

HUMAN RESOURCE MANAGEMENT IN GLOBAL ECONOMY: A LINK TO ORGANISATIONAL COMMITMENT

CINDY LAW SING LING

RUJHAN MUSTAFA

Faculty of Economics and Business
Universiti Malaysia Sarawak

ABSTRACT

This survey studies the relationship between selected human resource management practices (leadership, motivation, training) with organisational commitment in 3-star, 4-star and 5-star hotels in Kuching. 143 respondents answering the questionnaires were selected through simple random sampling stratified by departments. The correlation results show that there is a significant ($p < 0.05$) relationship between task-oriented leadership ($r = .345$), people-oriented leadership ($r = .450$) and motivation ($r = .454$) with organisational commitment but there is no significant relationship ($p > 0.05$) between training and organisational commitment. The linear regression results show that motivation predominantly influences organisational commitment ($\beta = .317$). Overall, there is a significant average direct relationship between human resource management practices and organisational commitment in the hotel industry ($p < 0.05$, $r = .567$).

ABSTRAK

Penyelidikan ini mengkaji tentang hubungan amalan pengurusan sumber manusia terpilih (keimpinan, motivasi, latihan) dengan komitmen organisasi di hotel 3-bintang, 4-bintang dan 5-bintang di Kuching. Seramai 143 responden telah dipilih melalui teknik persampelan rawak berlapis mengikut jabatan di setiap hotel, diikuti oleh kaedah persampelan rawak mudah bagi menentukan responden yang bakal menjawab borang soal selidik kajian ini. Keputusan korelasi menunjukkan bahawa terdapat hubungan langsung dan sederhana lemah yang signifikan ($p < 0.05$) antara kepimpinan berorientasikan tugas ($r = .345$), kepimpinan berorientasikan hubungan manusia ($r = .450$) dan motivasi ($r = .454$) dengan komitmen organisasi, manakala tidak terdapat hubungan yang signifikan ($p > 0.05$) antara latihan dengan komitmen

organisasi. Keputusan regresi linear menunjukkan bahawa faktor motivasi ($\beta=.317$) mempunyai pengaruh yang paling dominan terhadap komitmen organisasi. Secara keseluruhannya, terdapat hubungan langsung dan sederhana yang signifikan antara amalan pengurusan sumber manusia dengan komitmen organisasi dalam industri perhotelan ($p<0.05$, $r=.567$).

INTRODUCTION

This research examines the relationship between selected human resource management practices (leadership, motivation and training) and organisational commitment in the Kuching hotel industry.

The Ministry of Culture, Arts and Tourism stated that the tourism industry has been the third most important sector in Sarawak since 1990s after the trading and petroleum sectors (Z.M. Ismail, Personal Communication, 2002). Since 1998, the Malaysian government has implemented Visit Malaysia Year once in four years and the latest Visit Malaysia Year themed "Malaysia Truly Asia" was held in year 2000. Statistics from the Sarawak Immigration Department showed that tourists visiting Sarawak have increased continuously every year from 1991 to 2000 as shown in Table 1.

Table 1
Number of Tourists Visiting Sarawak from 1991 to 2000

Year	Number of tourists
1991	1,470,738
1992	1,665,701
1993	1,880,405
1994	2,146,220
1995	2,140,910
1996	3,065,591
1997	3,227,896
1998	3,226,322
1999	3,307,567
2000	3,670,470

Source: Sarawak Immigration Department

In line with this, the hotel industry plays an important role to accommodate tourists. There are fifteen hotels in Kuching, i.e. two 1-star hotels, two 2-star hotels, five 3-star hotels, two 4-star hotels and four 5-star hotels (Ministry of Culture, Arts Tourism, 2002). However, for the purpose of this research, only 3-star hotels, 4-star hotels and 5-star hotels with 62, 105 and 314 employees respectively will be studied.

The hotels by status are quoted as A Hotel (3-star hotel), B Hotel (4-star hotel) and C Hotel (5-star hotel). All the selected hotels are situated in the prime area of Kuching with lots of shop houses, historical buildings and shopping malls nearby.

PROBLEM STATEMENT

The hotel industry has a high degree of interaction due to its unique service characteristics. The business transaction in the hotel industry is a direct dealing from the employees to the customers. Hence, quality customer service is essential because customer satisfaction depends very much on the services given to them (Frank, Monac & Mary, 1996). Haji Ali and Ishak (1991) stated that an organisation with high organisational commitment is able to increase its production consistently. In line with this, Frank *et al.* (1996) stated that an organisation should manage its human resource well as to enhance the performance of the company.

Leadership factor is essential to help inject the organisational culture into the workplace. Wood (1994) stated that managers in hotels tend to practise autocratic leadership style. Hence, some employees in hotels are treated as commodity that can be inter-changed rather than as professional workers. In line with this, the turnover rate in a hotel is high due to the low organisational commitment among the employees.

