

**The Role of High-Performance Work System
Practices in Organizational Performance: The
Mediating Role of Employees' Engagement and the
Moderating Role of Servant Leadership: Evidence
from the Airline Industry**

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ABSTRACT

The purpose of this study was to examine the mediating role of employee engagement in the relationships of High-Performance Work System (HPWS) practices with organizational performance. Additionally, it investigated the impact of HPWS practices on organizational performance. Also, it studied the moderating role of servant leadership on the relationship between employee engagement and the organization performance in airline sector in Jordan.

The respondents in the current study were 277 employees working in the private airline sector in Jordan during the two-month period of January and February 2018. The results of the study revealed that an HPWS practice was positively linked with organizational performance as demonstrated by better employee satisfaction and employee retention. Moreover, the findings indicated that employee engagement partially mediates the relationships of HPWS practices with employee satisfaction and employee retention. Finally, the results revealed that the moderating role of servant leadership is not significant on the relationship between employee engagement and organizational performance.

This study is the first empirical study of the airline sector in Jordan and the first to focus on employee engagement possible mediating role in the effect of HPWS practices on employee satisfaction and employee retention using Structural Equation Modeling (SEM) to analyze data collected from employees working in the airline sector. Future studies should move beyond individual performance parameters such as

employee satisfaction and employee retention to test the influence of HPWS practices on performance at the organizational level, such as financial performance.

Keywords: HPWS practices, employee engagement, employee satisfaction and employee retention, servant leadership.

ÖZ

Çalışmanın amacı havayolu şirketlerinde Yüksek Performanslı Çalışma Sistemleri uygulamalarının kurum performansı ile ilişkisine çalışan angajmanı etkisinin değerlendirilmesidir. Bunun yanında, Yüksek Performanslı Çalışma Sistemlerinin kurum performansı üzerindeki doğrudan etkisi de incelenmektedir. Ürdün havayolları sektöründe hizmetkar liderlerin çalışan angajmanı ve kurum performansını ne şekilde değiştirdiği de araştırılmıştır.

Ürdün özel sektör havayolları firmalarında çalışmakta olan 277 çalışandan Ocak – Şubat 2018 tarihlerinde toplanan anket verileri kullanılmıştır. Sonuçlar Yüksek Performanslı Çalışma Sistemlerinin kurumsal performansa çalışan tatmini ve kalıcılığını artırarak katkıda bulunduğunu ortaya koymaktadır. Sonuçlar çalışan bağlılığı Yüksek Performanslı Çalışma Sistemleri ile kurum performansı ilişkisine aracılık yaptığını göstermektedir. Hizmetkar liderliğin daha yüksek olduğu durumlarda ise çalışan katılımı ile çalışan tatmini kalıcılığı ile ölçülen kurumsal performans arasında ilişkinin daha etkili olduğu belirlenmiştir.

Çalışma Ürdün havayolları şirketleri üzerinde çalışan angajmanı Yüksek Performanslı Çalışma Sistemleri, iş tatmini, kalıcılığı ilişkilerini Yapısal Eşitlik Modeli yöntemi ile inceleyen ilk ampirik çalışmadır. Gelecekte araştırmacılar bireysel tatmin ve işte kalıcılığı ötesinde kurumsal performansı ölçecek makro göstergeler kullanarak birey ve kurum düzeyleri arasındaki ilişkiyi de incelemelidir.

Anahtar Kelimeler: Yüksek Performanslı Çalışma Sistemleri, Çalışan angajmanı, Çalışan Kalıcılığı, Hizmetkar Liderlik

TO

My dear parents

My sister Ala'a, my muse and inspiration

My partner in life, my beloved

I love you all

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LIST OF ABBREVIATIONS

EE	Employee Engagement
HPWS	High Performance Work System
HR	Human Resource
RMSEA	Root Mean Square Error of Approximation
SEM	Structural Equation Model
SL	Servant Leadership
SRMSR	Standardized Root Mean Square Residual

Chapter 1

INTRODUCTION

Chapter one includes all the important aspects of the thesis. It presents an overview of the research philosophy, problem statement, and contribution of the study. In addition, it offers information about the sample of the study, instrument, and analysis methods is applied in this study.

1.1 Research Philosophy

Many agree that HR are the main source for achieving a competitive advantage (Özçelik, Aybas, & Uyargil, 2016; Wright, Gardner, Moynihan, & Allen, 2005; Zhu, Liu & Chen, 2018). Since HR is the foremost asset of many organisations, therefore, organisations should develop employee skills that influence increasing the competitive advantage (Zaharie & Osoian, 2013). For the last three decades, researchers have emphasised that the increasing growth of organisations was the result of utilising high-performance work systems (HPWS). According to Rathnaweera (2010), all HPWS practices have similar purposes that focus on improving the employees' knowledge and skills.

HPWS is a recurring topic in the literature. There has been a significant discussion regarding the practices of HPWS and its association with organisational performance. Several studies have revealed a positive link between HPWS practices and organisational performance (Azmi, 2015; Chand & Katou, 2007). Moreover, the vital role of HPWS is increasing the level of employee commitment, engagement, and

satisfaction, which leads to achieving the optimal level of organisational performance (Aktar & Pangil, 2017; Ling Suan & Nasurdin, 2014).

Daft (2001) posited that organisational performance is the ability to reach the goals of the organisation efficiently and effectively. Azmi (2015) proposed two dimensions for performance: financial performance and non-financial performance. Most of the literature (Nadeem, Riaz, & Danish, 2019) demonstrates the existing link between HPWS practices and organisational performance. Similarly, HPWS practices and techniques have been shown to have an enhancement role in both organisational and individual performance. Other influential criteria have been found regarding employee productivity and satisfaction (Bartel, 2004), and service quality (Chand and Katou, 2007). A study by Haider et al. (2015) demonstrated that HPWS practices support employee retention in a telecom context.

On the other hand, numerous empirical researchers have investigated the link between HPWS practices and EE; only a limited number have examined the effects of the practices of HPWS on EE in the hospitality industry. On that basis, the Ability, Motivation, and Opportunities (AMO) theory has linked HPWS and EE. The theory focuses on a number of issues: EE through improving the skills of the employee during work, enhancing the trust of employees through motivation and sharing in making decisions (Karatepe, 2013).

Engaging the employees with an organisation leads to the employees feeling like a part of that organisation, which enables them to gain opportunities in the future. Applying AMO theory to the HPWS practices results enhance the EE, however, a number of

studies have showed that EE has a place between HPWS practices and the organisation's performance (Karatepe, 2013; Karatepe Olugbade, & Olugbade, 2016).

Within the scope of leadership style, Greenleaf is considered the pioneer of servant leadership (SL). He defined SL as the focus of serving the followers first and then the leaders (Greenleaf, 1977). In the same vein, Carter and Baghurst (2014) and Ehrhart (2004) defined SL as a leadership style in which leaders recognise the moral responsibility of followers and help them to reach established organisational goals, which leads to generating a unique culture in the organisation. SL is believed to make a positive contribution both to the success of an organisation and to an increase in the personal growth of the followers (Russell & Stone, 2002). The latter would eventually influence the enhancement of performance in their jobs (Spears & Lawrence, 2002).

Several studies have been conducted to address the concept of leadership as it relates to organisational performance. According to Karatepe et al. (2018), SL is primarily related to some estimated employee outcomes. Carter and Baghurst (2014) indicated that the positive role of SL on EE. Selflessly serving the employees is important characteristic of servant leaders; this characteristic leads to a feeling of safety for the employees, which results in those employees engaging with an organisation (Kahn, 1990). An additional supporting perspective is suggested by Wang and Walumbwa (2007), who saw leadership as one of the influential factors that influence EE in the workplace.

1.2 Research Problem

The current study was designed as a reaction to an existing gap in the literature that deals with HPWS and an organisation's performance. Although a number of HPWS

studies (Chand and Katou, 2007; Muduli, 2015; Tian, Cordery & Gamble, 2016) have dealt with organisational performance, the linkage mechanism of HPWS with organisational performance has not yet been clearly researched in the literature. Some of the studies have delved into the mediating components between HPWS and organisational performance; for example, HPWS influences an organisation's performance through knowledge management (Jyoti & Rani, 2017) and employee competencies (van Esch, Wei & Chiang, 2016). Nonetheless, the mediating mechanism has not received sufficient coverage in the empirical studies (Jiang et al., 2015).

The research premise is developed as a response to fill in the gap in the literature by adding new perspectives toward the mediating mechanism between an HPWS and an organisation's performance. As a logical follow-up, the study proposed EE as mediating between an HPWS' and an organisation's performance.

The studies investigating the effects of HPWS practices on the performance of organisations in the service sector have not been adequate (Fu, Ma, Bosak, & Flood, 2015; Karatepe & Vatankhah, 2014). In general, these studies emphasised that HPWS's are a vital factor in the service sector when it comes to raising the level of organisational performance.

The airline sector is considered the main sector in the service sector in Jordan. Despite the major role of the airlines in Jordan, the empirical study conducted on the important of HPWS in the Jordanian airline sector is not adequate. However, considerable research has been conducted on the roles of HPWS in the airline sector in different countries. Consequently, since the current examined the effect of HPWS practices on

organisational performance in the airline sector in Jordan, the study is believed to bridge an empirical gap in the research on HPWSs in the airline sector in Jordan.

Regarding SL, the number of studies observed to have dealt with SL in the hospitality sector is noticeably insufficient. In the study, the researcher adopted SL as having a moderating role between EE and an organisation's performance. Similarly, the connection between HPWS practices and an organisation's performance was established through a mediator known as EE.

All of the previously mentioned points have been linked to the context of the airline industry in Jordan. For this reason, the research is very likely compensatory to the literature in providing new perspectives towards the link between the SL and the EE and an organisation's performance in the hospitality domain.

Although SL is seen as a SL style that is effective in boosting the success of organisations in the service sector (Brownell, 2010), it has not received sufficient coverage in the hospitality literature (Huang et al., 2016). This is unfortunate for the hospitality industry. Scholars (Carter and Baghurst, 2014; Kell, 2010) have recently called for research on SL as a factor that increases EE. In addition to the relationship between SL, EE, and an organisation's performance, the study is also interested in providing an understanding regarding the concept of SL and its importance in the field of hospitality.

While the scope of the study focused on the relationship between EE and SL, it did not negate the existence of previously researched studies that dealt with similar scopes in the field (e.g. Dajani, 2015; Kazimoto, 2016). Nonetheless, few studies have been

conducted regarding the mechanism of the moderating role of SL on EE and an organisation's performance.

1.3 Focus and Contribution of Empirical research

1.3.1 The Purpose of the Study

The purpose of the study was to determine the impact of HPWS practices—selection and recruitment, training and development, performance appraisal, and compensation and rewards—on organisational performance and employee retention and satisfaction. Another aim of the research was to examine the mediating role of EE between HPWS practice and organisational performance. In addition, the study investigated the moderating role of SL on the relationship between EE and an organisation's performance.

In light of the evidence provided, the current paper highlighted different research objectives that examined the influence of HPWS practices on an organisation's performance. It also examined the mediating role of the EE, which includes vigour, dedication, and absorption, on the link between HPWS practices and an organisation's performance. Finally, it examined the role of SL as the moderator between EE and organisational performance.

1.3.2 Research Questions

The current study addressed a detected gap in the literature on HPWSs and organisational performance and provided new perspectives regarding HPWS practices, organisational performance, EE, and SL. To explore the aforementioned tenets, the research design aimed to address the following questions:

- How do HPWS practices influence organisational performance in the airline sector in Jordan?

- How do HPWS practices influence employee engagement?
- Do HPWS practices influence an organisation's performance through engagement?
- Does SL play a moderating role between engagement and the organisation's performance?

1.3.3 Contributions of the Study

The present study contributes in that it examines the SL as the moderating role in the relationship between EE and organisational performance. The HPWS study is grounded in BRV theory, which links between the HPWS and the organisation's performance. Through a mediating role of EE in the HPWS and the organisation's performance, the study provided the AMO theory, which describes the link between HPWS and EE. The EE via the application of AMO theory is an essential means for any organisation to raise the performance of the organisation.

Despite the research examining the relationship between EE and organisational performance (Bedarkar & Pandita, 2014), the studies that have been conducted on the moderating influence on the relationship between EE and organisational performance are still insufficient. However, the current study examined the SL as moderator on the relationship between EE and organizational performance.

Several studies have addressed the relationship of SL with organizational performance. Van Dierendonck (2011) showed that SL is related to select estimated employee outcomes. Moreover, De Clercq, Bouckennooghe, Raja, and Matsyborska (2014) highlighted the positive role of SL in EE. However, empirical studies examining the concept of SL remain limited, particularly in the service sector.

Some studies have shown that SL can be a vital predictor of organizational performance in the service sector. For example, in the hotel sector, Huang et al. (2016) suggested that SL is an important factor affecting organizational performance. Harwiki (2016) proposed that SL is related to enhanced employee commitment and performance. However, more empirical study is needed to investigate the role of SL in the service sector; in particular, the relationship between SL and performance while considering the roles of potential mediators, such as EE, have yet to be explored.

