‘fit’ between information, technology, people and work (Nadler & Gerstein (1992). According to Thompson and

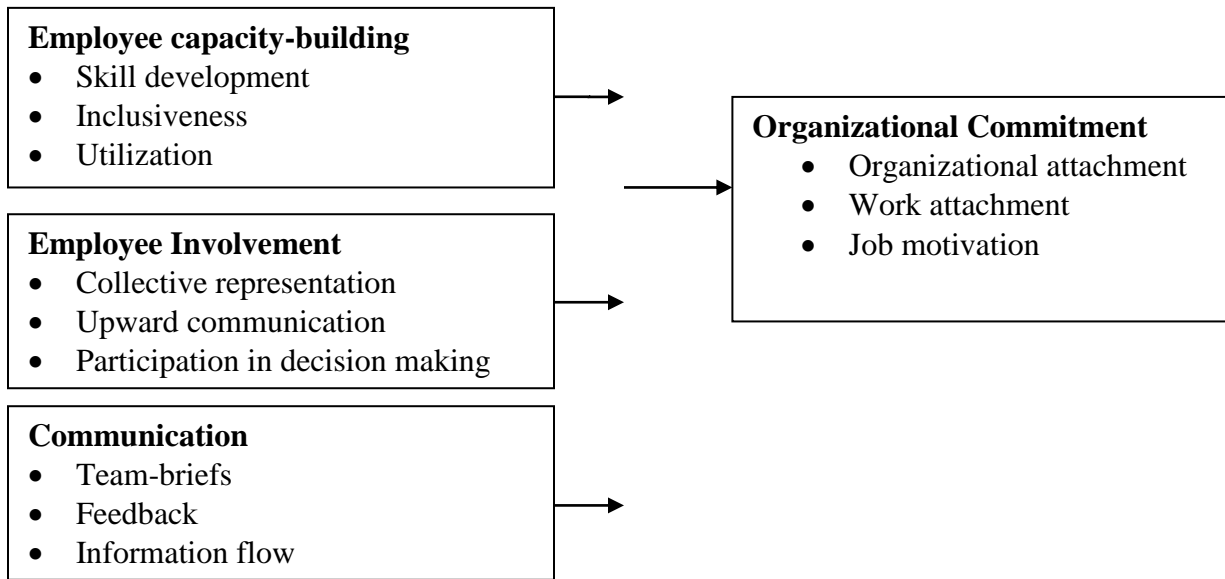
Heron (2005) these HRMP may consist of work practices that invest in the skills and abilities of employees, work designs that enable employee collaborate in problem solving and incentives that motivate workers to use their discretionary effort. Becker and Huselid (1998) cited by Armstrong (2011) describe the HRMP as ‘an internally consistent and coherent HRM system focused on solving operational problems and implementing the firm’s competitive strategy’, ‘the key to the resourcing, motivation and development of the underlying intellectual assets that can be a source of sustained competitive advantage’.

### The Harvard Framework

The Harvard model advanced by Beer *et al.* (1984) provided one of the first comprehensive statements on the nature of human resource management (HRM) and the issue of management goals and specific HR outcomes. The model consists of six basic mechanisms namely; Situational factors, Stakeholder interests, HRM policy choices, HR outcomes, Long-term consequences and a feedback loop through which the outputs flow directly into the organization and to the stakeholders. According to Armstrong (2014), many HR burdens are calling for a broader, more comprehensive and more strategic perspective with regard to HR practices. The model is of relevance to the study since one of the six basic mechanisms is a feedback loop where communication is made possible in order to enhance easy flow of information between various internal and external stakeholders in the company. This easy flow of information will in turn help improve employee commitment. The theory links to communication, which is an independent variable of the study.

### Conceptual Framework





**Independent Variables**

**Dependent Variable**

**Figure 1: Conceptual Framework**

**Research Methodology**

This study employed descriptive research design. The target population for this study was all the employees of the Panari Hotel. The entire population of employees in the hotel is 298. This study used Krejcie & Morgan (1970) formula that is  $S = \frac{X^2NP(1-P)}{d^2(N-1) + X^2P(1-P)}$

to determine the sample size of 168 , Where: S = Required Sample size; X = Z value (1.96 for 95% confidence level); N = Population Size; P = Population proportion (expressed as decimal) (assumed to be 0.5 (50%); d = Degree of accuracy (5%), expressed as a proportion (0.05) - it is margin of error. The study used quantitative primary data. The data collection instrument used was a semi-structured questionnaire. Quantitative data analysis techniques were used for analysis. The regression model used was of the form:

$$Y = \alpha + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \epsilon$$

Where, Y = employee commitment; X<sub>1</sub> = employee involvement; X<sub>2</sub> = communication; X<sub>3</sub> = employee capacity-building; X<sub>4</sub> = employee resourcing; ε = error term; α = constant; β = coefficient of independent variables

**Results**

**Response Rate**

The number of questionnaires that were administered was 168. A total of 125 questionnaires were responded to. This represented an overall successful response rate of 74%.