Motivational factor is important in an organisation because it promotes job satisfaction of the employees and this would create employee willingness to enhance their skills in their respective organisation (Frank *et al.*, 1996). Motivation can be injected into the employees in terms of job promotion, comfortable work environment, salary increment and incentives. However, it is not necessarily that motivation would result in organisational commitment in an organisation (Frank *et al.*, 1996).

In addition to these, Frank *et al.* (1996) also stated that a few human resource managers would not send their employees for training because they do not realise the importance of training but perceive training as a waste of money. This is in line with Iverson's (1989) perception which stated that training does not improve employee performance and this perception is agreed by employee in a few hotels. Lack of training would cause the lack in experiences, knowledge and skills of the workers and will further lead to poor organisational commitment.

In light of the problems, the questions that arise are, is there any relationship between selected human resource management (leadership, training and motivation) and organisational commitment in the hotel industry? If there is, how and how much does it relate to organisational commitment? What is the selected human resource management factor (leadership, training and motivation) that has a significant impact on organisational commitment in the hotel industry? What is the most dominant human resource management practice that impact upon organisational commitment in a hotel?

RESEARCH OBJECTIVES

The research objectives are to study the relationship between selected human resource management factors (leadership, motivation and training) and organisational commitment in the hotel industry, to compare the relationship between selected human resource management factors (leadership, motivation and training) and organisational commitment and to find out the most dominant selected human resource management factor (leadership, motivation and training) that impact upon organisational commitment.

RESEARCH FACTORS CONCEPT DEFINITIONS

This section will define the concept of the independent variables i.e. human resource management, leadership, training and motivation as well as the dependent variable, i.e. organisational commitment.

Human Resource Management

Human resource management concept has a broad definition. Tanke (1990) defined human resource management as the implementation of strategies, plans and programs to attract, motivate, develop, give incentives and retain the best workers as to achieve the organisational goals and operational objectives. Singh (1992) stated that there are three components in human resource management, i.e. traditional personnel management activities, management and philosophies that treat workers as (a) the organisational assets, (b) labour who are willing to be developed, and (c) the interdependence of personnel management functions in an organisation's strategic management.

Aminuddin (1997) defined human resource management as activities in trading or service organisations regardless of the sizes of organisations. In this context, an organisation refers to a group of

workers working together to achieve the same goals. This definition is in line with Walton's (1985) definition which stresses mutuality between employers and employees, i.e. mutual goals, mutual respect, mutual rewards and responsibility. This theory states that policies of mutuality elicit commitment which in turn will yield both better economic performance and greater human development.

Guest (1987) summarised that human resource management which combines the elements of strategic integration, high commitment, high quality and flexibility can create more productive and effective organisations. The combination of these four elements leads to a linkage between human resource management (HRM) aims, policies and outcomes as shown in Table 2.

Table 2
Examples of a Human Resource Management Framework

HRM aims	HRM policies	HRM outcomes
• high commitment • quality • flexible working	• selection based on specific criteria - using sophisticated tests	• low labour turnover • allegiance to company

Source: Storey (1989:11)

Frank *et al.* (1996) stated that there are eight human resource management practices in the hotel industry, i.e. communications and interpersonal interactions, leadership, motivation, conflict solving, stress management, decision making, training, and organisational development. For the purpose of this study, only three human resource management practices i.e. leadership, motivation and training would be selected.

Leadership

Wood (1994) stated that leadership has a broad definition and each researcher has his own operational concepts of leadership. Leadership is one's ability to direct his subordinates to complete certain tasks through the power he holds and simultaneously, he would gain his subordinates' respect, trust, loyalty and willingness to cooperate (Plunkett, 1996).

An authoritative leader tends to use his power to gain loyalty from his subordinates. He often controls, directs and makes decisions himself.

On the other hand, leaders who involve themselves in decision-making would make a decision with their subordinates collectively, meaning that every individual is given a chance to involve himself in the decision-making (Nebel, 1991).

Frank *et al.* (1996) summarised that there are a few convergence in leadership concepts, i.e. a leader must have his followers, clear leadership characteristics that differentiate him from his subordinates, and he must be able to influence his subordinates to complete certain tasks.

In addition to these, leadership styles can be categorised into task-oriented leadership and people-oriented leadership. Proper leadership styles and external motivation would enable an organisation to achieve its organisational goals (Wood, 1994). In this research, task-oriented leadership and people-oriented leadership would be studied.

Motivation

It is difficult to define the motivation concept (Selden & Brewer, 2000). It can only be understood through motivation theories (Hicks & Gullett, 1975; Nebel, 1991; Luthans, 1992; Riley, 1996). Nevertheless, Henne and Locke (1976) stated that some motivation theories namely expectation theory and theory of justice are not accurate whereas Katzell (1982) stated that some motivation theories are not complete. Katzell and Thompson (1990) supported the fact by saying that research on motivation theories have less than 20% impact on work output.

