Original Research Article

The impact of human resource management practices to achieve the employees' work engagement and competitive advantage in the Arab Universities

Dr. Abdelrazaq Al rahahleh (Assistant Professor)

Abstract

Northern Borders University (NBU) and University of Jordan (UJ)

E-mail: rahalla@hotmail.com

This study aims to examine the impact of human resource management practices to achieve the employees' work engagement and competitive advantage in the Arab Universities (A case study in Northern Borders University (NBU) and University of Jordan (UJ). The Data were gathered using surveys from a sample of 438 customer-employees from NBU and UJ analysed using the Partial Least Squares technique (PLS). The findings showed that service training and performance appraisal have a positive and a significant influence on work engagement in the universities. The proposed model was able to explain 16.2 percent of the variance in work engagement. The findings indicate that universities authorities can enhance work engagement of their customer-contact employees by improving service training and refining performance appraisal practices. Also this study is one of the few studies that focus on the specific effect of individual human resource management practices on work engagement, especially within the context of a developing country (Saudi Arabia and Jordan) using structural equation modelling.

Keywords: Human resource management practices, competitive advantage, Saudi Arabia, Jordan, employees, Universities, Work engagement

INTRODUCTION

Human Resource (HR) hones have been recognized by numerous researchers as a crucial function in upgrading hierarchical efficiency and execution (Petrescu and Simmons, 2008). Besides, numerous researchers see Human Resource Administration (HRM) as a tool for maintaining a competitive advantage for associations (Zheng, 2009; Chang and Huang, 2005). HRM basically started in the Joined together States of America (USA), with other Western nations such as Britain and Canada as well as other developing countries taking after the USA's lead (Convertino, 2008). HRM has been sorted out and employed viably inside created nations, but has confronted issues and was not employed well in other parts of the world such as Center Eastern and Arabic

countries (Melham, 2004; Abu-Doleh, 2000).also Human resources management is one of the most vital management exercises related to the most important resources in the management of the company, and the most persuasive inefficiency: the human component. Human resources management is too considered a foundation for most companies. It points to reinforce organizational capabilities and empower companies to draw in and qualify the vital competencies able of keeping up with current and future challenges. Human resources unequivocally contribute to accomplishing the objectives and benefits of companies. The effectiveness and victory of companies depend essentially on the effectiveness of the human component. In arrange to be

able to control execution and accomplish the vital goals effectively and productively, human resources management needs an expansive number of choices, Turn on exact and helpful data when required, effortlessly available and effectively utilized. The competition has gotten to be the dialect of the period and the intrigued of people.

About NBU and UJ

The University of Northern Border is a Saudi university founded by the Custodian of the Two Holy Mosques, King Abdullah bin Abdul Aziz on his visit to the northern border in 1428 , where he was to begin the establishment of the Faculty of Science area Salehia, and then was annexed Teachers College (Education and Arts currently) and several colleges in the provinces of Rafha and Tarif University together to form the northern border .Has been the development of many academic disciplines at the university, including scientific , educational, administrative , through science, medicine and medical science and Solly Science and Engineering Society.

The University of Jordan (UJ), which was founded in 1962, has grown to become Jordan's largest and leading institution of higher education, and has evolved into a comprehensive university with national and international prominence, it has offered a wide choice of academic programs for students who can choose from more than 250 Programs from 24 schools in various disciplines.UJ offers 94 bachelors in different programs in Medicine, Dentistry, Pharmacy, Nursing, Rehabilitation Science, Science, Agriculture, Engineering, Information Technology, Art, Business Administration, Sharia'a, Educational Sciences, law, Physical Education, Arts and Design, International Studies, Foreign Languages, Archaeology and Tourism .At graduate level, UJ provides 38 doctoral Programs, which represent more than 50% of doctoral programs in Jordan, and 111 master programs, which represent about 25% of master programs in Jordan, 16 higher specialization programs in medicine and one in dentistry, and 3 diploma programs.Since its foundation, the number of UJ graduates have exceeded 200,000 graduates around the world, and UJ's employment reputation is 330 worldwide according to QS World Universities Ranking.

Theoretical background

In Saudi Arabia and Jordan Universities, employee recruitment and selection is inadequate and needs constructive attention if it is to enhance and support the competitive advantage of an organisation (Al Fayyad, 2005). Whilst the job analysis process and job descriptions are often in existence, they are rarely referred to during the recruitment and selection stage.

Most employees are not aware of, or even ask about, their job descriptions, because it seems that the job description is prepared as a part of the personnel administration process for bureaucratic and routine procedures, rather than for recruitment and selection (Budhwar and Mallahi, 2006; Al-Athari and Zairi, 2002; Abdalla and Al-Homoud, 1995).

Fruitful HRM arranging is planned to recognize an organization's HR needs; once these needs are known, the association ought to act to meet these needs through the staffing function (Paul and Anantharaman, 2003; Heraty and Morley, 1998; Montgomery, 1996). The objective of the staffing prepare is to find, select, secure and put the HRs necessary to fulfil authoritative plans (Katou, 2008; Heraty and Morley, 1998).

According to the Conservation of Resource (thereafter labelled as COR) theory (Hobfoll, 1989), resources (in the form of objects, personal characteristics, conditions and energies) are valuable to individuals, as the availability of resources facilitates individuals to accomplish their goals and reduce their job demands (such as time and energy in completing their job). The COR theory (Hobfoll, 1989) suggests that individual with resources are more capable of gaining more resources and are less inclined to resource loss. The COR theory (Hobfoll, 1989) further suggests that individuals are motivated to protect their resources from loss and will strive to accumulate as many resources as possible. Consistent with this view, Salanova et al. (2005) proposed that one form of resources at the organizational level is HRM practices, as these practices are able to assist employees to achieve their work goals effectively and reduce their job demands when executing their task. When employees are able to implement their jobs with minimal burden, they are more likely to develop a positive attitude at work such as being energetic, dedicated and happy, all of which characterized work engagement (Christian et al., 2011).Findings from a recent empirical study by Karatepe (2013) among 110 frontline employees from eight Romanian hotels demonstrated that HRM practices indeed have a positive and significant relationship with work engagement.