1.3.4 Conceptual Research Model

The conceptual model is shown in Figure 1. The model suggests that HPWS practices are directly linked to EE. In addition, the model shows that EE enhances employee satisfaction and employee retention as indicators for organizational performance. Hence, the model proposed that EE mediates the impact of HPWS practices on employee satisfaction and employee retention. Moreover, the model assumed that SL moderates on the relationships of EE with employee satisfaction and retention.

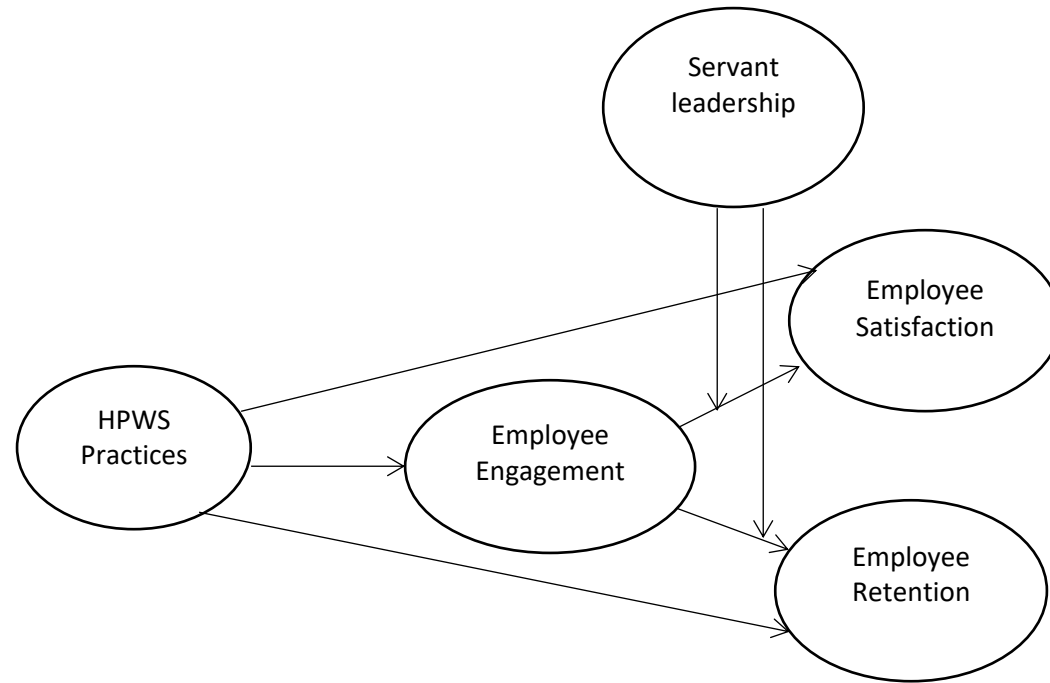


Figure1: Conceptual Research Model

1.3.5 The Research Approach

Based on the variables and the model of the study, the researcher developed three theories: the Resource-Based View (RBV), the Ability-Motivation-Opportunity (AMO), theory, and the Leader-Member Exchange (LMX) theory. Finally, the researcher discussed the link between the variables and proposed the hypotheses.

Regarding the theoretical framework, there are two theories that display the link between HPWS and an organisation's performance: RBV theory, AMO theory, and LMX theory was developed to explain the SL role in the researcher's model.

1.4 Methodology

1.4.1 Sample Strategy

The participants in the current study were employees working in the private airline sector in Jordan. In general, the study's sample was based on the judgmental sampling technique. According to Karatepe (2013), it allows the analyst to choose the participants based on particular standards, which represent the population. Particular standards were used to select the sample of the study. First, the study included full-time employees in the (e.g., check-in, transit check-in, baggage service) airline industry. Second, the study consisted of a private organization airline. Third, the researcher gathered data from employees in Jordan, which the empirical research in hospitality in this country is inadequate.

In light of the sampling strategy mentioned above, the researcher collated data from the full-time employees (e.g., check-in, Transit check-in, Baggage service) in private airlines in Jordan.

1.4.2 Data Collection

There are five private organization airlines in Jordan. This information was provided by the Jordan Civil Aviation Organization at the time the study was conducted. The researcher corresponded with the organization airlines by sending emails to inform them about the aims of the current study and to get approval from these organizations. The researcher went through different procedures and experienced some difficulty when collecting the data. The management of some airlines did not permit the researcher to distribute the questionnaires directly to the employees and, in this case, the researcher gave the questionnaires to HR managers to share with their employees.

In the study, the researcher used the time lag to decrease the common bias method. Instead, the researcher used a time lag; Time 1, Time 2, Time 3 (i.e., one week) and multiple sources of data (i.e., manager, manager assistant).

The time 1 questionnaire included the HPWS practices. The same time lag also included the responders' information (e.g., gender and type of position). The indicators of organisation performance were in the time lag 2 questionnaire. The time lag 3 questionnaire included items about the EE items and SL items.

1.4.3 Measurement

The researcher used the questionnaire as an instrument to achieve the aims of the study. It was adapted from previous studies. In addition, it was designed to measure four factors regarding the current study. Amin, Khairuzzaman Wan Ismail, Zaleha Abdul Rasid, & Daverson Andrew Selemani (2014) twenty-item questionnaire was employed to measure the four HPWS practices.

The thesis used two indicators of organizational performance: employee satisfaction and employee retention. Barakat Isabella, Boaventura, and Mazzon's (2016) seven-item scale was utilized to assess. Employee retention was measured with eight items taken from Kundu et al. (2017). Five items were adapted from Otero-Neira, Varela-Neira, and Bande (2016) and were used to measure SL.

The answers to questions regard to organizational performance indicators, HPWS practices, SL were measuring using a 5-point scale which range from strongly agree to strongly disagree.

To measure EE, the researcher employed fifteen items. Specifically, the researcher utilized three indicators of EE from a questionnaire developed by Schaufeli, Bakker, and Salanova (2006). Each vigor and absorption indicator was measured with six items, and dedication was measured with five items. The researcher using a 7-point scale to measuring the EE which ranging from always to never.

According to the back-translation method, all items in the questionnaires were translated from English into Arabic and then adapted into English by two professional translators to ensure equivalent meaning. The researcher piloted the study on twelve employees who were working in check-in at the airport to pursue the understandability of the questionnaire. On the basis of the pilot study, the questionnaire was comprehensible by respondents without editing.

1.4.4 Data Analysis

The researcher used SEM to test the hypotheses. Several fit indicators were employed to measure model fit include the chi-square (χ^2) test, the chi-square to degrees of

freedom ratio (χ^2/df), Comparative Fit Index (CFI), (RMSEA), and (SRMSR) (Hair, Black, Babin, & Anderson, 2010).

Confirmatory Factor Analysis (CFA) was used to test convergent, discriminant validity, and composite reliability (Karatepe et al., 2016). In addition, Cronbach's alpha was measured to confirm the reliability of all observed factors (Nunnally and Bernstein, 1994).

In addition, several descriptive statistical techniques were used to analyze standard deviations, and correlations of HPWS practices, organizational performance, EE, and SL. Frequencies were utilized for participants' profiles, type of job, and job position.

The researcher employed the Structural Equation Model test the hypothesis by using the Moment (AMOS) version 19.0 software and used the Statistical Package for the Social Science (SPSS).

1.5 The Tourism Industry in Jordan

Jordan is one of the Arab countries in the southwest of Asia. It is a small country with limited natural resources, and its land mass is covered by dessert. People in Jordan speak Arabic as the official language, and the majority are Muslim. The population of Jordan is slightly over 10 million as of the year 2017. Jordan is a very attractive place for foreign investments due to political stability, safety, and a central location within the Middle East (Aldehayyat, 2011).

According to the report of the Central Bank of Jordanian tourism, revenue reached \$2.55 billion in 2013 (Ministry of Tourism and Antiquities, 2013). The increase in the number of recent studies in the literature on tourism in Jordan has attracted several questions (Allan, 2013). Moreover, both local and international tourism in Jordan

significantly contributes to the national income. Transportation advancement plays a crucial role in tourism's development and sustainability in Jordan and the whole world. Transportation is one of the most important factors in the developing tourism industry and for ensuring sustainability, thus the efficiency and performance of the airline sector is a critical component of the tourism industry of Jordan.

Chapter 2

LITERATURE REVIEW

The chapter covers the literature on conceptualizations of the HPWS, the HPWS practice, and organization performance. Also, it will determine the indicators of organization performance, such as employee retention and employee satisfaction. Moreover, the chapter casts light on the concepts of EE and explains its indicators (vigor, dedication, and absorption). Last, it defines the concept of the SL based on previous studies.

The main objective of the chapter was to review recent studies to shed light on the research gaps related to the antecedent variables. In particular, the first part of the chapter explained the development of the concept of HPWS and practices. The second part explored the indicators of organizational performance: employee retention and employee satisfaction. The third part discussed the issue of EE from different perspectives. At last, the concept of SL will be explained.

2.1 High-Performance Work System

HPWS has become a major research field over the last few decades (Xuejun Qiao & Wang 2009). The increasing popularity of HPWS is attributed to the recognition of people as the most important source of competitive advantage (Posthuma, Campion, Masimova, & Campion, 2013). The label HPWS (Jyoti & Rani, 2017) is used in the study, but there are a variety of other labels (Boxall & Purcell, 2003), including HPWS (Mihail & Kloutsiniotis, 2016), High Commitment Work Systems (Chiang, Shih, &

Hsu, 2014), High-Performance Human Resource Management (Lu et al., 2015), and System Human Resource Management (Gittell, Seidner, & Wimbush, 2010).

Definitions of HPWS vary due to differences in dimensions and perspectives. Some scholars have defined HPWS as a mixture of HR practices whose purpose is to improve the skills and motivation of employee, thereby impacting employee attitudes and outcomes (Appelbaum, Bailey, Berg, & Kalleberg 2000; Van De Voorde & Beijer 2015). Accordingly, HPWS “a set of systems is designed to improve employees’ attitudes, skills which impact on productivity in workplace (Datta et al., 2005, p. 136). Moreover, Lepak, Liao, Chung, and Harden (2006) define HPWS as a coherent system whose main objective is getting high-quality employees.

HPWS is considered as a source that influences on employee satisfaction (García-Chas et al. 2016; Godard, 2001) quality service (Chand, 2010 and Lee, Lee, & Wu., 2012), EE (Huang, 2017; Suan & Nasurdin, 2014; Karatepe et al., 2016), employee creativity (Tang, Yu, Cooke, & Chen, 2017), employee commitment (Combs, Liu, Hall, & Ketchen, 2006 and Özçelik, 2016), and organizational innovation (Rasheed et al., 2017). Another influential role of the HPWS is helping employees solve the problems they face in their jobs, as well as gaining new knowledge that leads to increasing the level of productivity (Jyoti & Rani, 2017).

Likewise, Sels et al. (2006) argued that HPWS is believed to have a significant positive contribution to the organizations’ and employees’ effectiveness through HR practice. Zacharatos et al. (2005) proposed that the main purpose of HPWS is engaging the employee in decision making through empowering them in an organization that enhances the trust and raises the efficiency of the employee. Briefly, the essential aim

of HPWS is to achieve the goals and success of the organization through HPWS practices, which play a vital role in increasing employee performance (Armstrong, 2006; Soomro, Gilal, & Jatoi, 2011).

2.2 High-Performance Work System Practices

HPWS practices are considered as a vital technique to achieve organization goals (Collins & Clark, 2003; Van Esch, 2016). Muduli (2015) proposed that HPWS practices are a primary means of achieving optimal performance in an organization. Moreover, the practices of HPWS have the main role in enhancing and developing the organization's outcome (Jyoti & Rani, 2017; Jiang & Liu, 2015; Karatepe, 2013). Furthermore, Wright, Dunford, and Snell (2001) argued that the skills of the employee are developing through applying the HPWS practices in the organization.

A variety of available literature agrees on a number of fundamental HPWS practices which include human resource planning, recruitment and selection, job analysis, reward, training and development, career management, employee relations and welfare (Matthis & Jackson, 2004; as cited in Dei Mensah 2014). Lee and Wu (2010) suggested that training and development, teamwork, compensations, and employment security, which increase employee productivity.

Posthuma et al., (2013) proposed that the HPWS practices are coherent systems whose practices supplement each other to gain the high performance of the organization. All HPWS practices have similar prior functions that focus on improving employees' knowledge, skills, capabilities, and motivation (Rathnaweera, 2010).

The researcher adopted four practices. Each element of practice has been selected for its importance for the organization. For instance, the vital purpose of recruitment and

selection is to help managers employed the best candidates that lead to the success of the organization (Dessler, 2007). Furthermore, training and development can be seen as a continuous professional factor to develop the skills of workers (Grossman & Salas, 2011). Performance appraisal is a managerial process that improves employees' performance using a performance scale to assess the effectiveness of the organization (Dessler, 2007). Additionally, a compensation and rewards system is a managerial process through which the organization provides rewards to employees (Yeganeh & Su, 2008). In short, the HPWS is a system that includes different practices and each practice has importance in the organization's success.