Hicks and Gullett (1975) stated that motivation is classified into two categories, i.e. internal motivation and external motivation. Internal motivation depends on an individual's needs, wants and desires. External motivation is based on salary factor, work environment, company policy and appreciation towards workers. This means that a manager's role in practicing external motivation is important to generate internal motivation in their workers to drive the workers to be committed to their job. Bramley (1991) stated that an effective work outcome includes the combination of individual's ability, direction, motivation and encouragement. Selden and Brewer (2000) added that workers who understand the organisational goals would be committed to their organisations.

Luthans (1992) stated that motivation is a process whereby an individual's behaviour in achieving goals and incentives begin with psychological needs.



Figure 1
Process of motivation

Frank *et al.* (1996) defined motivation as an individual's willingness to contribute his best ability towards achieving the organisational goals. This definition means that although an individual is willing to contribute to the organisation, his willingness is actually generated by his own need. In other words, a manager is able to motivate his employees to achieve the organisational goals when their leadership styles satisfy their employees.

In this research, the operational concepts of motivation are external motivation (job nature, incentives, salary increment and promotion) that would generate internal motivation in an individual and thus, increase the organisational commitment.

Training

Hosie (1992) stated that training is an activity organised by an organisation for its employees to enable its employees to learn and improve their skills. The ultimate purpose of training is to enable an organisation to achieve its goals apart from giving satisfaction to the workers to achieve their own goals.

Frank *et al.* (1996) defined training as a systematic process where the human resources in an organisation would gain knowledge and enhance their skills. Training is a planned procedure where human resources in an organisation gain knowledge and skills (Beach, 1985). Hall (1990) defined training as a process where desired action can be gained from time to time. Training is a modification or change of behaviour (Hall, 1990) as to enhance one's ability. Boella (1996) defined training as a process where workers learn skills, knowledge and behaviour to develop individual and organisational goals. Plunkett (1996) defined training as an activity that aims to enhance workers achievement besides injecting skills, knowledge and positive behaviour to the workers. Nadler (1988) stated that training is the main focus of most human resource departments due to its ability to bring fast return on investment to the organisation.

According to Boella (1996), there are two approaches of industrial training, i.e. on-the-job training and off-the-job training. On-the-job training is the training given to workers when working. It relates with

daily tasks, for example a worker will work under the supervision of a supervisor (Hosie, 1992). Off-the-job training is the training given to workers out of the work place. Off-the-job training includes talks, discussions, lectures, case studies, charts and visual aids (Boella, 1996). In this research, on-the-job training and off-the-job training will be studied.

Organisational Commitment

Most researchers defined organisational commitment based on the definition derived by Mowday, Porter and Steers. (1982). They stated that there are three components in the organisational commitment definition, i.e. strong trust and acceptance of organisational values and goals, willingness in contributing effort to the organisation and strong desire to remain as an organisation's member. This definition is supported by Luthans (1992) and Phillips (1996). Luthans (1992) stated that high organisational commitment would increase worker achievements and reduce turnover rate, decrease worker's slow response and reduce absenteeism. Phillips (1996) further stated that organisational commitment does not only refer to the individual's passive loyalty but it also includes active relationship between workers and organisation. The active relationship would encourage workers to contribute their best effort to the organisation.

According to Riley (1996), the best way to define organisational commitment is to observe the committed worker's behaviour towards the organisation. He added that the obvious aspects of commitment are emotional attachment towards organisational goals and values due to individual's contentment towards the organisation, willingness to put in effort much more than expected by the employers, and continue to work hard after achieving the first goal.

Ting (1997) defined organisational commitment as the individual's trust in organisational goals and values, and self-contentment towards the organisation.

Riley (1996) stated that although organisational commitment concepts defined by different researchers are different, they are almost similar. However, in organisational research, a few researchers focus on the relationship between organisations and different personalities. For instance, organisational commitment is the willingness of the actors (employees and employers) to contribute their effort and loyalty towards the social system of an organisation and their personal

attachment towards their organisation. However, the similarity in organisational commitment definitions is the exchange concepts, i.e. workers contribute effort and time to the organisation to obtain returns from the organisation (Riley, 1996).

Phillips (1996) summarised that organisational commitment can be measured by Organisational Commitment Questionnaires (OCQ) developed by Mowday *et al.* (1982). This research will use the OCQ which summarises the organisational commitment concepts to measure organisational commitment in the hotels.

RESEARCH FACTORS OPERATIONAL DEFINITIONS

The operational definitions of this research are derived from the research factors and concept definitions. Operational definitions of this research are summarised in Table 3.

Table 3
Research Factors and Operational Definitions

Research factors	Operational definition
Human resource management practices	
(i) leadership	The way the managers of every department lead their workers, i.e. either task-oriented leadership or people-oriented leadership.
(ii) motivation	The ability of external motivation (from work environment) to generate internal motivation (derived within the workers) of employees. External motivation of this study includes salary, promotion, incentives and job nature.
(iii) training	On-the-job training, e.g. training given during working hours and off-the-job training, e.g. workshops and talks.
Organisational commitment	The worker's willingness to put in effort and give best performance to the organisation, worker's pride towards the organisation and holding the same values of the organisation.