University's need to capitalize on their human resources to strengthen their competitive position (Baum and Mudambi, 1999; Hayes and Ninemeier, 2007). Although the University business employed a multitude of human resources, Bienstock *et al.* (2003) stressed that it is the frontline employees (hereafter known as customer-contact employees) that represent the most vital resource for a University, as they frequently have face-to-face or voice-to-voice contact with customers which enables them to distinguish a University's service delivery quality from its competitors (Karatepe and Uludag, 2008; Nailon,1989; Samenfink, 1994; Yang, 2012; Yeh, 2013). During these "touch points" with customers, customer-

contact employees act as representatives of their employing organization in the delivery of service. As such, they have the opportunity to strengthen or weaken their institution's image. For instance, an inappropriate response from a particular customer-contact employee during the service interaction may result in customer dissatisfaction (Bitner et al., 1990).

Because customer-contact employees play a central role in influencing guest satisfaction, combined with the University's' need to strive for competitive advantage and business sustainability, infusing such employees with positive attitudes in the form of higher work engagement would be a strategic move (Kusluvan et al., 2010). According to Schaufeli et al. (2002), work engagement is defined as a positive, fulfilling and work-related state of mind that is characterized by vigour, dedication and absorption. Engaged employees have been found to be highly energetic, self-efficacious individuals who will exercise influence over events that affect their lives (Bakker et al., 2010). Similarly, using a sample of service employees and customers from 114 service organizations in Spain, Salanova et al. (2005) discovered that work engagement enhances service climate in the organization, which, in turn, resulted in favourable employees' performance and greater customer loyalty. More recently, in a study conducted by Karatepe (2013) among 110 frontline employees from eight Romanian University's, work engagement was found to have a positive and significant relationship with job performance and extra-role customer service.

Given the benefits associated with work engagement, numerous studies have tried to identify the predictors of work engagement. Nevertheless, several observations have been noted that highlight gaps for future research in this area. First, a majority of past studies on work engagement were saturated with job-related predictors and personal- related predictors. Job-related predictors that have been examined include supervisor coaching (Bakker et al., 2007; Schaufeli and Bakker, 2004), job control (Hakanen et al., 2006; Mauno et al., 2007), autonomy (Xanthopoulou et al., 2007,2009b) and social support (Karatepe and Olugbade, 2009; Othman and Nasurdin, 2012). While, personal-related predictors that have been studied were self-efficacy (Xanthopoulou et al., 2009a), optimism (Xanthopoulou et al., 2007,2009a,2009b) and organizational-based self-esteem (Mauno et al., 2007).

Scholars opined that contextual factors play a more prominent role in shaping a person's attitude as opposed to internal factors (Salanova et al., 2005; Schneider et al., 1998). Specifically, it has been argued that human resource management practices (hereafter known as HRM practices) are particularly important for University's in promoting positive attitudes among its employees (Hoque, 1999; Kusluvan et al., 2010).

How HRM can create competitive advantage for the firm

Accepted wisdom, and popular models that explain how firms create sustained competitive advantage (SCA), centre on components outside to the firm. It is all almost clients, competitors, providers and items we are told. It is almost cost setting and showcase division and economies of scale and brand personality and so on. Porter's omnipresent "Five Powers Demonstrate of Competition", the favourite of commerce procedure teachers all over, is normal. It endeavours to clarify competitive commerce methodology exclusively through the focal point of the firm's outside working environment. The benefit is decided by how well the firm oversees and navigates the outside powers. Porter's work is exceedingly celebrated; but is it right?

The well-known models of competitive methodology appear to decrease workers to undetectable units of generation – an unimportant, undifferentiated mass. Indeed reactions of Porter's show do not show up to take note that he overlooked approximately the specialists. The thought that a firm's inside resources, particularly its workers, could play a portion in creating competitive advantage is not considered. This is in spite of an incredible bargain of insightful inquire about illustrating that representatives do not fair contribute to competitive advantage; they can themselves be a coordinate source of competitive advantage.

Regarding the HRM Practices and Employee Engagement there are four core HRM practices that are likely to be important for promoting employee engagement: selection, socialization, performance Management, and training. The focus is on these four practices because they are core HR functions that organization's need to attend to irrespective of their particular HR strategic focus. Irrespective of whether an organization has, for example, a strategic focus on high performance work practices through self/managed teams or flexible work arrangements (see Jiang & Liu, 2015), or on engagement, they will nevertheless focus on selection, socialization, performance management, and training.

Other researchers have focused on similar core HR practices (e.g., Shipton et al., 2006; Sun et al., 2007). As previously noted, although we discuss each of the four HR practices separately, it is important that they be considered as part of an integrated HR strategy and system (Gratton & Truss, 2003; Guest, 2014).

To enable employees to become a direct source of competitive advantage, it is first necessary to affirm several principles that underscore the link between a firm's human resources and its business strategy. According to Karami et al. (2004), there are four principles that link the two:

The firm must seek to ensure that it has capable and committed employees;
- The firm must commit to the strategic importance of human resources to the success of the business;
- Human resource activities must be managed by specialists; and
- Human resource management is integrated into business strategy.