## Demographic Results

The study sought to examine the demographic characteristics of the sample so as to describe the sample used. The study sought to establish the age bracket of the respondents, gender of the respondents and their work experience.

**Table 1 Demographic Results**

Demographic Characteristic	Category	Percentage
Age of the respondents	Between 18 and 25 Years	11.2%
	Between 26 and 35 Years	37.6%
	Between 36 and 45 Years	34.4%
	Above 45 years	16.8%
Gender of the respondents	Male	64%
	Female	36%
Working Experience	Less than 4 Years	15.2%
	Between 4 and 8 Years	43.2%
	More than 8 Years	41.6%

## Employee capacity-building

The first objective of the study was to establish the influence of employee capacity-building on employee commitment in the hotel industry in Kenya. The study findings as indicated in Table 2 were that 28.8% of the respondents strongly agreed with statement that employee capacity building is aimed at developing or increasing employee skills, knowledge and ability. Majority 35.2% agreed while 20% moderately disagreed, 12% disagreed and only 4% strongly disagreed. The statement had a mean of 3.73 and a standard deviation of 1.12 which implied that on average, the respondents agreed with the statement. The study further sought to find out whether the hotel has a formal induction programme for new hires. The results showed that 24.8% of the respondents strongly agreed, majority 45.6% agreed, 14.4% moderately disagreed while 12.8% disagreed and only 2.4% strongly disagreed.

Concerning the statement that the capacities of employees are developed through learning at all levels that support performance improvement, the results of the study indicated that 17.6% of the respondents strongly agreed, those who indicated agree were 39.2%, while those who indicated moderately disagree were 20%. 18.4% indicated disagree and 4.8% indicated strongly disagree. The mean response of the respondents was 3.46 and standard deviation was 1.13 which implies that on average, the respondents moderately disagreed and therefore indifferent on the statement. Also the study sought to determine whether employee capacity building Programme absorbs all employees at every level. The results of the study indicated that 12% of the respondents indicated strongly agree, those who indicated agree were 35.2%, those who indicated moderately disagree were 24% while those who disagreed were 16.8% and only 12% indicated strongly disagree.

The mean response of the study was 3.18 and the standard deviation was 1.21. This implies that on average, the respondents moderately disagreed and therefore indifferent on the statement. Further, the study sought to determine whether the management maintains a pool of talent that ensures a continuous supply of high performers in key roles (succession planning). The study findings revealed that 7.2% of the respondents indicated strongly agree, 38.4% indicated agree, those who indicated moderately agree were 26.4% while those who indicated disagree were 15.2% and those who indicated strongly disagree were 12.8%. The mean response

of the study was 3.12 and the standard deviation were 1.15 which implies that on average, the respondents were indifferent on the statement.

On the need to find out whether employee capacity building has improved employee commitment in the organization, the results of the findings showed that 14.4% of respondents indicated strongly agree, those who indicate agree were 42.4%, those who indicated moderately disagree were 24% while those who indicated disagree were 12% and those who strongly disagreed were 7.2%. Last but not least, the study sought to find out whether employees have rotational opportunities between departments to make full use of their skills and abilities. The results of the study indicated that only 9.6% of the respondents indicated strongly agree. Those who indicated agree were 28.8%. Those who indicated moderately disagree were 32% while those who indicated disagree were 15.2% and those who strongly disagreed were 14.4%. The mean response was 3.04 and the standard deviation was 1.19 which implies that on average, the respondents moderately disagreed. The results agree with Armstrong (2011) who indicated that employee capacity-building involve activities that support the achievement of an organization's goals by developing the skills and capacities of individuals and teams.

**Table 2 Descriptive results of employee capacity-building**

<b>Statements</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Moderately Disagree</b>	<b>Agree</b>	<b>Strongly Agree</b>	<b>Mean</b>	<b>Std Dev</b>
Employee capacity building is aimed at developing or increasing employee skills, knowledge and ability	4.0%	12.0%	20.0%	35.2%	28.8%	3.73	1.12
The hotel has a formal induction programme for new hires.	2.4%	12.8%	14.4%	45.6%	24.8%	3.78	1.04
The employee capacity building facilitates the development of firm-specific work skills and enhances clear job designs.	1.6%	16.0%	22.4%	42.4%	17.6%	3.58	1.01
Capacities of employees are developed through learning at all levels that support performance improvement.	4.8%	18.4%	20.0%	39.2%	17.6%	3.46	1.13
Employee capacity building programme absorbs all employees at every level.	12.0%	16.8%	24.0%	35.2%	12.0%	3.18	1.21
The management maintains a pool of talent that ensures a continuous supply of high performers in key roles (succession planning).	12.8%	15.2%	26.4%	38.4%	7.2%	3.12	1.15
Employee capacity building has improved employee commitment in	7.2%	12.0%	24.0%	42.4%	14.4%	3.45	1.10



Statements	Strongly Disagree	Disagree	Moderately Disagree	Agree	Strongly Agree	Mean	Std Dev
the organization.							
Employees have rotational opportunities between departments to make full use of their skills and abilities.	14.4%	15.2%	32.0%	28.8%	9.6%	3.04	1.19
<b>Average</b>						<b>3.42</b>	<b>1.12</b>