THEORIES AND MODELS RELEVANT TO THE STUDY

Leadership Styles and Organisational Commitment in Path-Goal Leadership Theory

Path-Goal Leadership Theory explains the outcomes of leadership styles towards worker's motivation, satisfaction and achievements (Luthans, 1992) which in turn will lead to organisational commitment. Four types of leadership styles in this theory are explained in Table 4.

Table 4
Leadership Styles in Path-Goal Leadership Theory

Leadership styles	Explanations
To direct	Authoritative leaders and give specific directions to workers. The workers will know what is expected from them.
To support	Friendly leader and easy to do discussion with. This type of leader cares for his subordinates.
Self-involvement	The leader will ask and get opinion from his subordinates. However, the leader still makes decisions based on his own rationale.
Goal-oriented	The leader will set goals and challenge his employees. The leader is confident that his subordinates are able to achieve goals and perform in their job.

In this theory, the leader can apply any of the leadership styles in different circumstances. However, there are two factors which can influence workers from the four leadership styles practised. The two factors are the leader's personal characteristics and environmental pressure on workers.

For the first factor, workers would accept their leader's personal characteristics if the workers perceive that the leader's behaviour grants them satisfaction at the present and in the future. In a hotel, different managers have different characters and practise different leadership styles in their respective departments. From the explanations in Table 4, a leader who directs and is goal-oriented, is categorised into task-oriented leadership, whereas a leader who supports and likes self-involvement is categorised as a people-oriented leader.

In the second factor, if the employees are working in a stressful environment, a leader's behaviour is to motivate the workers until they obtain job satisfaction and are willing to improve their skills.

Besides, the leader also gives guidelines, support, knowledge and incentives to their employees so as to enhance the employees' achievements.

Relevant to this theory, this research is to study whether the leader's personal characteristics and work environment pressure when combined with appropriate leadership styles will result in organisational commitment in the hotel industry.

Human Relations Theory and Organisational Commitment

In human relations theory, the focus is on worker needs. Workers go to an organisation in hope to get something back in exchange of their commitment to the organisation. In this theory, the leader is hoped to be considerate in their relations with their employees. The assumption in this theory is that the workers will be more committed to the organisation if they are treated well by their leaders. In other words, their leaders practise people-oriented leadership style.

In human relations theory, the supervisor is treated as a human relationship specialist. The supervisor is seen as trainer and communicator. Besides, the supervisor must act as a middleman who is able to communicate their subordinates' needs to the management and communicate organisational goals and messages to their subordinates. In the hotel industry, every head of the department functions as the middleman, passing vertical messages (from the management to the employees and vice versa) so that all jobs in the organisation can be done smoothly.

In this theory, the supervisor is perceived as a trainer who is to train their subordinates on the work procedures so that the employees understand their job specifications well. Good relationships between leaders and subordinates will create organisational commitment in employees.

In this theory, this research aims to see whether human relations will result in organisational commitment.

Incentives Create Organisational Commitment in Expectation Theory

Expectation theory explains how incentives can increase the workers' commitment (Riley, 1996). Internal motivation is derived through incentives promised by the organisation. Hence, the workers will perform their best and be committed to their organisation to obtain incentives from the company, as in figure 2.

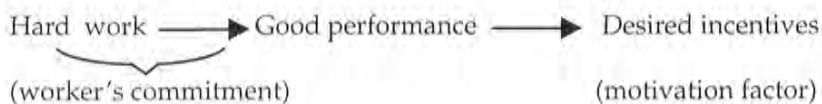


Figure 2
Derivation of internal motivation

Normally, the hotel industry practises the selection of the best employee system. The best employee would be rewarded. The system is seen as an incentive to motivate workers to commit themselves in their organisation. This research studies show desired incentives (motivation) can create organisational commitment in the hotel industry.

Motivation Creates Organisational Commitment in Social Exchange Theory

Riley (1996) stated that commitment and motivation concepts are an exchange process where employees would put in effort and time in return for the incentives they received. This concept is in line with motivation theory in the work environment. Workers go to organisations with their own needs, desires and skills. If the organisation could fulfill their needs and wants, they will be committed to their organisation.



Figure 3
Exchange process between organisation and workers

Figure 3 explains the exchange process between organisations and workers in this research. Motivation factors being measured are good work environment, incentives, increased salary and promotion. This research aims to see whether the workers would be more committed to their organisation in return for these motivation factors.

The Impact of Leadership and Motivation on Organisational Commitment in Theory X and Theory Y

Theory X explains authoritative leadership and Theory Y explains level of workers' self-control. Riley (1996) and Hicks and Gullett (1975) stated that these theories would affect the management leadership styles.