Literature review

Work engagement

According to Schaufeli *et al.* (2002, p. 74), work engagement is defined as a "positive, fulfilling, work-related state of mind that is characterized by vigour, dedication and absorption". Vigour refers to a high level of energy and mental resilience at work even when the individual is faced with difficulties. Dedication refers to the involvement, enthusiasm, inspiration, challenge and pride attached to the work. Absorption refers to a person's focus and that he/she is happily occupied with work. Schaufeli *et al.* (2006) further asserted that work engagement is a persistent, pervasive and positive affective– cognitive state of mind to measure work engagement.

  Work engagement. Having engaged employees, especially those at the frontlines, is important to employing organizations, and even more so to University's. This is because as boundary spanners, customer-contact employees in University's serve as the primary interface between the University and its guests. Hence, customer-contact employees who are energetic, devoted and enjoy doing the work, will create a favourable impression of the University. In addition, highly engaged customer-contact employees are more likely to please their customers' in terms of their needs and desires that ultimately lead to their satisfaction and retention.

Human resource management practices

Specifically, scholars noted that the way in which a University manages its human resources could serve as a competitive advantage, which helps distinguish itself from its competitors (Ayse Bas, 2007; Bitner *et al.*, 1990; Nankervis and Debrah, 1995). In the past, HRM practices have been shown to have a positive impact on employees' attitudes, which include organizational commitment (Yang, 2012), job satisfaction (Chow *et al.*, 2007; Pollitt,2011; Zheng and Ricardo, 2009), behaviours such as organizational citizenship behaviours (Sun *et al.*, 2007; Tang and Tang, 2012) and organizat-ional outcomes like customer satisfaction and favourable

financial return (Mohinder and Anastasia, 2007). However, there is a lack of consensus on what makes up the "best" HRM practices for a service industry (Maroudas *et al.*, 2008). In harmony with the approach taken by scholars (Macky and Boxall, 2007; Nasurdin *et al.*, 2011), we identified four common HRM practices that have been consistently associated with employees' attitudes and behaviours. These four practices include:
1. service training (Tang and Tang, 2012; Wei *et al.*, 2010; Yang, 2012);
2. service rewards (Tang and Tang, 2012; Yang, 2012);
3. performance appraisal (Tang and Tang, 2012; Wang, 2010); and
4. Information sharing (Mendelson *et al.*, 2011; Paré and Tremblay, 2007; Yang, 2012).
Thus, these four practices were investigated as predictors of work engagement in the present study.

HRM practices and work engagement

According to the Conservation of Resource (thereafter labelled as COR) theory (Hobfoll,1989), resources (in the form of objects, personal characteristics, conditions and energies) are valuable to individuals, as the availability of resources facilitates individuals to accomplish their goals and reduce their job demands (such as time and energy in completing their job). The COR theory (Hobfoll, 1989) suggests that individual with resources are more capable of gaining more resources and are less inclined to resource loss. The COR theory (Hobfoll, 1989) further suggests that individuals are motivated to protect their resources from loss and will strive to accumulate as many resources as possible. Consistent with this view, Salanova *et al.* (2005) proposed that one form of resources at the organizational level is HRM practices, as these practices are able to assist employees to achieve their work goals effectively and reduce their job demands when executing their task. When employees are able to implement their jobs with minimal burden, they are more likely to develop a positive attitude at work such as being energetic, dedicated and happy, all of which characterized work engagement (Christian *et al.*, 2011). Findings from a recent empirical study by Karatepe (2013) among 110 frontline employees from eight Romanian University's demonstrated that HRM practices indeed have a positive and significant relationship with work engagement.

Service training

According to Yang (2012), service training relates to programmes sponsored by the service organization designed to improve the task-related skills and behavioural skills of its employees. These skills enable

customer-contact employees to better handle the complex and diverse customer needs, wants and personalities (Karatepe *et al.*, 2007; Schlesinger and Heskett, 1991).

It is, therefore, reasonable to expect that a higher level of service training would enable customer-contact employees to improve their work performance and, at the same time, decrease their job demands. In such situations, they would reciprocate the provision of these resources by becoming more energetic, dedicated and happy in work.

Therefore, it is posited that:

H1. Service training will have a positive and significant relationship with work engagement.

Service reward

Service reward is an important resource offered by an organization in motivating its customer-contact employees to work towards goal achievement. Employees often tie their value in the eye of their employer via the rewards that they received (Hayes and Ninemeier,2009). According to Lytle (1994), a shortage of rewards creates an unpleasant environment that eventually diminishes employees' work efforts and caused withdrawal from the job. Past studies have illustrated that service rewards are important in stimulating positive attitudes and behaviours among employees. For instance, a study conducted by Yang (2012) among 172 customer-contact employees in Taiwanese restaurants provided evidence on a positive relationship between organizational commitment and rewards. Likewise, in a study conducted by González and Garazo (2006) among 149 University's in Spain, customer-contact employees were motivated to go beyond their formal work roles when they are satisfied with service rewards that they received. Based on the above discussion, one can expect customer-contact employees in service organizations such as University's to develop a positive attitude at work by being highly engaged in their work when they are given appropriate amounts of rewards. Therefore, our next hypothesis reads as follows:

H2. Service rewards will have a positive and significant relationship with work engagement.