## Employee Resourcing

The second objective of the study was to determine the influence of employee resourcing on employee commitment in the hotel industry in Kenya. The study sought to find out whether deployment of employees is based on their skills. The results of the study indicated that 17.6% of the respondents indicated strongly agree, those who indicated agree were 41.6%, those who moderately disagreed were 16% while those who disagreed were 17.6% and those that indicated strongly disagree were 7.2%. The mean response was 3.45 and the standard deviation was 1.18 which implies that on average, the mean response was moderately disagree. The study also sought to determine whether the company recruits skilled persons to fill vacant positions. The study also sought to determine whether deployment of employees is based on their contribution. The results of the study revealed that 6.4% of respondents indicated strongly agree. Those indicated agree and moderately disagree were both 32% while those who indicated disagree were 18.4% and those that strongly disagreed with the statement were 11.2%. Their mean response was 3.04 and standard deviation was 1.10 implying that most respondents indicated moderately disagree. Moreover, the study sought to determine whether the company recruits when it is appropriate to fill a vacancy. The findings of the study revealed that 24% of the respondents indicated strongly agree, 32% indicated agree, 21.6% indicated moderately disagree while 11.2% indicated disagree and finally 11.2% indicated strongly disagree. The mean response was 3.46 and standard deviation was 1.28 which implies that on average, the mean response on the statement was moderately disagree.

The study also sought to find out whether the company has workplace arrangements like induction to equip new hires with the proper abilities to do their jobs. The findings revealed that 24.8% of the respondents indicated strongly agree, 40.8% indicated agree, 16.8% indicated moderately disagree while those who indicated disagree were 10.4% and only 7.2% indicated strongly disagree. Their mean responses were 3.66 and the standard deviation was 1.17 which implies that most respondents indicated agree. Furthermore, the study sought to find out whether there is the use of formal job analysis to identify position requirements. The findings revealed that 15.2% of the respondents indicated strongly agree, 30.4% indicated agree, 26.4% indicated moderately disagree while those who indicated disagree were 20.8% and only 7.2% indicated strongly disagree.

Additionally, the study sought to find out whether the recruitment and selection process encourages internal promotions. The results of the study showed that 15.2% of the respondents indicated strongly agree, those who indicated agree were 28.8%, those who moderately disagreed were 20% while those who disagreed were 20%. Those that indicated strongly disagree were 16%. The mean response was 3.07 and the standard deviation was 1.32 which implies that most respondents indicated moderately disagree. The study also sought to find out whether hiring is based on the candidate's long term potential. The results of the study indicated that 5.6% of the respondents indicated strongly agree, 32% indicated agree, 28.8% indicated moderately disagree; those who

indicated disagree were 27.2% and 6.4% indicated strongly disagree. Their mean responses were 3.03. The standard deviation was 1.04 which implies that most respondents indicated moderately disagree.

Finally, the study sought to find out whether there is a careful match between the job applicant and organization values during recruitment. The findings of the study indicated that 13.6% of the respondents indicated strongly agree, those who indicated agree were 36%, those who moderately disagreed were 19.2% while those who disagreed were 19.2% and those that indicated strongly disagree were 12%. The mean response was 3.20 and the standard deviation was 1.24 which implies that most respondents indicated moderately disagree. The results are consistent with Fiorito *et al* (2007) who indicated that employee resourcing involves several activities, which include careful matching between job applicant and job requirements, a conscious attempt to attract the best talent from the job market, as well as offering higher compensation to retain the talent in the organization.

**Table 3 Descriptive results of Employee resourcing**

<b>Statements</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Moderately Disagree</b>	<b>Agree</b>	<b>Strongly Agree</b>	<b>Mean</b>	<b>Std Dev</b>
Deployment of employees is based on their skills	7.2%	17.6%	16.0%	41.6%	17.6%	3.45	1.18
The company recruits skilled persons to fill vacant positions	8.0%	14.4%	19.2%	36.0%	22.4%	3.50	1.22
Deployment of employees is based on their contribution	11.2%	18.4%	32.0%	32.0%	6.4%	3.04	1.10
The company recruits when it is appropriate to fill a vacancy	11.2%	11.2%	21.6%	32.0%	24.0%	3.46	1.28
The company has workplace arrangements like induction to equip new hires with the proper abilities to do their jobs.	7.2%	10.4%	16.8%	40.8%	24.8%	3.66	1.17
There is the use of formal job analysis to identify position requirements.	7.2%	20.8%	26.4%	30.4%	15.2%	3.26	1.16
Job grading are uniformly applied	12.8%	23.2%	24.0%	28.8%	11.2%	3.02	1.22
The recruitment and selection process encourages internal promotions	16.0%	20.0%	20.0%	28.8%	15.2%	3.07	1.32
Hiring is based on the candidate's long term potential	6.4%	27.2%	28.8%	32.0%	5.6%	3.03	1.04
There is a careful match between the job applicant and organization values during recruitment	12.0%	19.2%	19.2%	36.0%	13.6%	3.20	1.24