2.2.1 Selecting and Recruitment

Recruitment and selection are some of the most crucial aspects of HPWS practices (Saddam & abu Mansor 2015). Bratton and Gold (2017) defined recruitment and selection as "process of selecting managers a person or persons from set of people to succeed in the work based on specific standards" (p 239).

Similarly, Dessler (2007), in the same vein, defined selection and recruitment as a set of processes that involve an interview with potential employees then evaluating the interview and selecting the best among them. Moreover, recruitment and selection process seek to choose high-quality employees for the purpose of employment in the organization (Ofori & Aryeetey 2011). Similarly, the process gathers all information about potential employees and assesses this information to choose the best employees for employment in the organization (Subramaniam, Shamsudin, & Ibrahim, 2011). The vital role of recruitment and selection lies in the assessment of the skills, talents, and capabilities of the potential employee for employment in a suitable job. On balance, the role of recruitment and selection leads to gain competitive advantage (Armstrong, 2006).

In general, the main purpose of recruitment and selection practice is to get a number of employees who have a high level of knowledge at the same time with low costs to achieve organization goals (Armstrong, 2014; Gamage 2014). Recruitment and selection effectively influence both job satisfaction and the organization's outcome. Unless management selects the appropriate person in the right place, it will have a negative impact on achieving the organizational goals and increase the turnover rate (Storey, 2007). Moreover, recruitment is the main mechanism in any organization since it enables selecting managers and employees based on their quality and their own experience. The mechanism has leading effect on profit and performance of the organization (Rehman, 2012; Wright et al., 2005).

Several studies demonstrated that there is a relationship between selection and recruitment practices and organizational performance (Ekwoaba, Ikeije, & Ufoma, 2015; Storey, 2007). It has also been shown that selection and recruitment practices improve organizational performance. Ferris, Berkson, and Harris (2002) argued that the effectiveness of the organization is influenced by efficiency selection and recruitment strategy.

2.2.2 Training and Development

The employee is the main element in any organization and a key to gaining competitive advantage and the success of the organization (Danish & Usman, 2010). Consequently, training employees is considered a major practice in the organization. The definition of training and development can be seen as a continuous professional development factor in which performance is enhanced through gaining skills and attitudes (Safavi & Karatepe, 2018). Moreover, training is defined “is designed to improve the individual skills while completing their job” (Chiaburu & Tekleab, 2005, p. 29). In the same line, Mathis and Jackson (2004) defined training and development as processes

focusing on developing the skills of employees and motivating them to achieve the organization's goals.

The main role of training is to improve the attitudes and knowledge of employees, which, leads to the success of an organization (Bhanugopan, Aladwan, & Fish, 2013). In that regard, Hanaysha, (2016) argued that one of the main aims of training and development practice is teaching the employee the new skills through a valuable program that increases the quality level of the employees and increases their motivation and commitment towards the organization (Sahinidis & Bouris, 2008). In other words, training and development provide the employee competencies through the valuable programs, which affect the commitment of employees (McNamara, Parry, Lee, & Pitt-Catsoupes, 2012).

Training programs are important in increasing the productivity of the employee through learning more knowledge and skills within the job. Pertaining to the same point, Ellinger, Ellinger, Yang, & Howton (2002) advanced that training programs influence the profit of organization via increasing the positive behavior of employees (Galunic & Anderson 2000). Furthermore, Pfeffer (1994) asserted that through the training programs, the organization gives the employee the opportunity to determine the main problems and to solve them in an effective manner. Moreover, Subramaniam and Youndt (2005) confirmed that the organization achieves competitive advantage through implementing the effective training program that boots the attitudes and improves the capabilities of its employees.

In the same line, the efficiency of the training and development program affects the quality of employees and develops their capabilities, which are considered as essential

elements for facing competitive environments (Bhat, 2013; Elnaga and Imran, 2013; Hafeez and Akbar, 2015; Lopez-Cabrales et al., 2006). On the other hand, Karatepe (2013) noticed that ineffective training programs negatively affect the capabilities of employees in delivering service to customers.

Most of the literature (Diab & Ajlouni, 2015; McNamara et al., 2012; Mangkunegara and Waris, 2015) demonstrates the existing link between training and development practice and organizational performance. Similarly, the literature reveals that training and development practices have an improving role in organization performance.

Other influential criteria have been found pertaining to employee productivity including (Tahir, Yousafzai, Jan, & Hashim, 2014) employee commitment (Diab & Ajlouni, 2015), employee satisfaction (Hanaysha & Tahir, 2016; Sahinidis & Bouris, 2008), and quality service (Hartline & Jones, 1996; Brannick, De. Burca, Fynes, Roche & Ennis, 2002).

2.2.3 Performance Appraisal

The definitions of performance appraisal differ due to the different dimensions and perspectives. Performance appraisal is "a set of process the organization utilize to evaluate the employee and develop their capability to improve the performance" (Fletcher, 2001, p. 473). Equally, Erdogan (2003) put forward that the performance appraisal evaluates the performance of employees based on a specific of standards that are related to work and to getting the report, in regards to a periodic review of employees' performance. Similarly, Ehrhart (2004) defined the performance appraisal as the mechanism that identifies the level of job performance of employees and puts the plan to enhance their performance. On balance, the main task of performance

appraisal is assessing the performance of the employee according to specific criteria and organization goals (Manasa & Reddy, 2009).

Murphy and Cleveland (1995) and Poon (2004) maintained that performance appraisal is the vital practices of HPWS. Through this practice, the manager assesses employee performance then determines salaries and promotion of employees based on the results of the evaluation (Cascio & Bernardin, 1981). Thus, performance appraisal involves a set of decisions; such as determine training programs, increased pay, and promotion. Moreover, Chiang and Birtch (2010) advocated that by performance appraisal, the strengths and weaknesses of the employee are revealed, and through the performance appraisal itself, the employee's strengths are enhanced and motivated. In particular, Mayer and Davis argued that "when the appraisal system is seen to clearly reflect the employee's outcome, trust for those responsible for the appraisal system should be improved" (1999, p. 125).

The purpose of the performance appraisal is managing the performance of employees and motivating them to arrive at high levels of performance (DeNisi & Pritchard, 2006). Another aim of the performance appraisal is that it increases the satisfaction and motivation of employees at the workplace (Kampkötter, 2017). Unless the manager evaluates the employees in the right way, this adversely affects the performance and productivity of employees (Osman et al., 2011).

On the other hand, an effective appraisal affects increasing employee performance (Giles et al., 1997) boosts organizational commitment (Behery & Paton, 2008). In that regard, Shahnawaz and Juyal (2006) proposed that through performance appraisal, employees' performance, satisfaction, commitment, and engagement can be measured

(Suan & Nasurdin, 2014). Many prior studies (Amin et al., 2014; Chang & Chen 2002; Farouk, Abu Elanain, Obeidat, & Al-Nahyan, 2016; Soomro et al., 2011) have dealt with performance appraisal as a factor that increases the performance of organization.

2.2.4 Compensation System

The aim of the design of a compensation system is to provide different forms of payment for an employee to motivate them during the job. Compensation involves the benefits of the organization provides to the individual (Yeganeh & Su, 2008). DeNisi and Griffin, (2001) defined the compensation practice as a system that gives the employee the reward as a result of a level of performance.

According to Namasivayam, Miao, and Zhao (2007), there are two types of compensation: direct compensation like bonuses and sharing of profit, and indirect bonuses such as health and unemployment insurance. Moreover, Wright et al. (2004), argued that compensation is comprised of monetary and non-monetary. Several studies have shown that compensation increases individual performance (Delaney & Huselid 1996). Other influential criteria have been found for EE (Karatepe, 2013) and employee satisfaction (Hassan, Nawaz, Abbas, & Sajid, 2013).

2.3 Organization Performance

Daft (200) saw organizational performance as the ability to reach the goals of the organization efficiently and effectively. On his behalf, Guest (1997) defined performance “as a company-dominated criterion” (p.266). Organizational performance can be measured by different parameters such as employee satisfaction and employee turnover (Harley, 2002). Several studies have evaluated organizational performance through financial performance such as profitability, sales revenue, return on assets and investment (Azmi, 2015).

Some researchers measured organizational performance on the basis of the individual level, such as employee retention (Mathis & Jackson, 2004), employees work attitudes and intention to leave (Ang et al., 2013), employee satisfaction, stakeholders, and customers (Delaney and Huselid, 1996). The present study adopted two indicators of organizational performance, which are employee satisfaction and retention, to achieve the objectives of the study.

2.3.1 Employee Satisfaction

Conceptualization of job satisfaction differs due to different perspectives. Locke (1969) defined job satisfaction as employee happiness resulting from successfully completing tasks, as well as receiving high level in work evaluations. Odom, Boxx, and Dunn (1990) argue satisfaction as a positive or negative reaction to the job.

Job satisfaction is a reaction to a job rated by levels of either liking it or disliking (Spector, 1997). Job satisfaction depends on some self-evaluations of employees towards their job such as salaries, promotion, relations with managers, and job environment (Drydakis, 2015). Shaikh, Bhutto, and Maitlo (2012), point out that satisfaction is the individual happiness towards their job after evaluating their performance. Job satisfaction is considered as the main source of the success of any organization (Korunka, Scharitzer, Carayon, & Sainfort, 2003).

2.3.2 Employee Retention

Retention is the ability of an organization to create an environment to achieve a high level of engagement with employees in the long-term. Employee retention is considered the main factor for the organization (Yamamoto 2011). Azeez (2017) contended that employee retention is an effort by the organization to keep employees who are highly experienced in achieving the organization's goals.

The organization seeks employees' retention, to prevent them from leaving the organization, which affects the organization's performance (Samuel & Chipunza, 2009). According to Vaiman (2008), employee retention is a vital source for gaining a competitive advantage. Moreover, Chiboiwa, Samuel, and Chipunza (2010) contended that retention is "to prevent the loss of competent employees from leaving productivity and profitability" (p. 2104).

2.4 Employee Engagement

The concept of EE has recently become an area of interest for researchers, and definitions of EE vary due to differences in dimensions and perspectives. Other labels for EE (Carter, Nesbit, Badham, Parker, & Sung, 2016) include work engagement (Karatepe, 2013) and personal engagement (Kahn, 1990). According to Schaufeli, Salanova, González-Romá, and Bakker (2002), EE is a positive feeling related to a work place featured by vigor, dedication, and absorption (2002).

Vigor can be seen as employees feeling high energy in the work that affects their performance (Karatepe, 2013). Furthermore, dedication can be seen as a strong sense to face any problems in accomplishing the organization's goals (Schaufeli et al., 2002). Absorption is characterized by losing self-consciousness for immersion in duties (Alarcon & Edwards, 2011).

According to Rich, Lepine and Crawford (2010), EE is a commitment to employees in an organization through their effective participation in the job that increases the productivity of the organization and leads to raising the relation between employees and organization. Albrecht defined EE as "a positive and energized work-related

motivational” (2010, p. 4). Moreover, Kahn (1990) proposed that EE is “both employment and explanation of persons preferred” (p.700).

Another definition that deals with organizational effectiveness as a result of EE has been adopted by Katz and Kahn (1978). Robinson, Perryman, and Hayday (2004) described EE as a positive employee attitude on the job that creates a commitment to the organization and leads to improved organizational performance and effective achievement of the organization's goals (Schaufeli et al., 2002).

In the same vein, Karatepe (2013) also contended that EE plays a vital role in improving organizational performance. Harter et al. (2002) indicated that EE plays an important role in increasing the level of performance of the organization, whereas Saks (2006) noted that the effects of EE on employee behavior lead to improved organizational performance.

According to Schaufeli et al. (2002) EE is focused on cognitive emotion more than focus on individual behavior or a different event. EE is a positive emotion of an employee within job towards the organization value (Robinson et al., 2004). Schaufeli and Bakker (2010) indicated that EE focuses on the psychological state and personal energy.

2.6 Servant Leadership

SL is considered a vital leadership style in any organization due to its focus on empowering subordinates in the organization, developing communication between subordinates and management, and serving the desires of followers first (Ehrhart, 2004). Bass (2000) described SL as paying primary concern to individual needs

The pioneer in the study of SL was Greenleaf (1970). Greenleaf (1977) defined a servant leader as servant first, which is the main criteria of the given concept. It is positively and significantly contributing to organizational success and increases follower's personal growth (Ehrhart, 2004). Similarly, Carter & Baghurst (2014) promoted that the SL is a one of leadership style in which leaders desire to help followers to reach established organizational goals which lead to generating a unique culture in the organization.

According to Ehrhart (2004) and Fletcher (1999), the main role of servant leaders is to motivate and encourage followers within the job and to develop followers' skills and increase their level of success in the organization. In a similar vein, Greenleaf and Spears (2002) contended that SL is the leader's establishing a strong relationship with subordinates through providing advice do their job in the right way and develop their experiences. The needs of followers and serving their desire are considered the main priorities of servant leaders (Stone & Russell, 2004). In other words, SL is “a strong altruistic and ethical overtone” (Northouse, 2004, p. 308). Spears (2004) advanced ten characteristics for SL: foresight, listening, empathy, stewardship, healing, awareness, persuasion, conceptualization, commitment, and building the community.