Performance appraisal

Performance appraisal is a continual observation and assessment of employee performance against predetermined job-related standards (Cheung and Law, 1998). Erdogan (2002) described performance appraisal as the procedure which include the establishment of performance standards, assessment of the related

behaviours, determination of performance rating and communication of the rating assessment to the employee. Performance appraisal is undertaken for the purpose of administrative decisions (such as pay raise, promotion), feedback, development and personnel research (Cawley *et al.*, 1998). According to Haynes and Fryer (2000), performance appraisal signals to employees the behaviours that are valued and appreciated by the service organization. According to Erdogan (2002), performance appraisal has extensive implications on employees' attitudes and behaviours in organizations. This is because performance appraisal provides valuable inputs for employees' performance improvements, which eventually shape their role-related attitude and behaviours. Because performance appraisal serves as a tool for employees to gauge their performance, assists them to identify areas for improvements and, ultimately, garners greater rewards, performance appraisal is expected to motivate customer-contact employees to become more engaged in their work. Therefore, it is hypothesized that:

H3. Performance appraisal will have a positive and significant relationship with work engagement.

Information sharing

Browning *et al.* (2009) asserted that information sharing within an organization conveys the message to employees that the organization trusts them, which is likely to make them feel important. As such, they are more motivated to contribute towards the achievement of the organization's goals. In an empirical study among 289 University employees in Taiwan, Chiangand Jang (2008) found that employee who experienced higher communication satisfactions were more motivated in their work. Customer-contact employees act as the primary link between the organization and its customers. In the case of University's, customers usually approach employees at the frontlines (such as those at the reception) when they intended to seek more information (such as the University's information, interesting tourist spots, promotional food menu, price and so forth). Hence, greater information sharing would be useful for customer-contact employees in responding to customer's enquiry. When information is widely disseminated in an organization, employees do not need to spend extra resources (i.e. time and energy) to look for the information. Findings from an empirical study conducted among 50 employees in 13 European University's by Nicole *et al.* (2009) showed that information sharing was positively related to customers' responsiveness. Thus, it can be concluded that information sharing helps trigger employees to exhibit a favourable attitude such as being engaged in their work. Hence, we posit that:

Figure 1 Research model
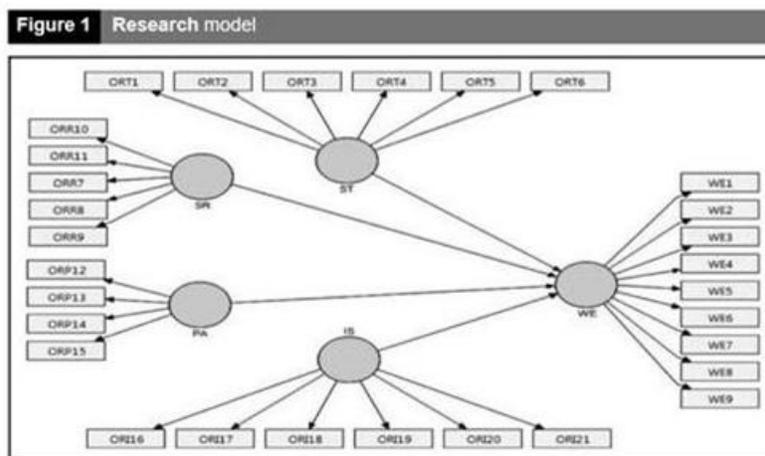
H4. Information sharing will have a positive and significant relationship with work engagement.

Research model

Based on the preceding discussion, a research model was developed as shown in Figure 1. HRM practices, which consisted of service training (ST), service rewards (SR), performance appraisal (PA) and information (IS) were posited as predictors of work engagement.

METHODOLOGY

Sample and procedure

The population in this study consisted of 438 customer-employees from Northern Borders University (NBU) and University of Jordan (UJ)

Measures and control variables

Our independent variables comprised 21 items relating to four HRM practices, namely, service training, service rewards, performance appraisal and information sharing. Service training (six items, e.g. "I received continue training to provide good service") and service rewards (five items, e.g. "I am rewarded for service customer well") were adapted from Karatepe *et al.* (2007), and the reliability was reported as 0.91 and 0.86, respectively. Performance appraisal (four items, e.g. "This University evaluates my performance based on the track record of my courteous service to customers") was adapted from Liao *et al.* (2009) with the reliability of 0.89. Information sharing (six items, e.g. "Information about how well this University is doing financially is shared with me") was adapted from Zacharatos *et al.* (2005) with the reliability

0.75. On the other hand, work engagement (nine items, e.g. "At my work, I feel bursting with energy") was derived from Schaufeli *et al.* (2006) with the reliability of 0.87. Respondents responded to the items using a 7-point Likert-type scale with "1" "strongly disagree" and "7" "strongly agree*".*

We initially undertook a pilot study on 30 customer-contact employees in two Universities to gain feedback on the clarity of the instruments. From their comments, some minor modifications to the original items were made to fit the context of the study. For instance, the word "organization" has been changed to "University"; the word "employee" has been changed to "customer-contact employee". Because previous studies have demonstrated that demographic variables (such as age, gender, ethnicity, academic qualification, marital status, job tenure and organization tenure) were correlated with work engagement (Burke*et al.*, 2009;Karatepe and Olugbade, 2009;Kim *et al.*, 2009;Mauno *et al.*, 2007;Simpson,2009), these seven variables were statistically estimated to avoid overestimating the effect of the exogenous variables on the endogenous variables.