Statements	Strongly Disagree	Disagree	Moderately Disagree	Agree	Strongly Agree	Mean	Std Dev
<b>Average</b>						<b>3.27</b>	<b>1.19</b>

### Employee Involvement

The third objective of the study was to determine the influence of employee involvement on employee commitment in the hotel industry in Kenya. The study sought to find out whether the management involves the employees on its views and concerns. The results revealed that only 7.2% of the respondents strongly agreed, 20.8% of them agreed, and 26.4% moderately disagreed. Still 21.6% disagreed and 24% strongly disagreed. The average mean of 2.66 indicate that majority of the respondents moderately disagreed. The results of the findings also revealed that only 9.6% of the respondents strongly agreed with the statement that the company uses problem solving groups headed by employees as part of employee involvement, 22.4% agreed, 37.6% moderately disagreed while 17.6% disagreed and 12.8% strongly disagreed. The study also sought to find out whether the employees are involved in developing company practices to ensure employee engagement in achieving agreed objectives and standards in the performance management processes.

The results showed that only 11.2% of the respondents strongly agreed, 24% agreed, 40% moderately disagreed while 13.6% disagreed and 11.2% strongly disagreed. The mean value of 3.1 reveals that on average, the mean response was moderately disagreeing. Moreover, the study sought to find out whether there is collective representation in company committees making key decisions. The findings of the study indicated that 12% of the respondents strongly agreed, 16.8% agreed, 32.8% moderately disagreed while 28% of the respondents disagreed and 10.4% strongly disagreed. The results of the findings with a mean of 3.08 imply that most of the respondents moderately disagreed. Furthermore those who strongly agreed that the company has encouraged down-top employee participation were 16.8%, those who agreed were 18.4%, those who moderately disagreed were 40.0%, while those who disagreed were 17.6% and lastly those who strongly disagreed were only 7.2%. The implication of the results is that most respondents moderately disagreed with the statement (Mean 2.8).

The study sought to find out whether the work organization permits employees to participate in decisions that alter organizational routines and methods of work. The findings of the study revealed that those who strongly agreed were 19.4%, those who agreed were 21%, those who moderately disagreed were 37.1% while those who disagreed were 17.7% and those who strongly disagreed were only 4.8%. The results are consistent with the argument by Addison (2005) that employee involvement practices largely concerns locating decisions at the lowest level in the organization. It is also consistent with Armstrong (2011) who indicated that employee involvement and participation takes the forms of joint consultation, collective representation, upward communication (consultative committees), attitude surveys, suggestion schemes and project teams (quality circles or improvement groups).

**Table 4 Descriptive results of Employee Involvement**

Statements	Strongly Disagree	Disagree	Moderately Disagree	Agree	Strongly Agree	Mean	Std Dev
The management involves the employees on its views and concerns	24.0%	21.6%	26.4%	20.8%	7.2%	2.66	1.25

<b>Statements</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Moderately Disagree</b>	<b>Agree</b>	<b>Strongly Agree</b>	<b>Mean</b>	<b>Std Dev</b>
The company uses problem solving groups headed by employees as part of employee involvement	12.8%	17.6%	37.6%	22.4%	9.6%	2.98	1.14
The management encourages joint consultation with employees on decisions	22.4%	16.0%	28.0%	28.0%	5.6%	2.78	1.24
Employees are involved in developing company practices to ensure employee engagement in achieving agreed objectives and standards in the performance management processes.	11.2%	13.6%	40.0%	24.0%	11.2%	3.1	1.13
There is collective representation in company committees making key decisions	12.0%	16.8%	32.8%	28.0%	10.4%	3.08	1.16
The company has encouraged down-top employee participation	16.8%	18.4%	40.0%	17.6%	7.2%	2.8	1.14
The work organization permits employees to participate in decisions that alter organizational routines and methods of work.	19.4%	21.0%	37.1%	17.7%	4.8%	2.68	1.12
The company frequently conducts attitude surveys to know employee opinions	19.2%	20.0%	32.8%	24.0%	4.0%	2.74	1.14
<b>Average</b>						<b>2.85</b>	<b>1.17</b>

## **Communication**

The fourth objective of the study was to determine the influence of communication on employee commitment in the hotel industry in Kenya. The study sought to find out whether the company has team briefing systems for sharing relevant strategic information with employees. The results indicated that 9.6% of the respondents both strongly disagreed and disagreed, those who moderately disagreed were 15.2%, those who agreed and strongly agreed were 49.6% and 16% respectively.

The mean of the response was 3.53 and the standard deviation was 1.16 which implies that the respondents indicated agree. Moreover, the study sought to determine whether the managers share information with employees on regular basis through departmental meetings. The results of the study revealed that 19.20% of the respondents indicated strongly agree, those who agreed were 60%; those who moderately disagreed were 10.4% while those who disagreed were 4.8% and those who strongly disagreed were 5.6%. The mean of the responses was 3.82 and the standard deviation was 0.98 which implied that most respondents indicated agree. Further, the

study sought to find out whether there is a feedback system for effective management of the organization. The results of the findings indicated that 12.8% of the respondents indicated strongly agree, 48% indicated agree, 20.8% moderately disagreed while those who indicated disagree were 11.2% and only 7.2% indicated strongly disagree. The mean responses of the study were 3.48 and standard deviation was 1.08 which implies that most respondents moderately agreed.