SL is considered as a leadership style; nevertheless, there are substantial differences between SL and others. For example, SL focuses on serving the follower. On the other hand, transformational leadership focuses on the desire of the leader and on how to achieve the organization's goals (Greenleaf, 2002; Graham, 1991). SL is distinguished by building a strong relationship with a subordinate, customer, and stakeholders outside of the organization (Greenleaf, 1977).

SL is believed to have a significant positive to organizational success and increasing the personal growth of subordinates (Ehrhart, 2004). These effects are reflected in increasing satisfaction and interest among followers in the workplace. Increased interest among subordinates will in turn eventually enhance job performance (Spears & Lawrence, 2002).

According to Van Dierendonck (2011), SL is mostly related to estimating employee performance. Within the same scope, De Clercq et al. (2014) highlighted the positive role of SL on EE. Kell (2010) indicated that selflessly serving the employee is one of the vital characteristics of servant leaders that result in employees' feeling safe and thus engaging them with organization. In addition, Macey and Schneider (2008) saw leadership as one of the main factors that influence employees' engagement and in the workplace.

Chapter 3

THEORETICAL FRAMEWORK, HYPOTHESIS DEVELOPMENT, AND CONCEPTUAL MODEL

This chapter displays the theories are related to the variables and model of the study. In this chapter, the researcher also shows the proposed hypotheses based on previous studies and presents the research model of the study. In this chapter, three theories are explained: the RBV, AMO, and LME theory. Last, the researcher discusses the relationship between the variables and proposes the hypotheses.

Regarding theoretical framework, there are two theories that show the relationship between HPWS and organization performance. The first theory is RBV theory and AMO theory. Another relevant theory that helps to explain SL's role in the model is the LMX theory.

3.1 Resource-Based View (RBV) Theory

The RBV theory is considered one of the main theories underpinning HPWS (Barney, 1991). According to the RBV theory, the organization must utilize unparalleled resource and development in the right way that leads to increasing the competitive advantages of the workplace (Barney, 1991, 2001). In the same vein, Barney and Wright (1998) and Wright et al. (2001) stated that HR is a unique source in the organization through which resources can raise the organizational performance that affects increasing the competitive advantage of the organization. Moreover, the relationship between HPWS practices and organizational performance can be

developed via the precepts of RBV theory. Specifically, RBV theory proposes that the relationship between HPWS and organizational performance is of interest to the success of the organization (Boselie, Dietze, & Boon, 2005).

According to RBV, HPWS plays a vital role in the success of the organization through the competencies and capabilities of employees (Seong, 2011). Equally, HPWS is considered as the core source, which contributes to creating a competitive advantage for the organization (Barney, 1991). According to Barney, (1991), Grant (1999), and Wernerfelt (1984), the unique resources are scarce, valuable, and unparalleled, and it is through these resources that the organization can achieve the optimal performance and develop the competitive advantages.

3.2 Ability- Motivation-Opportunity (AMO) Theory

The theory focuses on the relationship between HPWS and the organization's performance (Appelbaum et al., 2000). Based on the AMO theory, the HPWS practices boost performance, Paauwe (2009) contended that the AMO theory considers the employees as the key factor in increasing the performance level of the organization through their abilities, motivation, and opportunities.

According to AMO theory, ‘‘The HPWS play an essential factor improve the organization performance via three mechanisms: the first by developing employee skills (ability) the second by increasing employee motivation to put in additional effort (motivation) the third by providing employees with the opportunity to make full use of their knowledge their job (opportunity)’’ (Hyde et al., 2009, p.703).

The organization focuses on the abilities and motivation of the employees and gives employees opportunities to contribute to the success of the organization, which in turn

leads to creating a competitive advantage for the organization (Appelbaum et al., 2000). Boxall and Macky (2009) indicated that HPWS practices affect the performance of the organization through training the employees and raising their capabilities, motivation, and opportunities for participation within the organization.

3.3 Leader-Member Exchange (LMX) Theory

The LMX theory is considered as the core theory which examines the relationship between the leader and the subordinate. LMX theory builds on the Social Exchange theory (Gouldner, 1960). Also, it was developed by Dansereau, Graen, and Haga (1975), who argued that the social exchange between leaders and followers leads to creating a good relationship with leaders and subordinates (Graen & Uhl-Bien, 1995).

Drawing on the LMX theory, it explains the quality of the link between the leader and followers, if high or low. The high relationship between the leaders and follower produce a positive effect on the performance, the level of commitment, and satisfaction of the employee (Volmer, Spurk, & Niessen, 2012). In addition, the LMX theory indicates that the relationship of the leader and subordinate support the trust of the leader with their followers and leading to sharing follower's decision making with leaders.

According to the LMX theory, leadership is based on three the main elements: leaders, subordinates, and their relationship (Graen & Uhl-Bien, 1995). LMX theory describes the relationship between SL and followers. Thus, the main role of SL is putting the needs of followers firstly then leaders' needs secondly. Based on the LMX theory, the researcher in this study will examine the SL relationship, which will in turn affect EE, employee satisfaction, and employee retention.

3.4 Hypothesis Development

The researcher determined the variables of the study, from previous studies, which included HPWS practices (selecting and recruitment, training and development, performance appraisal, and compensation and reward), organizational performance (employee satisfaction and employee retention), EE, and SL. All of these variables are interrelated. Case in point, HPWS practices influence EE, employee satisfaction, and employee retention. In the same manner, SL influences EE and employee satisfaction and retention.

3.4.1 The Relationship between HPWS Practices and Organization Performance

The relationship between HPWS practices and organizational performance can be developed via the precepts of the (RBV) theory. Specifically, (RBV) theory proposes that the relationship between HPWS and organizational outcome is of interest to the success of the organization (Boselie et al., 2005).

Based on their findings, previous empirical studies of the link between HPWS and organizational performance based on RBV theory can be classified into three categories. The first category of studies showed that HPWS practices have an impact on organizational performance (Nadeem et al., 2019; Kloutsiniotis and Mihail, 2018; Lu et al., 2015; Pereira and Gomes, 2012; Zhou-huanqing, 2013; Zhang and Morris, 2014).

The second category of studies revealed the influence on organizational performance of individual HPWS practices, such as recruitment and selection (Hee, Halim, Ping, Kowang, & Fei, 2019; Saddam and abu Mansor, 2015; Ekwoaba et al., 2015 Djabatey, 2012), training and development (Diab and Ajlouni, 2015; Elnaga and Imran, 2013;

McNamara et al., 2012; Mangkunegara and Waris, 2015), compensation and rewards (Njoroge and Kwasira, 2015; San Ong and Teh, 2012; Yasmeen et al., 2013), and performance appraisal (DeNisi and Pritchard, 2006; Farouk et al., 2016; Soomro et al., 2011).

The third category of studies showed the effects of HPWS practices on certain indicators of organizational performance, such as job satisfaction (Chow, Haddad, & Singh, 2007; Fabi, Lacoursière, & Raymond, 2015; García-Chas, 2016; Petrescu & Simmons, 2008; Steijn, 2004; Wu and Chaturvedi, 2009), EE (Aybas and Acar, 2017; Alfes et al., 2013; Ling Suan and Mohd Nasurdin, 2014; Karatepe et al., 2016; Presbitero, 2017), and employee retention (Ashton, 2017; Benish and Gulzar, 2014; Haider et al., 2015; Presbitero, Roxas, & Chadee, 2016).

In a study of a power company in India, Muduli (2015) stressed positive associations between six HPWS practices (i.e., staffing, compensation, flexible job assignments, teamwork, training, and communication) and organizational performance. Jyoti and Rani (2017) also noted that HPWS fostered organizational performance by providing a good working environment for employees in a telecommunication organization. Based on their results, Katou and Budhwar (2007) advocated a positive influence of HPWS practices on organizational performance through recruitment, training, promotion, and health and safety.

Additionally, Haider et al. (2015) maintained that HPWS practices support employee retention, and similarly, Azeez (2017) indicated that HPWS practices such as leadership, rewards, salary, compensation, training and development, career development, and recognition are influential for job satisfaction and employee

retention. Hong, Hao, Kumar, Ramendran, and Kadiresan (2012) stressed that HPWS practices, namely training and development, appraisal systems, and compensation, positively affect employee retention.

Moreover, there is evidence that HPWS practices enhance employee satisfaction. For example, García-Chas, (2016) showed that HPWS was of paramount importance for improving ES in a variety of sectors in Spain. In addition, studies by Javed et al (2012), Sahinidis and Bouris (2008), Hanaysha and Tahir (2016) exposed that training and development boosted employee satisfaction. Likewise, Dahie and Mohamed (2017) indicated that compensation system is considered an important role to increase the level of employee performance and employee satisfaction (Hassan et al., 2013). Based on all the aforementioned findings, the proposed hypotheses are as follows:

H1a: HPWS practices have a positive effect on employee satisfaction.

H1b: HPWS practices have a positive effect on employee retention.

3.4.2 The Relationship between HPWS and Employee Engagement

Based on the precepts of AMO theory, the study focused on the link between HPWS practices and EE. A number of empirical studies have asserted a link between HPWS practices and EE. For example, Davies, Taylor, and Savery (2001) indicated that HPWS practices, such as training and development influence EE. Karatepe and Olugbade (2016) showed that selective staffing, job security, teamwork, and career opportunities, motivate employees to boost EE, which leads absence intentions.

Moreover, Karatepe (2013) showed that training, empowerment, and reward systems boosted EE among employees in the hotel sector in Romania, and Presbitero (2017) found that HPWS practices, such as training and development and rewards positively influenced EE in the Philippines hotel sector. In concordance with these findings, Ling

Suan et al. (2014) showed that training and performance appraisals enhanced EE in the Malaysian hotel sector.

In addition, Juhdi, Pa'wan and Hansaram (2013) reported that HPWS practices such as compensation, rewards, development opportunities, career management, person-job fit and job control positively influenced EE. By contrast, Babakus Yavas, and Karatepe (2017) demonstrated that training, empowerment, and rewards were negatively linked with EE. Based on these findings, the following hypothesis is proposed

H2: HPWS has a positive effect on EE.

3.4.3 The Relationship between Employee Engagement and Organization Performance

According to Kaliannan and Adjovu (2015), EE supports organizational success by enhancing competitive advantage. Studies have provided evidence that EE enhances organizational performance. For example, Albrecht et al. (2015), Dhir and Shukla (2019), and Kaliannan and Adjovu (2015) demonstrated that EE positively influences organizational performance. The results of another study showed that EE is significant for the organization and employee (Demerouti & Cropanzano, 2010). Baumruk (2004) indicated that EE promotes teamwork and job sharing, leading to attainment of the organization's goals.

In a study of employees in the hotel sector, Kim and Koo (2017) found that EE fostered organizational performance. Also, Rich et al. (2010) provided empirical results for the relationship between EE and organizational performance. Furthermore, Bhatnagar (2007) demonstrated that there is a significant link between EE and retention.

Some empirical studies have found significant relationships of EE with employee satisfaction, a measure of individual performance, and employee retention. For example, Alarcon and Lyons (2011) and Rayton and Yalabik (2014) reported that EE positively influences employee satisfaction. Bhatnagar (2007) showed that EE increased employee retention in an information technology-enabled services (ITES) organization in India. More recently, Kundu and Lata (2017) reported that EE enhances employee retention in different organizations (public and private sector). Given these findings, the following hypotheses are proposed:

H3a: EE has a positive effect on employee satisfaction.

H3b: EE has a positive effect on employee retention.

3.4.4 Employee Engagement Mediates between HPWS Practices and Organization Performance

The (AMO) theory represents a viable theoretical framework for mediation of the relationship between HPWS practices and organizational performance (Takeuchi, Lepak, Wang, & Takeuchi, 2007). There is evidence that EE plays a mediating role in multiple relationships. For example, Schaufeli et al. (2006) reported that EE fully mediates the effect of job resources on proactive behavior. Similarly, in a study of the banking sector in the UK, Yalabik, Popaitoon, Chowne, and Rayton (2013) showed that EE has a place in mediating the link between satisfaction and outcomes of employee.

Karatepe et al. (2016) advanced that engagement illustrates a mediator role in the relationship between organization mission fulfillment and job performance. On other hand, empirical research revealed that EE is considered as a mediator between HPWS practices and organization's performance. For example, Chung (2010) showed that EE mediates between organization performance and job resources. Muduli, Verma and

Datta (2016) asserted that EE mediates between the HPWS practices and three of the organization's performance indicators: profit max, market leadership, and productivity.

Moreover, empirical research has revealed that EE plays a mediating role between HPWS practices and organizational performance. For example, Alfes et al. (2013) reported that perceived HPWS practices positively influenced organizational citizenship behavior and turnover intentions through EE. Table 1 provides more comprehensive empirical evidence and shows the mechanisms between HPWS and organizational performance.

Consequently, the researcher proposed that EE is a mediator between HPWS practices and organizational performance (employee satisfaction, employee retention), leading to the following hypotheses:

H4. EE as a mediator of the effects of HPWP practices on (a) employee satisfaction, (b) employee retention.