Analytical strategy

Our hypotheses were tested using partial least squares (PLS) software developed by Ringle *et al.* (2005). According to Henseler *et al.* (2009), the PLS model can be evaluated and interpreted in two stages using:
1. the measurement model; and
2. The structural model.
The measurement model examines the relationships between the manifest variables (observed items) and latent variables. The measurement model is also examined in terms of its reliability (item reliability and internal consistency) and validity (convergent validity and discriminant validity). On the other hand, the structural model specifies the relationships between the latent
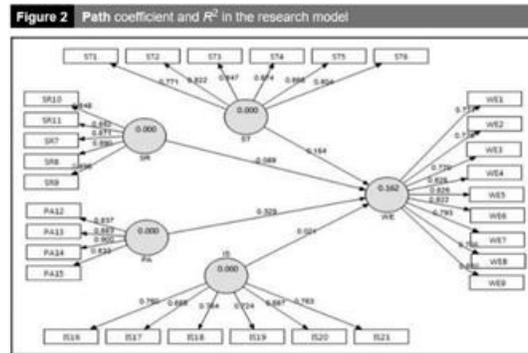
Figure 2. Path coefficient and R^2 in the research model

Table 1. Provide legend

Constructs	Composite reliability	AVE
IS	0.872	0.532
PA	0.922	0.746
SR	0.940	0.760
ST	0.931	0.691
WE	0.933	0.607

Notes: Composite reliability (CR) (square of the summation of the factor loadings)/{(square of the summation of the factor loadings) (square of the summation of the error variances)}; AVE (summation of the square of the factor loadings)/{(summation of the square of the factor loadings) (summation of the error variances)}

Table 2. Provide legend

Construct	IS	PA	SR	ST	WE
IS	0.730				
PA	0.629	0.864			
SR	0.586	0.598	0.872		
ST	0.504	0.568	0.425	0.831	
WE	0.254	0.378	0.186	0.315	0.779

Note: Diagonals (in bold) represent the square root of the average variance extracted while the other entries represent the correlations

variables through "bootstrapping". The structural model is evaluated based on the significance of the path coefficients and R^2 measures.

RESULTS

Measurement model results

To test the reliability and validity of the measurement model, the loadings for each item and the composite reliabilities were examined. Item reliability specifies the correlations of the items with their respective construct which is indicated by the item are loading (Chin, 1998). Chin (1998) suggests a minimum loading of 0.70. As presented in Figure 2, all items loadings were above Chin's (1998) threshold value of 0.70 except for two items

relating to information sharing (IS17 and IS20) with a loading of 0.685 and 0.687, respectively. However, we decided to retain these two items due to two reasons. First, in accordance to Chin (1998), other indicators for this construct showed strong correlation (average variance extracted [AVE] 0.5). Second, the composite reliability values for this construct exceeded the minimum 0.70 ceiling which revealed the existence of sufficient reliability (Fornell and Larcker, 1981). According to Henseler *et al.* (2009), composite reliability specifies the internal consistency of the latent variable. Fornell and Larcker (1981) proposed 0.70 as the minimum cut-off value. As reported in Table 1, the composite reliability values in this study ranged from 0.872 to 0.940, which exceeded the 0.70 ceiling recommended by Fornell and Larcker (1981). Therefore, the measurement model is judged reliable.

Table 3. Provide legend

Control variable	Beta	WE t-value	R^2change
Academic qualification	0.159	2.677**	0.024
Age	0.103	2.482**	0.010
Ethnicity	0.132	1.988*	0.017
Gender	0.030	0.654	0.001
Marital status	0.118	1.012	0.014
Job tenure	0.074	1.757	0.005
Organisational tenure	0.093	2.234*	0.008

Table 4. Hypotheses testing

Hypothesis	Relationship	Beta coefficient	t-statistics	Decision
H1	ST WE	0.154	2.690**	Supported
H2	SR WE	0.089	1.533	Rejected
H3	PA WE	0.329	5.254**	Supported
H4	IS WE	0.021	0.353	Rejected

DISCUSSION

Our statistical results showed that service training and performance appraisal were the two significant predictors of work engagement. Specifically, customer-contact employees become more engaged in their job when they are provided with greater service training. This is because service training enhances employees' task-related and behavioural skills as suggested by Yang(2012). With such skills, customer-contact employees would become more equipped to deal with the complex and diverse needs, wants and personalities of customers, which, in turn, enable them to complete their work more effectively (Karatepe et al., 2007; Schlesinger and Heskett, 1991). When employees are able to perform well, they are likely to develop a favourable attitude such as becoming more energetic, dedicated and happily engrossed in their work, all of which constitute WE. This finding is consistent with past studies which reported that when employees received sufficient training, they tend to display favourable job attitudes such as satisfaction (Karatepe et al., 2007) and commitment (Yavas et al., 2011).

According to Karatepe (2013), to motivate employees to provide outstanding services to customers, they need to be rewarded adequately. However, the results of the present study showed that service rewards did have a significant relationship with work engagement. As reported above, service rewards had the lowest mean score among the studied variables. This low mean score revealed that customer-contact employees perceived that the rewards provided by their employing Universitys did not commensurate with the kind of service work that they have performed. This could be one of the possible reasons that accounted for the non-relationship between service rewards and work engagement.

The finding of this study indicates that performance appraisal has a positive and significant relationship with work engagement. According to Cheung and Law (1998), performance appraisal is a continual observation and assessment of employee performance against predetermined job-related standards. Through performance evaluation and feedback, customer-contact employees are able to improve their work performance accordingly. In addition, performance appraisal may serves as a signal to employees on attitudes and behaviours that are valued and appreciated by the organization. When employees understand what it takes for them to achieve better performance, they are more likely to become motivated to develop positive attitude at work such as being energetic, dedicated and absorbed, all of which characterized work engagement.

REFERENCES

Al-Rawashdeh A, Al-Badainah G (2017). Human Resources Information Systems and their Impact on Competitive Advantage: An Empirical Study on Cement Companies in the Hashemite Kingdom of Jordan. International Journal of Academic Research in Accounting, Finance and Management Sciences, 7(2), 197-207.

Armstrong JS, Overton TS (1977). "Estimating nonresponse bias in mail surveys", J. Market. Res., Vol. 14 No. 3, pp. 396-402.

Arrowsmith J, Parker J (2013). "The meaning of 'employee engagement' for the values and roles of the HRM function", Int. J. Human Res. Manag. Vol. 24 No. 14, pp. 2692-2712.