The study also sought to find out whether the company has proper performance appraisals system to improve performance. The findings of the study indicated that 20% of the respondents strongly agreed, 44% agreed, those who moderately agreed were 20.8% while those who disagreed were 7.2% and 8% strongly disagreed. The mean response of the study was 3.61 and the standard deviation was 1.13 which implies that the respondents indicated agree. Moreover, the study sought to find out whether managers routinely give out performance feedback to employees on what's expected of them by understanding their goals and accountabilities. The study also sought to determine whether an organization chart has been drawn up, kept up to date and correctly reflects the current organization structure to account for the objectives of the organization. The findings of the study revealed that those who indicated strongly agree were only 2.4%, majority 44% indicated agree, 28.8% indicated moderately disagree. Accordingly, 14.4% of the respondents indicated disagree and 10.4% indicated strongly disagree. The mean of the respondents were 3.14 and the standard deviation was 1.04 which implies that most respondents indicated moderately disagree.

Lastly, the study sought to find out whether the company has written communications like policy directives, announcements and other kinds of instruction and information. The results indicated that 16% of the respondents indicated strongly agree, 60% indicated agree, 16.8% indicated moderately agree while those who disagreed were 4.8% and 2.4% indicated strongly disagree. The mean response was 3.82 and the standard deviation was 0.84 implying that most respondents agreed. These findings are consistent with Senhaya and Pekerti, (2010) who argued that employee communication processes and systems provide for 'two-way communication': downward communication where organizations inform employees about matters that will interest them and upward communication where organizations give their employees a voice.

**Table 5 Descriptive Results of Communication**

<b>Statements</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Moderately Disagree</b>	<b>Agree</b>	<b>Strongly Agree</b>	<b>Mean</b>	<b>Std Dev</b>
The company has team briefing systems for sharing relevant strategic information with	9.60%	9.60%	15.20%	49.60%	16.00%	3.53	1.16

<b>Statements</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Moderately Disagree</b>	<b>Agree</b>	<b>Strongly Agree</b>	<b>Mean</b>	<b>Std Dev</b>
employees.							
Managers share information with employees on regular basis through departmental meetings	3.20%	11.20%	16.80%	50.40%	18.40%	3.7	1.00
There is formal staff meetings at company-level	5.60%	4.80%	10.40%	60.00%	19.20%	3.82	0.98
There is a feedback system for effective management of the organization	7.20%	11.20%	20.80%	48.00%	12.80%	3.48	1.08
The company has proper performance appraisals system to improve performance	8.00%	7.20%	20.80%	44.00%	20.00%	3.61	1.13
Managers routinely give out performance feedback to employees on what's expected of them by understanding their goals and accountabilities.	6.40%	11.20%	20.00%	52.00%	10.40%	3.49	1.04
The company routinely administers attitude surveys to identify and correct employee morale problems	9.60%	18.40%	25.60%	36.80%	9.60%	3.18	1.14
An organization chart has been drawn up, kept up to date and correctly reflects the current organization structure to account for the objectives of the organization	10.40%	14.40%	28.80%	44.00%	2.40%	3.14	1.04
The company has written communications like policy directives, announcements and other kinds of instruction and information	2.40%	4.80%	16.80%	60.00%	16.00%	3.82	0.84
<b>Average</b>						<b>3.53</b>	<b>1.05</b>

### **Employee Commitment**

The respondents were asked to describe their level of commitment with the organization. The frequency of various indicators of employee commitment including employee absenteeism, Sick-offs / leave and staff retention were established and ranked on an incident cohort scale ranging from extremely high (over 100), very high (51-100), high (11-50), low (1-10) and none (0). The findings are indicated on Table 6.

**Table 6 Attributes of Employee Commitment**

Attribute assessed per year	Extremely High (Over 100)	Very High (51-100)	High (11-50)	Low (1-10)
Employee Absenteeism	2%	5%	68%	25%
Sick-offs / Leave	3%	11%	77%	9%
Staff Retention (Staff exits)	21%	34%	34%	11%

The findings indicate that majority of the respondents indicated high employee absenteeism, sick-offs and staff exits as shown by 68%, 77% and 34% respectively. Those who indicated low employee absenteeism, sick-offs and staff exits were 25%, 9% and 11% respectively. These findings indicate that there is a low employee commitment at Panari Hotel. It confirms the research findings by the Kenya Tourism Board (2014) which showed that the rate of turnover has been high in the hotels in Kenya and that less than 25% of employees are being retained during the years under review. The results also support an argument by Rieu & Kamara (2016) that employee commitment continues to be a contentious issue in the hospitality industry in Kenya where employers see the process of staff leaving and being replaced as a natural and inevitable feature of the industry. The study also sought to find out whether employees cherish working with the organization because of the way the management makes decisions and delivers on its promises. The study findings indicate that only 8% of the respondents strongly agreed, 31.2% agreed, 34.4% moderately disagreed while 14.4% disagreed and 12% strongly disagreed. Their mean response was 3.09 and the standard deviation was 1.12 which implies that most respondents indicated moderately disagree.