Theory X stated that workers are lazy and hence need to be led. Workers are not keen about their organisational goals. Hence, the management needs to pressure the workers to work. This research studies whether task-oriented leaders (Theory X) impact upon organisational commitment in C Hotel where its workers are numerrus.

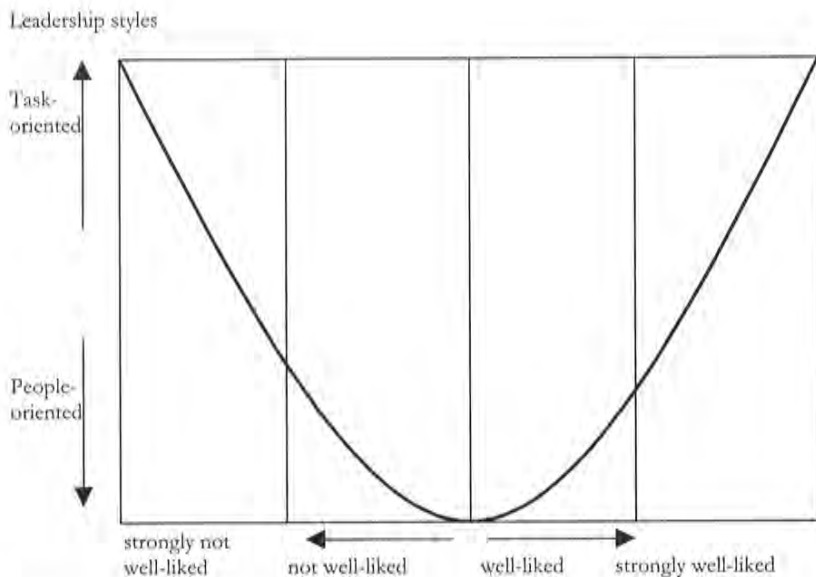
Theory Y stated that workers are motivated and their various needs can be achieved *via* working for the organisation (Nebel, 1991). The basis of Theory Y is integration where workers can achieve their goals when committed to their organisations (Hicks & Gullett, 1975). The workers' needs in this research will be measured through internal motivation and whether or not internal motivation would increase organisational commitment.

Fiedler's Contingency Leadership Models on Leadership Styles and Organisational Commitment

Fiedler (1974) stated that a group or an organisation productivity effectiveness depends on two factors, i.e. (1) leaders and (2) the environment that controls the leaders and their subordinates. In this model, leaders are categorised into two categories, i.e. task-oriented leaders and people-oriented leaders. Also, there are three factors in the context of this model, i.e. employee-employer relationships, job structure and leaders, authority in punishing and giving incentives to their workers.

Figure 3 shows the appropriate leadership styles that should be applied in different situations. Task-oriented leadership is most appropriate if the leader is strongly well-liked by the subordinates as they like to work under the pressure of their leader. This is because if the employees respect their leaders, they are prepared to receive whatever job that their leaders assign them to do.

In another extreme, leaders who are strongly not well-liked by his subordinates should also practise task-oriented leadership style. This is because the leader needs to practise his power and authority to make their employees work if their employees do not respect them.



Source: adapted from Fred. E. F. The Theory of Leadership Effectiveness, Mc Graw-Hill, New York, p142-248, 1974

Figure 4
Fiedler's Contingency Model

On the other hand, a people-oriented leader is effective if their position or level is almost the same as their subordinates. For example, a small department in an organisation led by a leader whose job specification is the same as his subordinates should practise the people-oriented leadership style. This is to enhance communications between leaders and their subordinates and once their relationship is close, organisational commitment will be instilled in employees. In this research, this model aims to see the organisational commitment in different hotels led by different leaders with different leadership styles.

Workers Expectation and Organisational Commitment in Vroom's Expectation Theory

Figure 5 exhibits Vroom's Expectancy Model, which is also known as VIE, i.e. valence, instrumentality and expectancy. Valence refers to the strength of the individual's interest towards an outcome. The value ranges from positive, zero and negative. Positive valence means the individual is interested to achieve an outcome. If the valence is zero, it means that an individual has no preference about the outcome. Negative valence means that an individual would prefer not to obtain

any outcome. Instrumentality is another important input in valence to achieve the second level of output upon achieving the first level of output. For instance, an individual is motivated to commit himself to his organisation (first level outcome) in order that he would be promoted (second level outcome).