Ayse Bas C (2007). "Human resources: a hidden advantage?", Int. J. Contemporary Hospitality Manag. Vol. 19 No. 1, pp. 78-84.

Bakker AB, Albrecht SL, Leiter MP (2010). "Key questions regarding work engagement", European Journal of Work and Organizational Psychology, Vol. 20 No. 1, pp. 4-28.

Bakker AB, Hakanen JJ, Demerouti E, Xanthopoulou D (2007). "Job resources boost work engagement, particularly when job demands are high", J. Edu. Psychol. Vol. 99 No. 2, pp. 274-284.

Baum T, Mudambi R (Eds) (1999), Economic and Management Methods for Tourism and Hospitality Research, John Wiley and Sons, England.

behaviors in service setting", The Service Industries Journal, Vol. 32 No. 8, pp. 1209-1227.

Bhanugopan R, Aladwan K, Fish A (2013). A structural equation model for measuring human resource management practices in the Jordanian organisations. Int. J. Organ. Analysis, 21(4), 565-587.

Bienstock CC, DeMoranville CW, Smith RK (2003). "Organizational citizenship behavior and service quality", The J. Services Marketing, Vol. 17 Nos 4/5, pp. 357-378.

Bitner MJ, Booms BH, Tetreault MS (1990). "The service encounter: diagnosing favorable and unfavorable incidents", J. Market. Vol. 54 No. 1, pp. 71-84.

Browning V, Edgar F, Gray B, Garrett T (2009). "Realising competitive advantage through HRM in New Zealand service industries", Service Industries Journal, Vol. 29 No. 6, pp. 741-760.

Burke RJ, Koyuncu M, Jing W, Fiksenbaum L (2009). "Work engagement among hotel managers in Beijing, China: potential antecedents and consequences", Tourism Review, Vol. 64 No. 3, pp. 4-18.

Cawley BD, Keeping LM, Levy PE (1998). "Participation in the performance appraisal process and employee eeastions: a meta-analytic review for field investigation", J. Appl. Psychol., Vol. 83 No. 4, pp. 615-633.

Cheung C, Law R (1998). "Hospitality service quality and the role of performance appraisal", Managing Service Quality, Vol. 8 No. 6, pp. 402-406.

Chiang CF, Jang SC (2008), "An expectancy theory model for hotel employee motivation", Int. J. Hospitality Management, Vol. 27 No. 2, pp. 313-322.

Chin WW (1998). The Partial Least Squares Approach for Structural Equation Modeling, Lawrence Erlbaum.

Chow CW, Haddad K, Singh G (2007). "Human resource management, job satisfaction, morale, optimism, and turnover", Int. J. Hospitality and Tourism Admin. Vol. 8 No. 2, pp. 73-88.

Christian MS, Garza AS, Slaughter JE (2011), "Work engagement: a quantitative review and test of its relations with task and contextual performance", Personnel Psychology, Vol. 64 No. 1, pp. 89-136.

Cohen J (1988). Statistical Power Analysis for the Behavioral Sciences, 2nd ed., Lawrence Erlbaum, Hillsdale, NJ.

cross-national study", Educational and Psychological Measurement, Vol. 66 No. 4, pp. 701-716.

Davis PJ, Davis PJ (2017). How HR can create competitive advantage for the firm: Applying the principles of resource-based theory. Human Resource Management International Digest, 25(2), 4-6.

De Ridder JA (2004). "Organisational communication and supportive employees", Human Resource Management Journal, Vol. 14 No. 3, pp. 20-30.

Erdogan B (2002). "Antecedents and consequences of justice perceptions in performance appraisal", Human Resource Management Review, Vol. 12 No. 4, pp. 555-578.

Fornell C, Larcker DF (1981), "Evaluating structural equation models with unobservable variables and measurement error", J. Market. Res., Vol. 18 No. 1, pp. 39-50.

Garg S (2017). Role of work stress and coping strategies of employee's Performance: An Empirical study with reference to private university employees. IARS' Int. Res. J. [Online],7.

González JV, Garazo TG (2006). "Structural relationships between organizational service orientation, contact employee job satisfaction and citizenship behavior", Int. J. Service Industry Manag., Vol. 17 No. 1, pp. 23-50.

Hakanen JJ, Bakker AB, Schaufeli WB (2006). "Burnout and work engagement among teachers", J. Soc. Psychol., Vol. 43 No. 6, pp. 495-513.

Hayes DK, Ninemeier J (2007). Hotel Operations Management, 2nd ed., Prentice Hall, New Jersey.

Hayes DK, Ninemeier JD (2009). Human Resources Management in the Hospitality Industry, John Wiley and Sons, New Jersey.

Haynes P, Fryer G (2000). "Human resources, service quality and performance: a case study", International Journal of Contemporary Hospitality Management, Vol. 12 No. 4, pp. 240-248.

Hemdi MA (2009). "Investigating hotel employees' organizational commitment: the influence of human resource management practices and perceived organizational support", J. Tour. Hospitality and Culinary Arts, Vol. 1 No. 3, pp. 1-18.

Henseler J, Ringle CM, Sinkovics RR (2009). "The use of partial least squares path modeling in international marketing", in Sinkovics, R.R. and Ghauri, P.N. (Eds), Advances in Int. Market., Emerald, Bingley, Vol. 20, pp. 277-320.

Hobfoll SE (1989). "Conservation of resources: a new attempt at conceptualizing stress", AmericanPsychologist, Vol. 44 No. 3, pp. 513-524.

Hoque, K. (1999). Human Resource Management in the Hotel Industry: Strategy, Innovation and Performance, Routledge, London, GBR.

image", Int. J. Contemporary Hospitality Manag., Vol. 12 No. 6, pp. 346-351.