In addition, the study sought to determine if the employees feel any obligation to remain with my current employer. The study findings showed that 5.6% of the respondents indicated strongly agree, 20.8% indicated agree, those who indicated moderately agree were 38.4%. Accordingly, those who disagreed and strongly disagreed were both 17.6%. Their mean response was 2.79 and the standard deviation was 1.13 which implies that most of the respondents indicated moderately disagree. Moreover, the study sought to find out whether the employees feel the organization's problems as part of their own (part of a family). The study also sought to find out whether employees feel under pressure from their managers and supervisors in their job and feel compelled at times to absent themselves from work. The study findings revealed that only 4% of the respondents indicated strongly agree, 15.2% indicated agree, 25.6% moderately disagreed while 24.8% disagreed and 30.4% strongly disagreed. The mean response was 2.38 while standard deviation was 1.18 which implies that on average the respondents disagreed with the statement.

Further, the study sought to find out if employees might consider working elsewhere had they not put so much of themselves into work. The study findings indicated that 6.4% of the respondents indicated strongly agree, 13.6% indicated agree. Majority 31.2% moderately agreed while 24% disagreed and 24.8% indicated strongly disagree. The mean response was 2.53 while the standard deviation was 1.19 which implies that the respondents indicated moderately disagree. The study also sought to determine whether employees' current job had a great deal of personal meaning for them. The results showed that 14.4% of the respondents indicated strongly agree, majority 43.2% agreed, 25.6% moderately disagreed, 9.6% disagreed and 7.2% strongly disagreed. The mean response was 3.48 and standard deviation was 1.08 which implies that on average, the respondents moderately disagreed with the statement.

Furthermore, the study sought to find out whether there was too much to be gained by sticking with their current job indefinitely. The study findings revealed that 5.6% of the respondents indicated strongly agree, 17.6% agreed, 22.4% moderately disagreed while majority 30.4% disagreed and 24% indicated strongly disagree. Their mean response was 2.50 and the standard deviation was 1.20 which implies that most of the respondents indicated moderately disagree. In addition, the study sought to find out whether employees actively and appropriately put concerted effort into their job to ensure they performed beyond what was required of them. The findings of the study revealed that those who indicated strongly agree were 25.6%, those who indicated agree were majority 52.8%, those who indicated moderately disagree were 9.6% while those who indicated disagree were 5.6% and lastly 6.4% indicated strongly disagree. On whether the employees were to look first at the possibilities within their organization if they were to do another job, the study findings revealed that 9.6% strongly disagreed, 10.4% disagreed, 25.6% moderately disagreed, 36.8% agreed while 17.6% strongly agreed. The mean response value of 3.42 revealed that on average, the respondents moderately disagreed on the statement. The respondents were also asked to rate statements concerning their willingness to take an attractive job offer in another organization if the opportunity arose. Those who strongly disagreed were 16.9% while 11.3% disagreed, 28.2% moderately disagreed, 27.4% agreed and 16.1% strongly agreed. On average, a mean response of 3.15 indicates that the respondents moderately disagreed with the statement.

**Table 7 Descriptive results of employee commitment**

<b>Statements</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Moderately Disagree</b>	<b>Agree</b>	<b>Strongly Agree</b>	<b>Mean</b>	<b>Std Dev</b>
I feel 'emotionally attached' with a sense of belonging to my organization	13.6%	12.8%	24.8%	38.4%	10.4%	3.19	1.20
I cherish working with the organization because of the way the management makes decisions and delivers on its promises	12.0%	14.4%	34.4%	31.2%	8.0%	3.09	1.12
I do not feel any obligation to remain with my current employer	17.6%	17.6%	38.4%	20.8%	5.6%	2.79	1.13
I feel the organization's problems are my own as 'part of a family'	14.4%	19.2%	20.8%	39.2%	6.4%	3.04	1.19
I feel under pressure from my managers and supervisors in my job and I feel compelled at times to absent myself from work	30.4%	24.8%	25.6%	15.2%	4.0%	2.38	1.18
If I had not already put so much of myself into work, I might consider working	24.8%	24.0%	31.2%	13.6%	6.4%	2.53	1.19



Statements	Strongly Disagree	Disagree	Moderately Disagree	Agree	Strongly Agree	Mean	Std Dev
elsewhere							
My current job has a great deal of personal meaning for me	7.2%	9.6%	25.6%	43.2%	14.4%	3.48	1.08
There is not too much to be gained by sticking with my current job indefinitely.	24.0%	30.4%	22.4%	17.6%	5.6%	2.50	1.20
I actively and appropriately put concerted effort into my job to ensure I perform beyond what is required of me	6.4%	5.6%	9.6%	52.8%	25.6%	3.86	1.07
This organization really inspires the very best in me in the way of job performance.	8.8%	13.6%	32.0%	29.6%	16.0%	3.30	1.16
If I wanted to do another job or function, I would look first at the possibilities within this organization.	9.6%	10.4%	25.6%	36.8%	17.6%	3.42	1.18
I have checked out a job in another organization previously and if I get an attractive job offer, I would take the job.	16.9%	11.3%	28.2%	27.4%	16.1%	3.15	1.30
<b>Average</b>						<b>3.06</b>	<b>1.17</b>