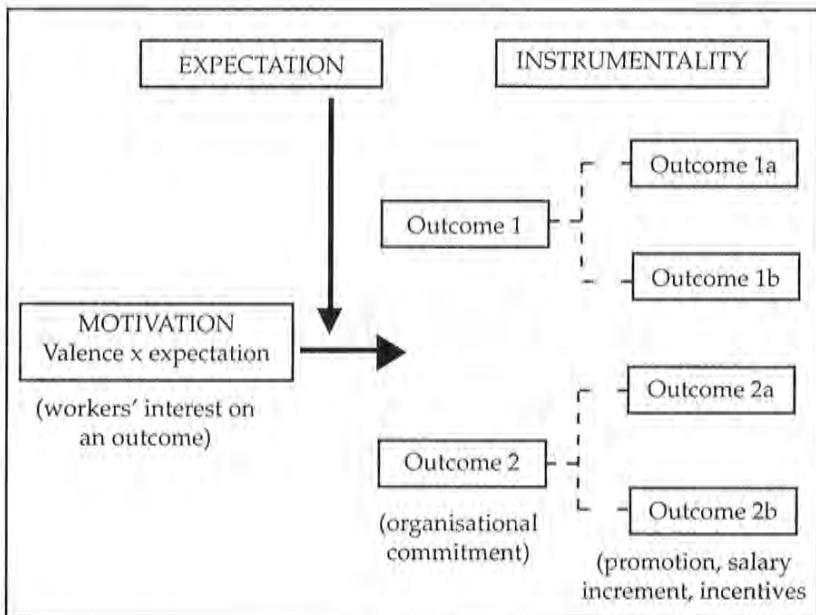


Figure 5
Vroom's Expectancy Theory

Expectancy in Vroom's Theory explains the probability of achieving the first level outcome when one has put in the effort. Instrumentality explains the probability of first outcome that would result in the second outcome (Luthans, 1992:162-164).

In short, this theory shows that the perceived outcome is a motivation that can create organisational commitment amongst the employees. This research would look at the workers expectancy from motivation factors of their organisations and how they react to these factors.

LITERATURE REVIEW OF HUMAN RESOURCE MANAGEMENT AND ORGANISATIONAL COMMITMENT

In relation with leadership factors, the University of Michigan carried out a research on task-oriented and people-oriented leadership on high

productivity and low productivity workers. In the research, leaders who practise people-oriented leadership pay attention to interactions and communications between workers, and workers' welfare. Task-oriented leaders on the other hand emphasised on workers' specific technical skills and they perceived workers as *commodities* that can yield high returns for the organisation. In the study, both high and low productivity groups had the same results, and people-oriented leadership was shown to be more effective. This is because the workers are willing to be committed to their organisations because they are satisfied with their job when they are given freedom under the care of people-oriented leaders (Wood, 1994). The result is congruent with Brass (1981) and Daley's (1986) research which showed that there is a relationship between work commitment and the people-oriented leaders.

In addition to these, Witt, Martha and Kacmar's (2000) research showed that people-oriented leaders created high performance, job satisfaction and positive attitudes in the employees towards their employers. Conversely, task-oriented leader who compels workers to complete their task without compromising with the employees resulted in low organisational commitment.

Mathieu, Zajac and Dennis (1990) showed that there is a positive correlation between work freedom and organisational commitment. The finding is in line with Ting's (1997) research which found that organisational commitment has a strong relationship with people-oriented leadership styles.

Selden and Brewer (2000) stated that the management's demand would have a strong impact on an individual's achievements. They added that individuals would have a high achievement if they are given difficult and challenging tasks. Besides, Nebel (1991) showed that task-oriented leadership is the most effective leadership style in the hotel industry (Nebel, 1991).

Mowday *et al.* (1982) stated that job involvement has a strong direct relationship with organisational commitment. Romzek (1990), Perry and Wise (1990), Selden and Brewer (2000) stated that motivation has a direct relationship with job achievement. Morrow (1993) stated that workers with strong job ethics are responsible workers and they are committed to their organisation.

In line with these, Selden and Brewer (2000) did a motivational research on 56,767 workers in the United States. Their research tested on High

Performance Cycle Model derived from Expectancy Theory, Reinforcement Theory and Justice Theory. The result showed that the organisation's expectations on its workers has a significant positive relationship ($p<0.05$) with organisational commitment. Besides, the result also showed that incentives have a direct relationship with workers' performance (the coefficients is 0.987) because incentives would increase job satisfaction which will eventually lead to organisational commitment.

Perry and Wise (1990), in their research, stated that there is a very weak relationship between training and job involvement ($r=0.0026$) in the United States although a substantial amount of money had been incurred to train their employees.

Nevertheless, Selden and Brewer's research (2000) showed that experience from training would enhance workers' job performance. Their results also showed that workers with longer service in an organisation performed well due to their understanding of the organisational goals. McDaniel, Schmidt and Hunter (1988) showed that there is a weak relationship between job performance and job tenure ($r=0.27$).

CONCEPTUAL FRAMEWORK

The conceptual framework is formed based on the research objectives and literature review.