Jiang JY, Liu C/W (2015). High performance work systems and organizational effectiveness: The mediating role of social capitalHuman Resource Management Review, 2, 126/137.

Kandampully, J. and Suhartanto, D. (2000). "Customer loyalty in the hotel industry: the role of customer satisfaction and

Kao HSR, Sinha D, Wilper B (2000). Management and Cultural Values: The Indigenization of Organizations in Asia, Sage, New Delhi.

Karatepe OM (2011). "Procedural justice, work engagement and job outcomes: evidence from Nigeria", Journal of Hospitality Marketing and Management, Vol. 20 No. 8, pp. 855-878.

Karatepe OM (2013). "High-performance work practices and hotel employee performance: the mediation of work engagement", Int. J. Hospitality Manag., Vol. 32 March, pp. 132-140.

Karatepe OM, Uludag O (2008). "Supervisor support, work-family conflict, and satisfaction outcomes: an empirical study in the hotel industry", Journal of Human Resources in Hospitality andTourism, Vol. 7 No. 2, pp. 115-134.

Karatepe OM, Yavas U, Babakus E (2007). "The effects of customer orientation and job resources on frontline employees' job outcomes", Services Marketing Quarterly, Vol. 29 No. 1, pp. 61-79.

Karatepe, OM, Olugbade, O.A. (2009). "The effect of job and personal resources on hotel employees' work engagement", International Journal of Hospitality Management, Vol. 28 No. 4, pp. 504-512.

Kim HJ, Kang HS, Nancy S (2009). "Burnout and engagement: a comparative analysis using the big five personality dimensions", International Journal of Hospitality Management, Vol. 28 No. 1, pp. 96-104.

Kler BK (2010). "Philosophically grounding tourism research in Malaysia", in Din, K. and Mapjabil, J. (Eds), Tourism Research in Malaysia: What, Which Way and So What?, Penerbit Universiti Utara Malaysia, Malaysia.

Kusluvan S, Kusluvan Z, Ilhan I, Buyruk L (2010). "The human dimension: a review of human resources management issues in the tourism and hospitality industry", Cornell Hospitality Quarterly, Vol. 51 No. 2, pp. 171-214.

Lawler EE (1986). High-Involvement Management, Jossey-Bass, San Francisco.

Lee J, Morrison AM (2010). "A comparative study of web site performance", J. Hospitality and Tourism Technology, Vol. 1 No. 1, pp. 50-67.

Liao H, Toya K, Lepak DP, Hong Y (2009). "Do they see eye to eye? Management and employee perspectives of high-performance work systems and influence processes on service quality", Journal of Applied Psychology, Vol. 94 No. 2, pp. 371-391.

Lytle RS (1994). "Service orientation, market orientation, and performance: an organizational culture perspective", PhD Thesis, AZ State University, AZ.

Macky K, Boxall P (2007). "The relationship between 'high-performance work practices' and employee attitudes: an investigation of additive and interaction effects", Int. J. Human Res. Manag, Vol. 18 No. 4, pp. 537-567.

Maroudas L, Kyriakidou O, Vacharis A (2008). "Employees' motivation in the luxury hotel industry: the perceived effectiveness of human-resource practices", Managing Leisure, Vol. 13 Nos 3/4, pp. 258-271.

Mauno S, Kinnunen U, Ruokolainen M (2007), "Job demands and resources as antecedents of work engagement: a longitudinal study", Journal of Vacation Behavior, Vol. 70 No. 1, pp. 149-171.

Medlik S (1994). The Business of Hotels, Butterworth-Heinemann, Oxford.

Mendelson MB, Turner N, Barling J (2011). "Perceptions of the presence and effectiveness of high involvement work systems and their relationship to employee attitudes: a test of competing models", Personnel Review, Vol. 40 No. 1, pp. 45-69.

Ministry of Information Communications and Culture (2011). "Revving up the tourism industry", available at: www.kpkk.gov.my (accessed 15 August 2011)

Ministry of Tourism (2012), Malaysia Accommodation Directory 2010/2011, Tourism Malaysia, Kuala Lumpur.

Mohinder C, Anastasia AK (2007). "The impact of HRM practices on organisational performance in the Indian hotel industry", Employee Relations, Vol. 29 No. 6, pp. 576-594.

Nailon P (1989). "Editorial", International Journal of Hospitality Management, Vol. 8 No. 2, pp. 77-78.

Nankervis AR, Debrah, Y. (1995), "Human resource management in hotels: a comparative study", Tourism Management, Vol. 16 No. 7, pp. 507-513.

Nasurdin AM, Ling TC, Fun LS (2011). "Service-oriented organizational citizenship behavior: assessing the predictive role of human resource management practices", International Journal of Arts and Sciences, Vol. 4 No. 9, pp. 381-394.

Nicole T, Marcel van B, Janjaap S (2009). "Increasing hotel responsiveness to customers through information sharing", Tourism Review, Vol. 64 No. 4, pp. 12-26.

No. 7, pp. 600-619.

Organ DW (1988). Organizational Citizenship Behavior: The Good Soldier Syndrome, Lexington Books, Lexington, MA.

Othman N, Nasurdin AM (2012). "Social support and work engagement: a study of Malaysian nurses", Journal of Nursing Management, Vol. 21 No. 6, pp. 1-18.

Paré G, Tremblay, M. (2007), "The influence of high-involvement human resources practices, procedural justice, organizational commitment, and citizenship behaviors on information technology professionals' turnover intentions", Group and Organization Management, Vol. 32 No. 3, pp. 326-357. performance: a relational perspective", Academy of Manag. J. Vol. 50 No. 3, pp. 558-577.