### Correlation Analysis

The findings presented in Table 8 reveal that the association between employee resourcing and employee commitment is positive and significant ( $r = 0.424$ ,  $sig = 0.000$ ,  $<0.05$ ). This implies that an increase in employee resourcing practices such as employee deployment, contribution alignment and skill alignment leads to a significant increase in employee commitment. The findings agree with Clarke (2004) that in most cases a well-designed employee resourcing programme could be linked to improvements in business results; that return on investment on such programs is high. The results also reveal that the association between employee capacity building and employee commitment is positive and significant ( $r = 0.525$ ,  $sig = 0.000$ ,  $<0.05$ ). This

implies that an increase in employee capacity building practices such as skill development, inclusiveness and utilization leads to a significant increase in employee commitment.

The study findings are consistent with Choi and Dickson (2010) who linked turnover problems in the hotel industry with poor training. The findings also agree with Poulston (2008) who indicated that hotels which provide inadequate capacity building exacerbate staff turnover and that capacity building of employees help to improve their commitment level, knowledge sharing and their honor to work in the organization. The results further indicated that the association between employee involvement and employee commitment is positive and significant ( $r = 0.593$ ,  $\text{sig} = 0.000$ ,  $<0.05$ ). This implies that an increase in employee involvement practices such as collective representation, upward communication and participation in decision making leads to a significant increase in employee commitment. The findings are consistent with Alison (2006) who indicated that employee commitment can be enhanced by embracing a participatory and partnership philosophy in order to align the process with the concept of high involvement.

The correlation results showed that the association between communication and employee commitment is positive and significant ( $r = 0.544$ ,  $\text{sig} = 0.000$ ,  $<0.05$ ). This implies that increase in communication practices such as team-briefs, feedback and information flow leads to a significant increase in employee commitment. The findings agree with Senhaya and Pekerti, (2010) that communication can build trust and ineffective communication suggest the opposite. The findings are also consistent with Johlke & Duhan (2000) that communication effectiveness has positive effects on job outcomes, including job satisfaction and enhanced commitment.

**Table 8 Correlation coefficients**

Correlations		Employee resourcing	Employee capacity building	Employee involvement	Communication	Employee commitment
Employee resourcing	Pearson Correlation Sig. (2-tailed)	1				
Employee capacity building	Pearson Correlation Sig. (2-tailed)	.611** 0.000	1			
Employee involvement	Pearson Correlation Sig. (2-tailed)	.476** 0.000	.554** 0.000	1		
Communication	Pearson Correlation Sig. (2-tailed)	.416** 0.000	.499** 0.000	.558** 0.000	1	
Employee commitment	Pearson Correlation Sig. (2-tailed)	.424** 0.000	.525** 0.000	.593** 0.000	.544** 0.000	1
	N	125	125	125	125	125

**\*\* Correlation is significant at 0.01 level (2-tailed).**

The model summary findings in Table 9 reveal that Human Resource Management Practices are positively correlated with employee commitment as shown by a Pearson Product moment correlation (R) of 0.67 which is positive. This shows an increase in Human Resource Management Practices for instance employee resourcing, employee capacity building, employee involvement and communication leads to high employee commitment. The table also showed the R-square value of 0.448. R-squared is a statistical measure of how close the data are to the fitted regression line. It is also known as the coefficient of determination, or the coefficient of multiple determination for multiple regressions.

The definition of R-squared is fairly straight-forward; it is the percentage of the response variable variation that is explained by a linear model. R-squared is always between 0 and 100%: 0% indicates that the model explains none of the variability of the response data around its mean. 100% indicates that the model explains all the variability of the response data around its mean. In general, the higher the R-squared, the better the model fits the data. In the study, an R-square of 0.448 reveals that Human Resource Management Practices studied in the paper (employee resourcing, employee capacity building, employee involvement and communication) account for 44.8% of the employee commitment in the hotel industry. The results imply that the remaining 55.2% of the variations in employee commitment can be explained by other Human Resource Management Practices not captured in the study. Future studies can consider investigating these factors.

**Table 9 Model Summary**

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<b>Model Summary</b>				
<b>Model</b>	<b>R</b>	<b>R Square</b>	<b>Adjusted R Square</b>	<b>Std. Error of the Estimate</b>
1	0.67	0.448	0.43	0.384744

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a) Predictors: (Constant), Communication, Employee resourcing, Employee involvement, Employee capacity building

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Regression analysis generates an equation to describe the statistical relationship between one or more predictor variables and the response variable. This study used an ordinary least square (OLS) regression equation presented in chapter three to establish the significance of the coefficients of the Human Resource Management Practices on Employee Commitment in the Kenyan hotel industry. From the regression coefficients, the p-value for each term tests the argument that the coefficient is equal to zero (no effect). A low p-value (significant) (< 0.05) indicates that a predictor variable is likely to be a meaningful addition to the model because changes in the predictor's value are related to changes in the response variable. Conversely, a larger (insignificant) (> 0.05), p-value suggests that changes in the predictor are not associated with changes in the response variable.