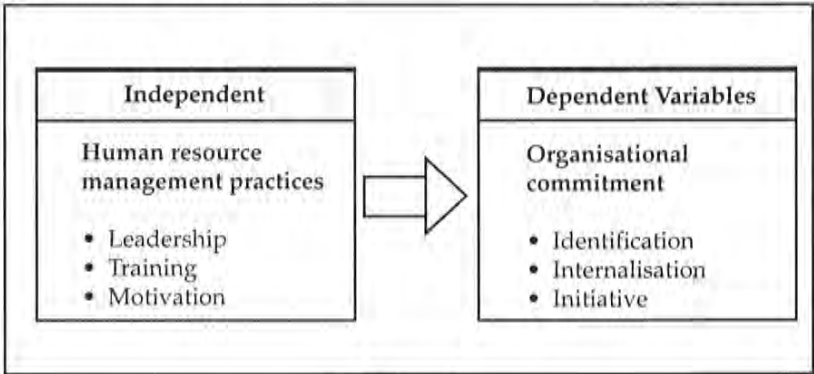


Figure 6
Conceptual framework

Figure 6 shows the intra-hotel conceptual framework. The independent variables are human resource management practices whereas the

dependent variable is organisational commitment. The selected human resource factors in this study are leadership, training and motivation whereas organisational commitment is measured by identification, internalization and initiative as indicated in the organisational commitment definitions by Mowday *et al.* (1982), and the questions are obtained directly from organisational commitment questionnaires (OCQ). All the research factors are determined based on the operational definitions in Table 3.

RESEARCH HYPOTHESES

Four null hypotheses (H_o) and alternative hypotheses (H_a) are formed to be tested to answer the research questions.

- H_o1 : There is no significant relationship between leadership and organisational commitment.
- H_a1 : There is a significant relationship between leadership and organisational commitment.
- H_o2 : There is no significant relationship between motivation and organisational commitment.
- H_a2 : There is a significant relationship between motivation and organisational commitment.
- H_o3 : There is no significant relationship between training and organisational commitment.
- H_a3 : There is a significant relationship between training and organisational commitment.
- H_o4 : There is no significant relationship between selected human resource management practices (leadership + training + motivation) and organisational commitment.
- H_a4 : There is significant relationship between selected human resource management practices (leadership + training + motivation) and organisational commitment.

METHODOLOGY

Based on the operational definitions relevant to the theories, models and literature review, the questionnaire form was designed, measured by a five-point Likert scale. There are three sections in the questionnaire with seven questions in Section A, 18 questions in Section B and 15

questions in Section C respectively. Section A is about respondents' demographic characteristics, Section B is about selected human resource practices (leadership, training and motivation), whereas Section C is about organisational commitment. A few managers from different organisations were asked to comment about all the questions in the questionnaires as to ensure that confusion would not arise when respondents of different levels answer those questions. All the questions were tested with Cronbach Alpha test to ensure that the questions were reliable (consistent) and valid (accurate with operational definitions). The reliability and the validity of the questions were tested until Cronbach Alpha hit 0.6. Cronbach Alpha > 0.6 shows that the questions are accurate and consistent.

Overall, 143 samples were selected using a simple random sampling technique stratified by departments from the three hotels with a population of 441 workers. The sample ratio in 3-star hotel to 4-star hotel to 5-star hotel was 34:47:62.

To ensure the confidentiality in respondents' answer, every head of department was asked to distribute the questionnaires to their subordinates. The completed questionnaires were then handed back directly to the researcher without involving the hotel management. This is to ensure that all the respondents answer all questions honestly, so that the result would be reliable and valid, as well as to avoid bias answers, which may cause error. All the forms were collected within two months.

The raw data collected from respondents were analysed with Statistical Packages for the Social Sciences (SPSS) Version 10.0 for Windows. The relationship between human resource management practices and organisational commitment was analysed using Pearson Correlation Coefficients. Human resource factors showing a significant relationship in Pearson Correlation Coefficients was tested with linear regression to see the degree of its impact, and find out the most dominant human resource management practice in organisational commitment.

RESULTS

This section will discuss the results of correlation and regression between selected human resource management practices (leadership, motivation, training) and organisational commitment.

Correlation Results between Selected Human Resource Management Practices and Organisational Commitment

Table 5
Intra-Hotel Correlation Result between Selected Human Resource Management Practices and Organisational Commitment

Human Resource Management Practices	Organisational Commitment		
	A Hotel (3-star) N = 34	B Hotel (4-star) N = 47	C Hotel (5-star) N = 62
Task-oriented leadership	-.065	.311*	.368**
Sig. (2 tails)	.714	.033	.004
People-oriented leadership	.394*	.351*	.216
Sig. (2 tails)	.021	.016	.092
Motivation	.305	.298*	.164
Sig. (2 tails)	.079	.042	.203
Training	.233	-.190	.349**
Sig. (2 tails)	.184	.200	.005

**Correlation is significant at 0.01.

*Correlation is significant at 0.05.

In Table 5, two-tail correlation results shows that in A Hotel, only people-oriented leadership has a moderately weak significant relationship ($p < 0.05$) with organisational commitment at $r = .394$ ($p = 0.05$), whereas there is no significant relationship ($p > 0.05$) between task-oriented leadership, motivation and training with organisational commitment.

In B Hotel, there is a moderately significant direct relationship ($p < 0.05$) between task-oriented leadership, people-oriented relationship and motivation with organisational commitment at $r = .311$, $r = .351$ and $r = .298$ respectively. The result also shows that there is no significant relationship ($p > 0.05$) between training and organisational commitment in the hotels.