Table 1: HPWS and Organization performance

Authors	HPWS practice	Mechanism	Organization performance indicators	Findings
Evans and Davis (2005)	Staffing, Self-managed teams, Decentralization, Training, Flexible work assignments, Communication, Compensation	Internal Social Structure as a mediating role	Organizational financial efficiency and Organizational flexibility	The results show that the impact of HPWS practices on Organizational financial efficiency and Organizational flexibility is significant. Also, Internal Social Structure plays a mediating role between HPWS practices and Organizational financial efficiency and Organizational flexibility
Kintana et al., (2006)	Staffing, compensation, employment security, flexible job assignments, self-directed teams, training, and communication	The moderating role of technology	operational performance	The results indicated that HPWSP is found to be positively related with operational performance. Also, technology is moderating on the relationship HPWS and operational performance.
Karatepe (2013)	Training, Empowerment, Rewards	Work engagement as a mediating role.	Work outcome and Extra-role customer service.	The results suggest that work engagement acts as a full mediator of the effects of HPWPs on work outcome and extra-role customer service. Also, HPWPs in turn trigger job performance and extra-role customer service

Table 1 (continued)

Authors	HPWS practice	Mechanism	Organization performance indicators	Findings
Lu et al. (2015)	Training, work analysis, employee participation, profit sharing, employee development, and performance evaluation.	Innovation as a mediating role.	Operating performance and Market performance	The results indicated that the impacts of HPWS practices on firm performance are significant, except for profit sharing, employee development, and performance evaluation. Moreover, innovation plays a partial mediating role between them.
Muduli (2015)	Staffing, compensation, flexible job assignments, teamwork, training, and communication.	Human resource development (HRD) Climate as a mediating role.	Profit maximization, Market Leadership, Improved productivity.	The results indicated that HPWSP is found to be positively related to organizational performance. Also, Human resource development (HRD) Climate as a mediator between HPWS and Organizational performance.
Karatepe and Olugbade (2016)	Selective staffing, job security, career opportunities, and teamwork	Work engagement	Absence intentions, service recovery performance, and creative performance	Work engagement plays a partial mediating role between HPWS practices and absence intentions, service recovery, and creative performance

3.4.5 Moderating role of Servant Leadership

Based on the LMX theory, the servant leader seeks to meet the employee's needs and provide a safe environment, leading to the success of the organization (Greenleaf, 1977; Kahn, 1990). When a leader shows more attention to the needs of the employee and develops work resources, this impacts by increasing the engagement of the employee (Harter et al., 2002).

In empirical terms, Bass (2000) indicated that the SL, which is considered a vital leadership style in the organization, focuses on the subordinate's first then leaders. On the one hand, other studies revealed that SL is significant for the individual performance level. For example, Donia, Raja, Panaccio, and Wang (2016) and Van Dierendonck and Nuijten (2011) proved that SL was positively associated with organizational outcome, such as employee satisfaction. On the other hand, the SL boosts EE (De Clercq et al., 2014; Van Dierendonck, 2011; Karatepe & Talebzadeh, 2016) and reduces the employee turnover intention rate (Hunter, Neubert, Perry, Witt, Penney, & Weinberger, 2013; Le Ng, Choi, & Soehod, 2016). In their research, Wong, Davey, and Church (2007) contended that the SL was positively associated with employee retention.

However, in the researcher's review of the literature no study was found that investigated the effect of the moderating role of SL on the relationship between EE and satisfaction and employee retention. Consequently, the following hypotheses are concluded:

H5a: Does SL influence strengthening the relationships between EE and employee satisfaction?

H5b: Does SL influence strengthening the relationships between EE and employee retention?

3.5 Conceptual Model

The conceptual model is shown in Figure 2. The model suggests that HPWS practices are directly linked to EE. In addition, the model shows that EE enhances employee retention and employee satisfaction. Hence, the researcher proposed that EE mediates the effect of HPWS practices on employee satisfaction and retention. Finally, the researcher assumed that SL moderates on the relationships EE with employee retention and employee satisfaction.

Time I

Time II

Time III

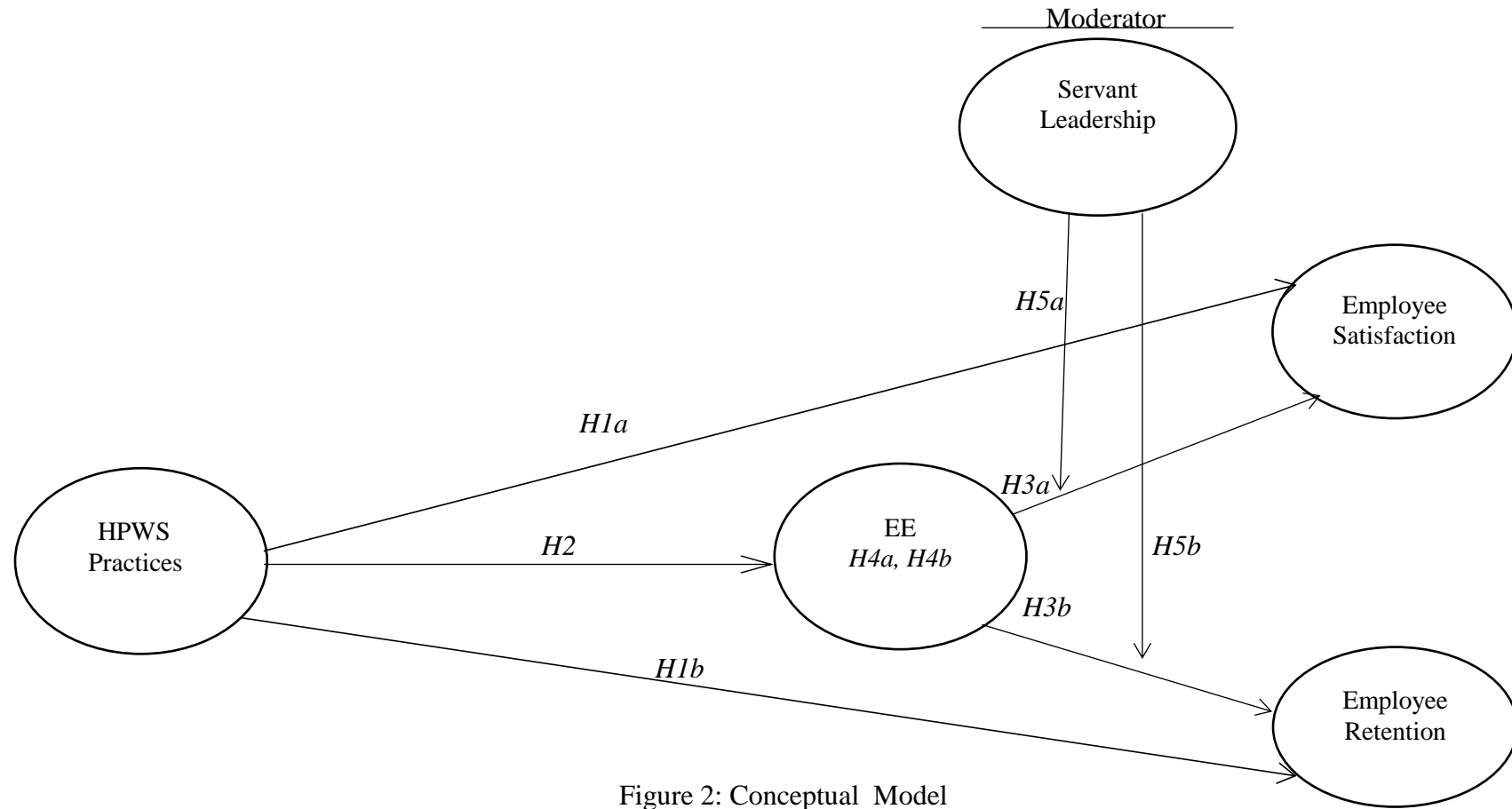


Figure 2: Conceptual Model

Chapter 4

METHODOLOGY

The aim of the chapter was to examine the influence of HPWS practices on organizational performance, EE as the mediation role between HPWS practices and organizational performance, and the SL as the moderator role of the relationship between EE and organizational performance. To pursue the objective of the study, the researcher utilizes a qualitative research method. In this chapter, a description of the analysis instrument is applied. In addition, the researcher discussed the reasons beyond applying this instrument. Furthermore, the chapter presents the sample and sampling technique, and it describes the pilot study to measure the validity and reliability of the instruments.

4.1 Research Design

The design of the current study was experimental research because of the existence of hypotheses. The main objective of the study was testing the hypotheses. Besides, the design of the research follows a quantitative method to identify which variables affected each other and to check the proposed hypotheses by using statistical software for measuring the relationship. According to Dornyei (2007), the quantitative method is the process of collecting data and analyzing it by using statistical approaches. Furthermore, Kendall (2008) suggested that questionnaires can provide a guiding function when dealing with a large number of people.

The researcher proposed the hypotheses based on the model of the study; thus the researcher employed correlation, mean, standard deviation, Cronbach's alpha, regression, and Confirmatory Factor Analysis to test the hypotheses.

4.2 Sampling Technique

Judgmental sampling technique was used in the current study. According to Karatepe (2013), the technique allows the researcher to choose the participants based on particular standards, which are presupposed to be representative of the population. The particular standards in the study were a full-time employee and a specific sector of airlines. Based on that, the data were collected from full-time employees (e.g., check-in, transit check-in, baggage service) in private airlines in Jordan. The total numbers of private organization airlines in Jordan are five organizations. Also, the total number of employees who are working in all private organization are 1000 employees.

The researcher corresponded with the organization airlines by sending emails to inform them about the aims of the current study and to get approval from these organizations. The researcher went through different procedures and experienced some difficulty when collecting the data. The management of some airlines did not agree to distribute the questionnaires directly to the employees, and, in this case, the researcher gave the questionnaires to managers to share them with their employees. To decrease the common bias method, the questionnaires were distributed within a time lag of two months (Karatepe, 2013).

4.3 Participants and Procedure

The context of the study was the airline sector in the Hashemite Kingdom of Jordan, which is comprised of eight public and private organizations. The participants in the study were employees working in the private airline sector in Jordan during the two-

month period of January and February 2018. Questionnaires were distributed to 300 employees, and 277 responses were received, of which 23 questionnaires were invalid. The response rate was 92%. Information from the respondents is shown in Table 2.

Table 3 shows the demographic data of the participants. The male respondents' percentage was 168 (60.6%), and the female was 109 (39.4%). Regarding the frequency of age, the most common ages were (116) between 28- 37. In terms of the educational level, the frequency of the four-year was (149), and the two-year college was (105), and the remaining (23) was the frequency of graduate participants. Regarding the participants' position, frequency of manager respondents was (19), and the assistant was (49). The rest were employees. Frequency of (80) the employees who answer the questions was working in the check-in. (45) of respondents worked at check-in of transit, and (43) were luggage service employees. The rest were doing other jobs.

Table 2: Profile Subject

Items	F	%
<i>Gender</i>		
Male	168	60.6
Female	109	39.4
<i>Age</i>		
18-27	95	34.3
28-37	116	41.9
38-47	53	19.1
47-above	13	4.7
<i>Education level</i>		
Two-year college	105	37.9
Four-year	149	53.8
Graduate	23	8.3
<i>Position of the job</i>		
Manager	19	6.9
Assistant	49	17.7
Employee	109	75.

Table 2 (continued)

<i>Type of the job</i>		
Check-in	80	28.9
Transit check-in	45	16.2
Baggage service	43	15.5
Other	109	39.4

Note; (F) Frequency

4.4 Research Instruments

This study, the researcher employed the quantitative method to answer the research questions via using the questionnaire. The questionnaire is employed to collect data from 300 employees in the airline industry in Jordan. The questionnaire consists of seven parts. The first part includes the demographic profile of the subject, such as (age, gender, etc.). Parts two, three, four, and five consists of the items of HPWS practices. Regarding the sixth part, it contains the items of employees' engagement. Part seven includes items that measure employee satisfaction and employee retention. The last part measures the SL. For the identification numbers of the questionnaires, the researcher gave each questionnaire a specific number for the purpose of anonymity.

4.5 Back translation

The researcher translated the questionnaire from English into Arabic and then back. The questionnaire was translated into English by two professional translators of English and Arabic. This was to ensure the sameness of meaning. The researcher piloted the study on twelve employees who were working in check-in in the airport to ensure understandability of the questionnaire. On the basis of the pilot study, the questionnaire was comprehensible by respondents without editing.

4.6 Measurement

In the study, the researcher employed the questionnaire as an instrument to measure the given variables (such as HPWS practice, EE, employee satisfaction, employee retention, and SL). The researcher gathered information based on primary data, which includes the questionnaire.

4.6.1 Questionnaire

The researcher used the questionnaire as an instrument to achieve the aims of the study. It was adapted from previous studies. In addition, it was designed to measure four factors regarding the current study. The questionnaire was categorized into seven parts. Each part included a number of items that were adopted from the previous studies for each factor.

4.6.1.1 Demographic information part

This part includes demographic information such as age, gender, level of education, job status, and type of job.