Pollitt D (2011). "Training program engages employees at hand picked hotels: staff turnover falls and satisfaction increases", Human Resource Management International Digest, Vol. 19 No. 6, pp. 7-10.

Ringle CM, Wende S, Will A (2005). "SmartPLS 2.0", available at: www.smartpls.de

Saks AM (2006). "Antecedents and consequences of employee engagement", Journal of ManagerialPsychology, Vol. 21

Salanova M, Agut S, Peiro JM (2005). "Linking organizational resources and work engagement to employee performance and customer loyalty: the mediation of service climate", J. Appliedpsychol., Vol. 90 No. 6, pp. 1217-1227.

Samenfink WH (1994). "A quantitative analysis of certain interpersonal skills required in the service encounter", J. Hospitality and Tourism Res, Vol. 17 No. 2, pp. 1-15.

Schaufeli WB, Bakker AB (2004). "Job demands, job resources and their relationship with burnout and engagement: a multi-sample study", J. Organizational Behavior, Vol. 23 No. 3, pp. 293-315.

Schaufeli WB, Bakker AB, Salanova M (2006). "The measurement of work engagement with a short questionnaire: a

Schaufeli WB, Salanova M, González-Romá V, Bakker AB (2002). "The measurement of engagement and burnout: a

Schlesinger LA, Heskett, J.L. (1991), "The service driven service company", Harvard BusinessReview, Vol. 69 No. 5, pp. 71-81.

Schneider B, White S.S. and Paul, M.C. (1998), "Linking service climate and customer perceptions of service quality: tests of a causal model", Journal of Applied Psychology, Vol. 83 No. 2, pp. 150-163.

Shipton H, West MA, Dawson J, Birdi K, Patterson M (2006) HRM as a predictor of innovation. Human Resource Management Journal, 16(1), 3/27.

Simpson MR. (2009). "Engagement at work: a review of the literature", International Journal of NursingStudies, Vol. 46 No. 7, pp. 1012-1024.

Sun LY, Aryee S, Law KS (2007). "High-performance human resource practices, citizenship behavior and organizational

Sun LY, Aryee S, Law KS (2007). High performance human resource practices, citizenship behavior, and organizational performance: A relational perspective. Academy of Management Journal, 50, 558/577.

Tang TW, Tang YY (2012). "Promoting service-oriented organizational citizenship behaviors in hotels: the role of high-performance human resource practices and organizational social climates", International Journal of Hospitality Management, Vol. 31 No. 3, pp. 885-895.

Tanke ML (2001), Human Resources Management for The Hospitality Industry (2nd ed.), Thomson Learning, United States.

Terje S, Mehmetoglu M (2011). "Antecedents and effects of engaged frontline employees: a study from the hospitality industry", Managing Service Quality, Vol. 21 No. 1, pp. 88-107.

The World Tourism Organization (2013). "UNWTO forecasts a growth in international tourist arrivals of between 3 per cent and 4 per cent in 2013", Fact and Figures, available at: www2.unwto.org/

Tourism Malaysia (2013). "Malaysia hotels and rooms supply", available at: www.tourism.gov.my/facts_figures/ (accessed 27 December 2013)

Tourism Malaysia (2013). "Tourist arrivals and receipts to Malaysia", available at: http://corporate.tourism.gov.my (accessed 27 December 2013)

two sample confirmatory factor analytic approach", Journal of HappinessStudies, Vol. 3 No. 1, pp. 71-92.

Urbach N, Ahlemann F (2010). "Structural equation modeling in information systems research using partial least squares", Journal of Information Technology Theory and Application, Vol. 11 No. 2, pp. 5-40.

Wang ML (2010). "Does organisational support promote citizenship? The moderating role of market-focused HRM", The Service Industries Journal, Vol. 30 No. 7, pp. 1077-1095.

Wei YC, Han TS, Hsu IC (2010). "High-performance HR practices and OCB: a cross-level investigation of a causal path", The International Journal of Human Resource Management, Vol. 21 No. 10, pp. 1631-1648

Xanthopoulou D, Bakker AB, Demerouti E, Schaufeli WB (2009a). "Reciprocal relationships between job resources, personal resources and work engagement", Journal of Vocational Behavior, Vol. 74 No. 3, pp. 235-244.

Xanthopoulou D, Bakker AB, Demerouti E, Schaufeli WB (2009b). "Work engagement and financial returns: a diary study on the role of job and personal resources", The British Psychological Society, Vol. 82 No. 1, pp. 183-200.

Xanthopoulou, D., Bakker, A.B., Demerouti, E. and Schaufeli, W.B. (2007), "The role of personal resources in the job demands-resources model", International Journal of Stress Management, Vol. 14 No. 2, pp. 121-141.

Yang YC (2012). "High-involvement human resource practices, affective commitment and organizational citizenship

Yavas, U., Karatepe, O.M. and Babakus, E. (2011), "Efficacy of job and personal resources across psychological and behavioral outcomes in the hotel industry", Journal of Human Resources inHospitality and Tourism, Vol. 10 No. 3, pp. 304-314.

Yeh CM (2013). "Tourism involvement, work engagement and job satisfaction among frontline hotel employees", Annals of Tourism Research, Vol. 42 No. , July, pp. 214-239.

Zacharatos A, Barling J, Iverson RD (2005). "High-performance work systems and occupational safety", Journal of Applied Psychology, Vol. 90 No. 1, pp. 77-93.

Zheng G, Ricardo CSS (2009). "Drivers of job satisfaction as related to work performance in Macao casino hotels: an investigation based on employee survey", Int. J. Contemporary Hospitality Management, Vol. 21 No. 5, pp. 561-578.