From the summary of ANOVA, table 10, the F- statistic indicates the deviation between the observed and fitted values. It shows the significance of the overall model. The F statistic is significant at 5% (Sig < 0.000) showing that the model was significant. The F calculated statistic of 24.385 > F (4, 120) critical of 2.447 and that also supports the finding that the model was significant. Human Resource Management Practices studied in the

paper (employee resourcing, employee capacity building, employee involvement and communication) can therefore be used to predict employee commitment in the hotel industry.

**Table 10 Analysis of Variance (ANOVA) Results (Overall Model Significance)**

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	14.439	4	3.61	24.385	.000
Residual	17.763	120	0.148		
Total	32.202	124			

Dependent Variable: Employee commitment

Predictors: (Constant), Communication, Employee resourcing, Employee involvement, Employee capacity building

A closer scrutiny of the Regression Coefficient findings presented in table 4.11 reveal that the influence of employee resourcing on employee commitment is positive but not significant (Beta = 0.029, sig = 0.581, > 0.05). This implies that an increase in employee resourcing practices such as employee deployment, contribution alignment and skill alignment leads to an insignificant improvement in employee commitment. The findings are consistent with Mansour (2010) who revealed that overall human resource management practices such as recruitment have positive correlation with organization performance. The findings are also consistent with Ngui, Elegwa and Gichunga (2014) who found that employee resourcing strategies has moderate positive correlation between resourcing and performance of banks. The results also reveal that the influence of employee capacity building on employee commitment is positive and significant (Beta = 0.316, sig = 0.046, < 0.05). This implies that an increase in employee capacity building practices such as skill development, inclusiveness and utilization leads to a significant improvement in employee commitment.

Furthermore, employee involvement positively and significantly influences employee commitment (Beta = 0.426, sig = 0.000, < 0.05). This implies that an increase in employee involvement practices such as Collective representation, upward communication and participation in decision making leads to a significant improvement in employee commitment. The findings are consistent with Farndale, *et al.* (2010) who supported the view that employee involvement affects an employee's perceptions of organizational actions, which leads to related employee attitudes and behaviors.

The regression results also showed that the influence of communication on employee commitment is positive and significant (Beta = 0.336, sig = 0.004, < 0.05). This implies that an increase in communication practices such as team-briefs, feedback and information flow leads to a significant improvement in employee commitment.

**Table 11 Regression Coefficients Results**

Predictors	Beta	Std. Error	t	Sig.
(Constant)	0.124	0.401	0.309	0.757
Employee resourcing	0.029	0.053	0.566	0.581
Employee capacity building	0.316	0.157	2.013	0.046
Employee involvement	0.426	0.092	4.630	0.000

Communication	0.336	0.147	2.286	0.004
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**Dependent Variable: Employee commitment**

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### Optimal Model

From the ANOVA, regression coefficients (beta values) results of independent variables with a constant Beta = 0.124, sig = 0.757, > 0.05) the optimal model of this study will therefore be represented by the multi-variate function,  $Y = 0.124 + 0.426X_1 + 0.336X_2 + 0.316X_3 + 0.029X_4$  where, Y represent employee commitment;  $X_1$  represent employee involvement;  $X_2$  represent communication;  $X_3$  represent employee capacity-building; and  $X_4$  represent employee resourcing.

### Conclusions

The study concluded that the influence of employee resourcing on employee commitment is positive but not significant and hence an increase in employee resourcing practices such as employee deployment leads to an insignificant improvement in employee commitment. The study also concluded that the influence of employee capacity building on employee commitment is positive and significant. Another conclusion by the study is that employee involvement positively and significantly influences employee commitment which shows that an increase in employee involvement practices such as Collective representation leads to a significant improvement in employee commitment. Lastly, the study findings led to the conclusion that the influence of communication on employee commitment is positive and significant and hence an increase in communication practices such as team-briefs, feedback and information flow leads to a significant improvement in employee commitment.

### Recommendations of the Study

The research generally demonstrates that satisfied and committed employees are usually high performing employees and are also less likely to leave the organization. In a tight labour market, such as the hotel industry, continued shortages of many categories of skilled professionals and high labour turnover represent serious challenges for managers.

It is essential not just to recruit good staff but also to retain them. The results in this study indicate that effective utilization of HRMPs harnesses social identification with the organization and this may ultimately have positive implications for employee commitment. The payoffs to an investment in suitable HRMPs can be great but because it often involves such a profound change from past practice many managers are understandably reluctant to make more than hesitant steps towards it. Particularly for the organization involved in this study, the findings of this study suggest that increased focus on improving utilization of suitable bundle of HRMPs may help improve employee commitment to the organization.

### Conflict of Interest

No potential conflict of interest was reported by the authors.

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