4.6.1.2 HPWS Practices Part

Twenty items developed by Amin et al. (2014) were adopted for measuring HPWS practices. An example of an item of the selection and recruitment was “Selection employees having desired knowledge, skills and attitude.” A sample item of training and development was “Attending training programs every year.” A sample item of compensation and reward system was “Salary comparable to the market.” A sample item of performance appraisal was “Appraisal system has a strong influence on my behavior and team behavior.”

4.6.1.3 Employee Engagement Part

EE was measured by vigor, dedication, and absorption, using fifteen items adapted from Schaufeli et al. (2006). A sample item of vigor was “At my work, I feel bursting

with energy.” A sample item of dedication was “My job inspires me.” A sample item of absorption was “I am immersed in my work.”

4.6.1.4 Organization Performance Part

The researcher determined employee satisfaction and employee retention as indicators for organizational performance. Seven items from Barakat et al. (2016) were utilized for measuring employee satisfaction. A sample item of employee satisfaction was “I like the work I currently do in this company.” Eight items adapted from Kundu et al. (2017) were used to measure employee retention. A sample item of employee retention was, “I will not change this organization easily.”

4.6.1.5 Servant Leadership Part

Five items adapted from Otero-Neira et al. (2016) were used to measure SL. A sample item of SL was “My supervisor creates a sense of community among employees.”

The researcher employed the 5-point scale which rating from strongly agree to strongly disagree to answer the questions that were related to HPWS, employee satisfaction, employee retention, and SL. The responses to items related to EE were rated on a 7-point range from always (7) to never (1). The researcher used the back-translated method ensure equivalent meaning.

4.7 Data Analysis

The study used different techniques to analyze the collected data. The following sections describe the procedure of data analysis in detail.

4.7.1 Analysis strategy

SEM was used to test the hypotheses. Several fit indicators were employed to measure model fit. The chi-square (χ^2) test, the chi-square to degrees of freedom ratio (χ^2/df)

should be lower than 3. The comparative fit index (CFI) should be greater than 0.90, and RMSEA and SRMR should be less than 0.08 (Hair et al., 2010).

Confirmatory Factor Analysis (CFA) was used to test convergent, discriminant validity and composite reliability (Karatepe et al., 2016; Bagozzi & Yi, 1988; Joreskog & Sorbom 1996). In addition, Cronbach's alpha was measured to confirm the reliability of all factors and support their validity (Nunnally and Bernstein, 1994). Descriptive statistical techniques included means, standard deviations, and correlations.

The researcher employed the SEM to test the hypothesis by using the Moment (AMOS) version 19.0 software. Moreover, several fit indicators were employed to measure the model fit.

Chapter 5

RESEARCH RESULTS

The questionnaire was applied to develop an understanding of how HPWS practices affect EE, employee retention, and employee satisfaction; also, it measured the impact of SL on EE, employee retention, and employee satisfaction. The questionnaire contains questions regarding HPWS practices, employee satisfaction, employee retention, EE, and SL.

This chapter presents the analysis of the results of the questionnaire, then a discussion of the results which related to HPWS practices, employee satisfaction, and retention, and EE, the chapter also explains how HPWS practices improve the organizational performance through EE, also, discussion the moderator role of SL on EE and employee satisfaction and retention.

5.1 Factor Validity

Table 3 shows the results of the CFA for the loading factors, Cronbach's alpha, average variance extracted (AVE), and composite reliability (CR). Based on the EFA results, five items from HPWS practices, three from EE, and one from employee satisfaction were deleted because of cross-loading factors.

According to convergent validity was supporting evidence because all loading factors were greater than 0.60 (Fornell and Larcker, 1981). In addition, Cronbach's alpha is also considered an instrument for measuring the internal consistency of questions. In

table 3 present all values of Cronbach's alpha were greater than 0.70 that supports providing evidence of reliability (Fornell and Larcker, 1981).

The AVE values for SL, employee satisfaction, employee retention, HPWS practices, and EE were 0.64, 0.53, 0.53, 0.50, and 0.54, respectively. In support of discriminant validity, the AVE of each factor was greater than the shared variance between factors (Hair et al., 2010). For example, the square of the correlation between SL and employee retention was >0.50 . Moreover, the CR of each factor was higher than 0.60 (Fornell and Larcker, 1981).

Table 3: Confirmatory Factor Analysis

Scale items	loading	Alpha	AVE	CR
SL	.	.92	.64	.94
-Q1	.81			
-Q2	.80			
-Q3	.90			
-Q4	.82			
-Q5	.74			
Employee Retention		.71	.53	.94
-Q6	.73			
-Q7	.62			
-Q8	.80			
-Q9	.70			
-Q10	.80			
-Q11	.70			
-Q12	.72			
-Q13	.80			
Employee Satisfaction		.84	.53	.86
-Q14	.54			
-Q15	***			
-Q16	.80			

Table 3 (continued)

Scale items	loading	Alpha	AVE	CR
-Q17	.62			
-Q18	.81			
-Q19	.80			
-Q20	.80			
HPWS practices		.91	.50	.94
-Q21	***			
-Q22	***			
-Q23	.62			
-Q24	***			
-Q25	.70			
-Q26	.72			
-Q27	.73			
-Q28	.73			
-Q29	.75			
-Q30	.72			
-Q31	.71			
-Q32	.70			
-Q33	.70			
-Q34	.70			
-Q35	.61			
-Q36	***			
-Q37	.70			
-Q38	.83			
-Q39	.73			
-Q40	***			
-Q41	.60			
Employee engagement		.91	.54	.90
-Q42	.74			
-Q43	.80			
-Q44	.80			
-Q45	.70			
-Q46	.70			
-Q47	***			
-Q48	.74			
-Q49	.80			
-Q50	.63			
-Q51	.80			
-Q52	***			
-Q53	***			
-Q54	.80			
-Q55	.80			
-Q56	.71			
-Q57	.80			
-Q58	.70			

5.2 Correlation Results

Table 4 shows correlations for HPWS practices, EE, SL, employee retention, and employee satisfaction. The results show that HPWS practices were significantly related to EE ($r=0.425$, $p<0.05$), employee retention ($r=0.463$, $p<0.05$), and employee satisfaction ($r=0.571$, $p<0.05$). Positive associations were observed between EE and employee retention ($r=0.437$, $p<0.001$) and between EE and employee satisfaction ($r=0.530$, $p<0.001$). SL was positively related to employee retention ($r=0.503$, $p<0.001$), whereas SL was positively related to EE ($r=0.538$, $p<0.001$). Table 4 shows the correlation between factors was less the cut-off of 0.70.

Table 4: The Correlations

	Mean	SD	1	2	3	4	5
1. SL	3.88	.759	—				
2. Employee Retention	3.71	.475	.503**	—			
3. Employee Satisfaction	4.05	.769	.538**	.461**	—		
4. HPWS Practices	3.90	.701	.547**	.463**	.571**	—	
5. EE	5.71	.934	.475**	.437**	.520**	.425**	—

Note: SD = Standard deviation. * $p < 0.05$; ** $p < 0.01$

5.3 Structural Equation Model

For testing the study's hypothesis, SEM was used. The AMOS program modification index results suggested the nine observed variables as presented in Figure 3. Depend on the CFA results; several questions were deleted: one from employee satisfaction, two from employee retention, and five from EE. Analysis of the model showed that the four-factor measurement model offered an acceptable fit of the data ($\chi^2=725.468$, $df=339$, $\chi^2/df=2.14$, $CFI=0.901$, $RMSEA=0.064$, $SRMR=0.065$). The χ^2/df value of 2.14 is less than 3, indicating an acceptable fit. In addition, CFI was 0.901, which is

more than 0.90; the RMSEA was lower than 0.08. The all values close to indicate a good fit.

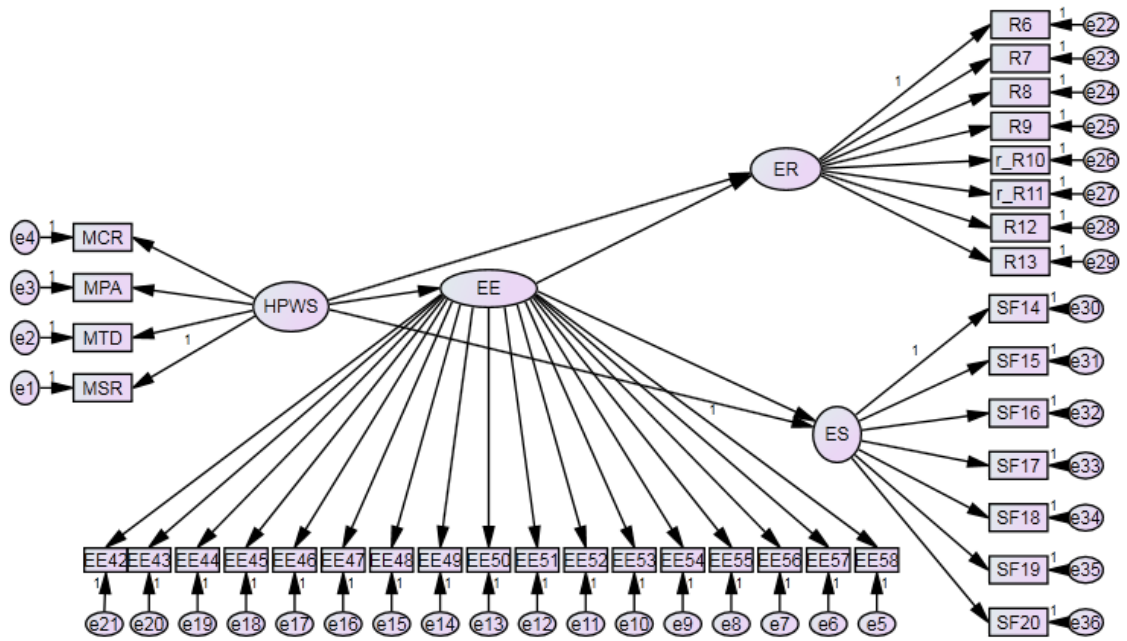


Figure 3: The first trial of the measurement model

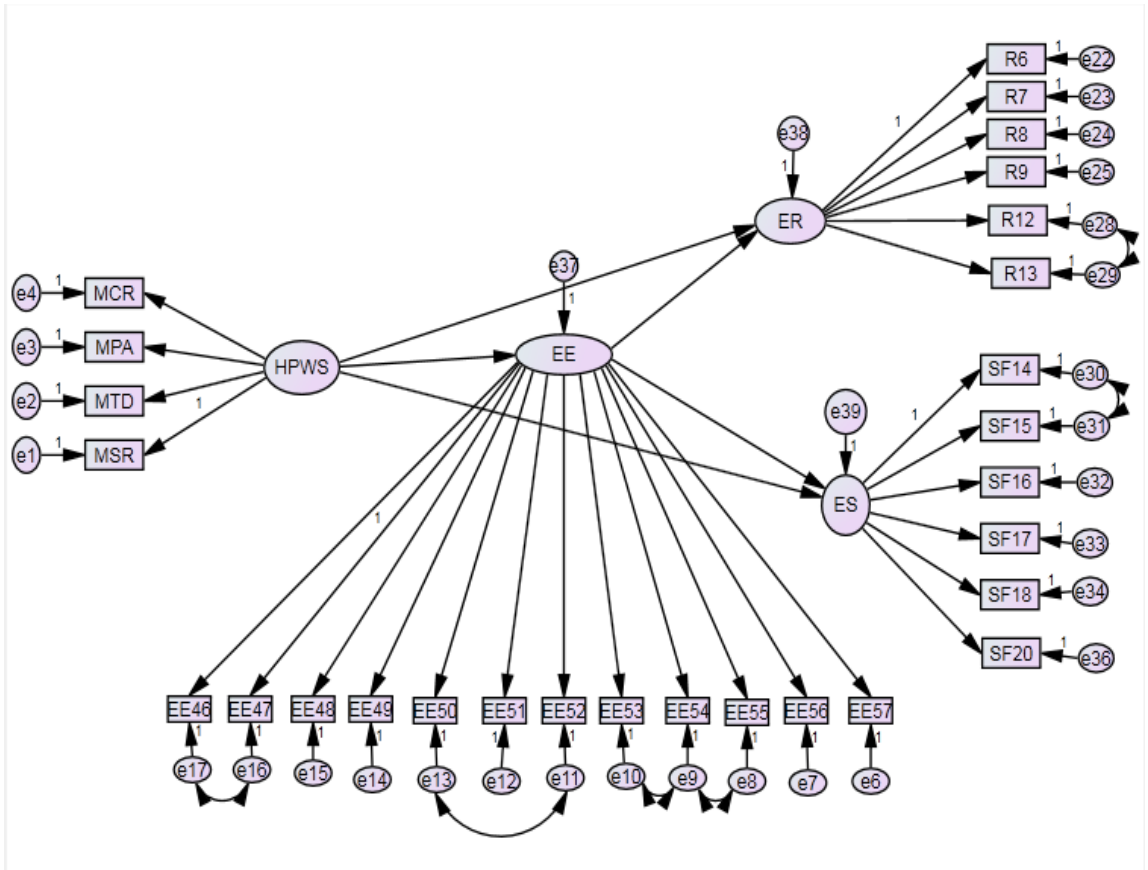


Figure 4: Confirmatory factor model

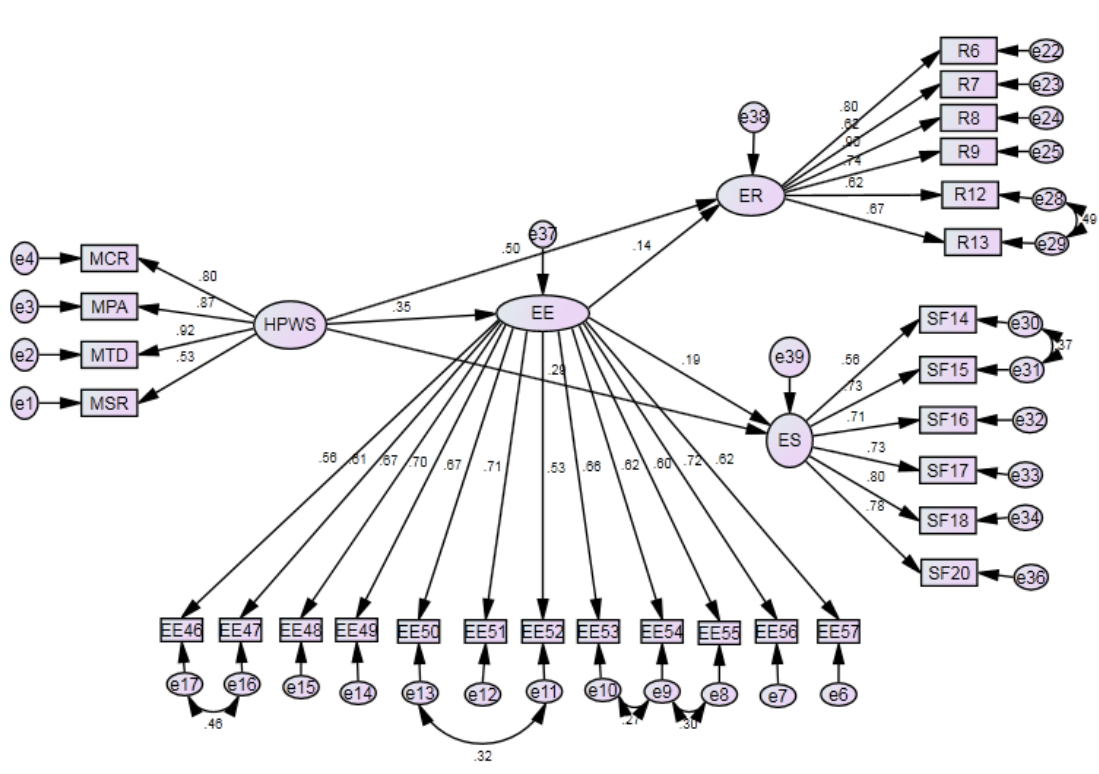


Figure 5: Structural model analysis

Diagram 5 demonstrates the structural model analysis. Table 5 presents results of the hypothesis. Hypotheses *H1a* and *H1b* suggested that HPWS practices positively affect employee satisfaction and employee retention. The path coefficients were $\beta=0.361$ ($p<0.001$) and $\beta=0.555$ ($p<0.001$), thus significantly supporting *H1a* and *H1b*, respectively. The results also indicated that HPWS practices positively affect EE ($\beta=0.365$, $p<0.001$), supporting *H2*. EE was positively linked with both employee satisfaction ($\beta=0.310$, $p<0.007$) and employee retention ($\beta=0.327$, $p<0.040$). While EEs, a positive association with employee retention was ($\beta=0.327$, $p<0.040$). The results also support *H3a* and *H3b*.

Table 5: Hypotheses Testing

Hypotheses	<i>Std.Est</i>	<i>S.E</i>	<i>CR</i>	<i>P</i>	<i>Results</i>
H1a: HPWS practices→ Employee Satisfaction	0.361	0.046	4.49	0.001	Supported
H1b: HPWS practices→ Employee Retention	0.555	0.080	6.70	0.001	Supported
H2: HPWS practices→ EE	0.365	0.044	5.18	0.001	Supported
H3a: EE→Employee Satisfaction	0.310	0.076	4.06	0.007	Supported
H3b: EE Employee Retention	0.327	0.086	4.42	0.040	Supported

Note: Std. Est = Standardized estimate, S.E =Standard Error, C.R= Critical Ratio.

Table 6: Path Estimates of Direct Effect Models

	Standardized regression weights	<i>P</i>
Direct effect without mediation		
HPWS practices→ Employee Satisfaction	0.36	0.001
HPWS practices→ Employee Retention	0.55	0.001
Direct effect with mediation		
HPWS practices→ Employee Satisfaction	0.29	0.001
HPWS practices→ Employee Retention	0.50	0.001

Table 6 show that the effect of HPWS practices on employee satisfaction decreased from Std.Est. =0.36 ($p=0.001$) to Std.Est.=0.29 ($p=0.001$) when EE entered the model. Thus, EE partially mediates the link between HPWS practices and employee satisfaction. In addition, the effects of HPWS practices on employee retention decreased from Std.Est. =0.55 ($p=0.001$) to Std.Est. =0.50 ($p=0.001$) when EE entered the model. Consequently, EE plays a partial mediator role in this relationship, supporting *H4a* and *H4b*.

Additionally, the researcher tested the mediation role by bootstrapping with 2000 resamples with 95% bias-corrected confidence intervals. In table 7 the results show the direct effect HPWS on employee satisfaction ($\beta=0.43$, $p < 0.001$) and indirect effect that goes from HPWS practices with the employee satisfaction and mediated by the EE is between 0.020 and 0.133 with 95% bias-corrected percentile method using bootstrapping method with 2000 resamples ($\beta = 0.270$, $SE =0.046$; $p < 0.001$). In addition, it provides the direct effect HPWS on employee retention ($\beta=0.55$, $p < 0.001$) and the indirect effect that goes from HPWS practices effect on employee retention via the EE is between 0.004 and 0.098 with 95% bias-corrected percentile method using bootstrapping method with 2000 resamples ($\beta = 0.501$, $SE =0.056$; $p < 0.001$). This result provides that there is mediation. Therefore, *H4a* and *H4b* were supported.

Table 7: Direct and indirect effects of HPWS on employee satisfaction and employee retention

Hypothesis	Direct Relationship	Mediation	Direct Effect	P	Indirect Effect	Lower 95% CI	Upper 95% CI	P
H4a	HPW and Employee Satisfaction	Employee engagement	0.43	0.001	0.27	.020	.133	0.001
H4b	HPW and Employee Retention	Employee engagement	0.55	0.001	0.50	.004	.098	0.001

Table 8: Moderating Test

	Employee Satisfaction			Employee Retention		
	M1	M2	M3	M1	M2	M3
Independent						
EE	.520**		.437**			
SL		.375**			.381**	
Moderator						
SL			-.19			-.282

Note: ** $p < 0.01$

5.4 Moderation Role

The results reported in table 8 indicate that EE is positively related to employee satisfaction ($\beta = 0.52$, $p < 0.01$, Model 1) and SL is effect on employee satisfaction ($\beta = 0.26$, $p < 0.01$, Model (2)). Also results shows the EE a positive association with the employee retention ($\beta = 0.43$, $p < 0.01$, Model (1) also, SL a positively link with employee retention ($\beta = 0.83$, $p < 0.01$, Model). However, when servant readership plays a moderator role in the link between EE and employee satisfaction and employee retention are not significant ($\beta = 0.-.19$, Model 3) and ($\beta = -0.28$, Model 3). Hence, the H5a and H5b was not supported.

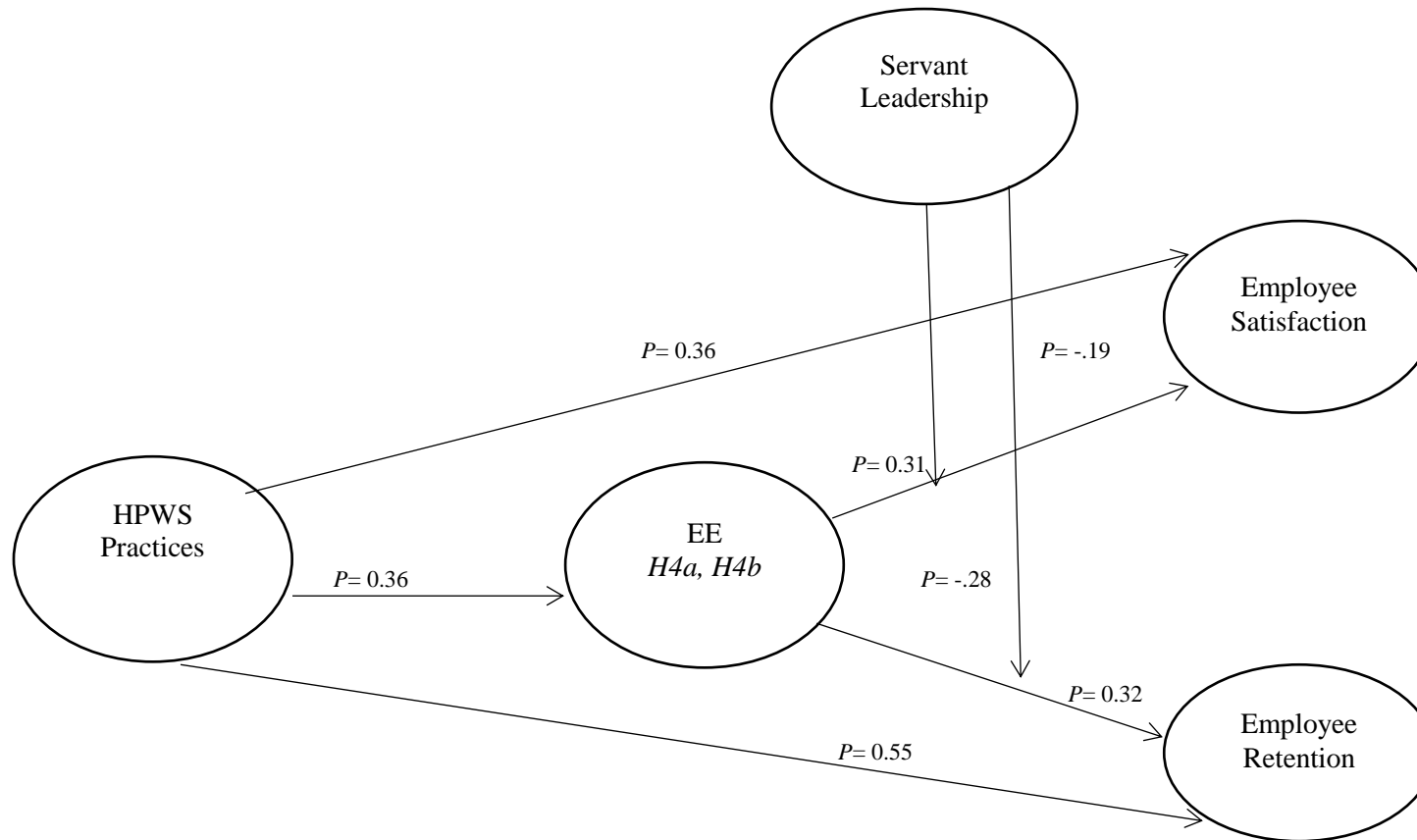


Figure 6: Conceptual Model

Chapter 6

DISCUSSION

6.1 Evaluation of Resulting

The purpose of the study was to investigate the HPWS practices that influence job satisfaction and job retention in the airline sector. It also examined the impact of HPWS practices on an organisation's performance, such as employee satisfaction and employee retention via EE. SL as a moderating role in the link between EE and satisfaction and retention of employee was also examined. The study makes three essential contributions to the literature on the hospitality industry, particularly the airline sector.

First, the role of EE as a mediator between HPWS practices and employee satisfaction and employee retention as indicators of organizational performance was tested. Second, the study is the first empirical study examines the role of HPWS practices in enhancing organizational performance in airline sector in Jordan. Third, the results of the study reveal the significance of the relationship between SL and EE and the relationships of SL with employee satisfaction and employee retention as indicators of organizational performance.

According to the results of the study, the researcher found that the HPWS play a vital role in employee satisfaction. Similarly, Chow et al. (2007) found that nine of the HPWS practices are significant to employee satisfaction in the hotel. Steijn (2004) also

indicated that HPWS practices positively impact employee satisfaction in the public industry.

The study additionally found that HPWS practices have been a significant influence on employee retention. According to the result, five of the HPWS practices are considered important for employee retention in an organisation. Although the previous empirical research had found a positive relationship between HPWS practice and employee retention, Benish and Gulzar (2014) found that the HPWS practices that include recruitment and selection, training and development, performance evaluation, promotion practices, compensation and social benefits, and a grievance handling system have a significant impact on employee retention.

Similarly, Presbitero et al. (2016) found that remuneration, training and development, career opportunities and work-life balance enhance employee retention. In contrast, Haider et al. (2015) found that training and development had a negative relationship with employee retention.

In summary, according to the results of both this and previous studies, the HPWS practices are the main factors for any organisation to both increase the level of satisfaction of the employees and enhance the rate of employee retention. Since employee satisfaction and retention are considered vital indicators for an organisation's performance, the success of any organisation is measured through them.

Regarding the impact of HPWS practices on EE, the results demonstrate that HPWS practices have a direct influence on EE. Similar to the findings of Ling Suan and Nasurdin (2014), the study found that HPWS practices, to include service training,

service rewards, performance appraisal and information, enhance EE and that the service reward was the main practice that influences EE. Presbitero's (2017) study demonstrated that only reward management and the training and development had an essential role in changing the level of EE in the hotel sector in China.

According to the study results, the positive change of HPWS practices are significant to changing the level of EE in the organisation. For example, when an organisation selects and recruits an employee in the right place, it has an effect on the performance of that employee, and that leads to a high level of EE with the organisation.

Regarding training and development practices, the level of EE within an organisation is increased when that organisation develops its employees by providing them with training programs to improve their skills and knowledge. In addition, the performance appraisal practices have the main role in increasing the level of EE; appraising the tasks of the employees and providing them feedback about their results influences their motivation and engagement. Regarding the compensation system, compensation is considered a source of motivating the employee to make their best effort on the job, which tends to increase the level of engagement.

The study also revealed that EE has a mediating place between HPWS and employee satisfaction and retention. First, the study examined the relationship between EE and employee satisfaction. The results of the analysis demonstrate a significant impact of EE on employee satisfaction. These results are consistent with those of Alarcon and Lyons (2011), who used SEM to test the relationship between EE and employee satisfaction in their study; they found that EE is the main factor that has an effect on changing the level of employee satisfaction. Second, the current study examined the

relationship if EE with employee retention. It found that EE had a positive impact on employee retention.

EE is considered a vital factor in improving both the performance and the success of an organisation. Therefore, the results of the current study explained that when an employee in an organisation feels a high level of engagement in their job, this increases the level of employee satisfaction and retention

According to the results of both the study and AMO theory, EE was found to function as a partial mediator between the impact of HPWS practices and employee satisfaction and employee retention. Specifically, the results suggested that HPWS practices increase the level of employee satisfaction and similarly increase the level of employee retention through EE. Karatepe et al. (2018) showed the impact of HPWS practices on performance via EE.

Accordingly, the final aim of the study was to investigate SL as a moderator on the relationship between EE and an organisation's performance, including employee satisfaction and retention. The results demonstrated the impact of significant SL on EE. It was also found that SL has a positive influence on employee satisfaction and retention. These findings are consistent with those of Donia et al. (2016), which showed that SL plays a significant role in increasing the level of employee satisfaction. Hunter et al. (2013) also found a significant impact of SL on employee retention. Although a positive link between SL and employee satisfaction was existed, the results suggest that SL as a moderating role in the relationship between EE, satisfaction and retention is not significant.

6.2 Limitations and Future Research

This study highlights certain limitations for future research. First, the HPWSs were demonstrated by selection and recruitment, training and development, performance appraisal and compensation. Other essential practices, such as work-life balance and rewards, can be used to measure the effect of the HPWS practices on EE. Therefore, the researcher found that the practices of HPWSs play a positive role in performance.

However, future research could use other practices to test the effect of the HPWS practices on EE and performance. The current study focused on the individual performance level, such as employee satisfaction and retention. Nonetheless, the empirical studies that test the employee retention as a parameter of organisational performance are not adequate. Future research could explain more than what is found in the literature about the concept of employee retention. In addition, future studies should assess the influence of HPWS practices on performance (i.e. financial performance) at the organisational level as well.

The current study measured the SL as a moderator on the relationship between EE and organisational performance. It employed the quantitative method for gathering data from the employees of the airline organisation in the Jordanian context. Future empirical studies could test the SL as an independent factor and EE and organisational performance as dependent factors. To gain more in-depth data about the effects of SL on organisational performance, future research should employ a different research method, such as in-depth interviews with managers and supervisors, regarding the SL.

Chapter 7

CONCLUSION

The current study focused on three essential contributions to the hospitality industry literature, particularly the airline sector. First, the role of EE as a mediator between HPWS practices and employee satisfaction and retention as indicators of organisational performance was tested. Second, the results of the study revealed the significance of the relationship between SL and EE and the relationship of SL with employee satisfaction and retention as indicators of organisational performance. Third, the study was the first empirical study of the airline sector in Jordan.

The investigation revealed that HPWS practices make significant contributions to organisational performance, and they were considered the most important source of competitive advantage. The result suggests that management should utilise good strategies for HPWS to achieve the goals and success of the organisation. In addition, management should employ HPWS practices that support, motivate and help employees when they are working; this, in turn, enhances their performance. The study ultimately proved the essential role of four practices of HPWSs in improving an organisation's performance.

First, through the recruitment and selection practice, the manager selects the right person for the right job. The management should focus on this practice because

individuals are hired through it based on the suitable competencies that influence their performance in the job and their feeling of satisfaction towards the organisation.

Second, the training and development is a major component of HPWS practice that provides the employees with the training to learn and develop the new skills and knowledge that help them to solve the problems that they face in their work, which in turn enhances the level of organisational performance. Therefore, the manager must focus on the types of training that are provided for the employees, and it must be useful for both the employees and the organisation. This means that the training must be suitable for the employees, providing them with both new knowledge and investing in their skills as well, not merely to achieve the goals of the organisation. Consequently, the employees perceive that the organisation gives them the opportunity to learn and grow in their work; all of this has an influence on organisational performance.

Third, selecting, recruitment and training development is important but not adequate without performance appraisals, which is the third practice of HPWS. In this practice, the manager evaluates the performance of the employees based on a set of standards that are related both to work and to obtaining a periodic report regarding the performance of each employee. Consequently, management should pay attention to the nature of the standards with which the managers evaluate the employees. Management focuses on justice when evaluating the employee and gives them points based on their work; the manager must also motivate the employees regarding how to score high on performance evaluations and enhance their job performance.

In addition, the management should appraise the performance periodically to ascertain which employees have high scores and which have low scores, to identify the

employees that have low scores and weaknesses in their jobs. In this case, the manager must make a decision to help them improve their work.

Fourth, the compensation system is the last of the HPWS practices. The results of the study revealed that the compensation system is considered a vital practice of the HPWS practices that boost organisational performance. Moreover, the organisation provides the employees with rewards based on the level of their performance in achieving the objectives of the organisation. The main objective of the system is to motivate the employees to continue to do their best work, which leads to high organisational performance.

Therefore, management should focus on the compensation system because it is important both for the behaviour of the employee and for the nature of the individual when they give their best effort; consequently, they need their managers to motivate them through the compensation system. The study suggested that the organisation use a good compensation system to motivate the employees and gain better organisational performance.

The study also demonstrated that HPWS practices had a positive influence on EE in the airline sector. These results demonstrate that each practice of HPWS plays a primary role in increasing the engagement of the employee towards the organisation. Consequently, the results suggested that organisations should utilise the HPWS practices in the correct way to increase the level of engagement of the employees with an organisation.

In summation, management hires the right employee for the right job, provides training courses, then evaluates their performance and gives them the rewards. All of these practices have a direct influence on both the outcome of an employee and on their engagement with an organisation. Therefore, management should direct more attention to the four HPWS practices that include selecting and recruitment, training and development, performance appraisal and the compensation system.

The concept of EE has recently become an area of interest for researchers. Therefore, the researcher focused on EE as mediation between HPWS practices and employee retention and satisfaction as parameters of organisational performance. The study demonstrated that EE is significant, along with employee satisfaction and retention as indicators for organisational performance. In addition, the study indicated that EE partially mediates the relationships of HPWS practices with employee satisfaction and retention.

Therefore, management should direct more attention to how to increase the level of EE, which has a return in the satisfaction and retention of the employees. Focus on the positive attitude that employees have on the job creates commitment to the organisation and leads to improved organisational performance and effective achievement of the organisation's goals. Moreover, management should focus on the practices of HPWS to engage the employees fully in their work so that they feel satisfied and increase organisational retention rates. For instance, when management provides training for employees to help them develop problem-solving skills, that lead to the employees feeling that they are an important source for the organisation, subsequently increasing the level, engaging the employees with the organisation and influencing their satisfaction in their work.

The researcher emphasised SL because it is considered a vital leadership style in the service sector. Moreover, the empirical research focusing on SL in the service sector is inadequate. The current study was the first empirical research that found that there is a positive relationship between SL and employee satisfaction and retention within the airline sector. The results of the study demonstrated that SL plays a critical role in improving the level of EE.

SL has numerous characteristics, which include serving the desires of the subordinates first, empowering them in the organisation and developing communication between subordinates and management. Consequently, management should practice SL, which influences the level of engagement of the employees with the organisation and motivates them to enhance their performance within the job.

Nevertheless, the results suggested that when the leaders are friendlier, serve the subordinates and provide them with comfortable communication; those subordinates feel more satisfied in their job. Since it is considered as essential in increasing the level of EE and enhancing the organisational performance, the management should direct more attention towards SL. SL creates a good atmosphere in the environment of an organisation, such as in building strong relationships between subordinates and managers.

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APPENDIX

Questionnaire

Dear Sir/Madam

The purpose of this questionnaire is to collect data on the effects of HPWS practices on employee engagement and organizational performance. Also, the aim these study to examine SL in the airline industry in Jordan as part of a study for the certificate of Ph.D. at EMU University. I will be most grateful if you could take time off your busy schedule to respond to the questions. The information you furnish will be kept and assured of anonymity and confidentiality. Thank you

Section 1

Demographic Information

Age

- 18-27
- 28-37
- 38-47
- 48 and above

Job position

- Manager
- Manager Assistant
- employee
- Others

Gender

- Male
- Female

Type of the job

- check in
- Transit check in
- Baggage service

Education level

- Two-year college
- Four-year college
- Graduate

Name of the organization:

Items	Strongly Agree	Agree	Normal	Disagree	Strongly Disagree
1. Head of departments and Assistant Registrars participate in selection process					
2. The selection system is highly scientific and rigorous					
3. Valid and standardized test are used when required in the selection process					
4. Selection employees having desired knowledge, skills and attitude					
5. Training needs are identified through a formal performance appraisal mechanism					
6. New knowledge and skills are imparted to me to work in teams					
7. There are formal training programs to teach new employees the skills they need to perform their jobs					
8. Attending training programs every year					
9. Training needs identified are realistic, useful and based on business strategy					
10. Extensive training programs for its employees in all aspects of quality					
11. Performance based feedback and counseling performance appraisal system					
12. Appraisal system has a strong influence on my behavior and team behavior					
13. Has written and operational performance appraisal system.					
12. Appraisal system is based on growth and development oriented					
14. Performance evaluation is considered important task by my supervisor					
15. My performance is measured on the basis of objective and quantifiable results					

16. Compensation is decided on the basis of competence or ability of employee					
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Items	Strongly Agree	Agree	Normal	Disagree	Strongly Disagree
17. The compensation is directly linked to my performance attractive compensation system.					
18. Salary reflects the standard of living.					
19. Salary comparable to the market					
20. Job performance is an important factor in determining the incentives and compensation of employees					

Items	Always	Very Often	Often	Sometimes	Rarely	Almost Never	Never
1. At my work, I feel bursting with energy.							
2. At my job, I feel strong and vigorous.							
3. When I get up in the morning, I feel like going to work.							
4. I can continue working for very long periods at a time.							
5. At my job, I am very resilient, mentally.							
6. At my work, I always persevere, even when things do not go well.							
7. I find the work that I do full of meaning and purpose.							
8. I am enthusiastic about my job.							
9. My job inspires me.							
10. I am proud of the work that I do.							
11. To me, my job is challenging.							
12. Time flies when I am working.							

13. When I am working, I forget everything else around me.							
14. I feel happy when I am working intensely.							
15. I am immersed in my work.							
16. I get carried away when I am working.							
17. It is difficult to detach myself from my job.							

Items	Strongly Agree	Agree	Normal	Disagree	Strongly Disagree
1. I am likely to stay in this organization for next five years					
2. I will not change this organization easily					
3. For me, this organization is the best of all possible organization to work for					
4. If it were up to me, I will definitely be working for this company for the next five years.					
5. If I could start over again, I would choose to work for another company.					
6. If I received an attractive job offer from another company, I would take the job.					
7. The work I'm doing is very important to me.					
8. I love working for this company					

Items	Strongly Agree	Agree	Normal	Disagree	Strongly Disagree
1. I would recommend this company to my family and friends as a great place to work					
2. I like the work I currently do in this company					
3. I am encouraged to contribute to improving the way my job is done					

4. I know what I must do to grow professionally in this company					
5. I believe working in this company will bring me opportunity to improve my career and grow					
6. I feel that my work is important for this company to succeed					
7. I think that working in this company makes my life better					

Items	Strongly Agree	Agree	Normal	Disagree	Strongly Disagree
1. My supervisor spends the time to form quality relationships with employees					
2. My supervisor creates a sense of community among employees					
3. My supervisor makes the personal development of employees a priority					
4. My supervisor balances concern for day-to-day details with projections for the future					
5. My supervisor works hard at finding ways to help others be the best they can be					