In C Hotel, task-oriented leadership and training has a moderately weak, but still significant ($p < 0.05$) direct relationship with organisational commitment at $r = .368$ and $r = .349$, respectively.

In addition to the factors being studied, the human resource management practices results (task-oriented leadership + people

oriented leadership + motivation + training) and organisational commitment are summarised in Table 6.

Table 6
The Correlation Results between Human Resource Management Practices and Organizational Commitment in 3-Star Hotel, 4-Star Hotel and 5-Star Hotel

	Human Resource Management Practices (leadership + motivation + training)		
	A Hotel (3-star) N = 34	B Hotel (4-star) N = 47	C Hotel (5-star) N = 62
Organisational commitment	.345*	.367*	.367**
Sig. (2 tails)	.046	.011	.004

**Correlation is significant at level 0.01 (2 tails)

*Correlation is significant at level 0.05 (2 tails)

Table 6 shows that overall, selected human resource management practices has a moderately significant ($p < 0.05$) direct relationship ($3 < r < 4$) in all the three hotels. The correlation between human resource management practices and organisational commitment in 3-star hotel (A Hotel), 4-star hotel (B Hotel) and 5-star hotel (C Hotel) are $r = .345$, $r = .367$ and $r = .367$, respectively. It can be concluded that all the hotels have a significant ($p < 0.05$) relationship between human resource management practices (leadership, motivation, training) and organisational commitment.

Correlation between Selected Human Resource Management and Organisational Commitment in Hotel Industry

Table 7 shows the correlation results between selected human resource management factors (leadership, motivation, training) and organisational commitment in the hotel industry. The results show that task-oriented leadership, people-oriented leadership and motivation has a significant ($p < 0.05$), moderately weak direct relationship ($3 < r < 5$) with organisational commitment at $r = .354$, $r = .450$ and $r = .454$, respectively at the significance level of $p = 0.05$. However, training does not have a significant ($p > 0.05$) relationship with organisational commitment. From the results, it can be concluded that among the selected human resource management practices, people-oriented leadership and motivation have a stronger relationship ($r > .4$)

with organisational commitment as compared to task-oriented leadership ($r>.3$).

Table 7
The Correlation Result between Selected Human Resource Management and Organizational Commitment in 3-Star, 4-Star and 5-Star Hotel

Human Resource Management Practices	Organisational Commitment				
	A Hotel (3-star)	+	B Hotel (4-star)	+	C Hotel (5-star)
	N = 143				
Task-oriented leadership Sig. (2 tails)			.354** .000		
People-oriented leadership Sig. (2 tails)			.450** .000		
Motivation Sig. (2 tails)			.454** .000		
Training Sig. (2 tails)			.163 .052		

** Correlation is significant at level 0.01 (2 tails)

* Correlation is significant at level 0.05 (2 tails)

Table 8
Correlation Results between Selected Human Resource Management Practices and Organisational Commitment in Hotel Industry

	Human Resource Management Practices (leadership + motivation + training)				
	A Hotel (3-star)	+	B Hotel (4-star)	+	C Hotel (5-star)
	N = 143				
Organisational commitment Sig. (2 tails)			.567** .000		

** Correlation is significant at level 0.05.

In Table 8, the correlation results shows that human resource management practices (leadership + motivation + training) has a moderately significant ($p<0.05$) direct relationship with organisational commitment in the hotel industry at $r= .513$.

In conclusion, the correlation results show that there is a significant relationship ($p<0.05$) between leadership and motivation with

organisational commitment whereas there is no significant ($p>0.05$) relationship between training and organisational commitment in the hotel industry. However, there is a moderately significant direct relationship between human resource management and organisational commitment in the hotel industry. Hence, H_01 , H_02 and H_04 are rejected, and H_03 is accepted. Human resource management practice factors showing significant results are further tested with linear regression to see its degree of impact on organisational commitment in the hotel industry.

Linear Regression Results of the Impact of Human Resource Management Practices on Organisational Commitment in the Hotel Industry

Table 9 shows the result of human resource management practices that have a significant ($p<0.05$) impact on organisational commitment in the hotel industry. The leadership and motivation factors have a significant influence ($p<0.05$) on organisational commitment. The equation of linear regression line of leadership and motivation on organisational commitment is:

$$\text{Organisational commitment} = 28.755 + .960 \text{ task-oriented leadership} + .876 \text{ people-oriented leadership} + .732 \text{ motivation}$$

Table 9

The Regression Result of the Impact of Significant Human Resource Management Practice on Organisational Commitment in Hotel Industry

<i>R</i>	R Square	Adjusted R Square	Std. Error of the Estimate		
.567	.321	.307	4.6174		
Determinants: Task-Oriented Leadership, People-Oriented Leadership, Motivation					
	Unstandardised Coefficients		Standardised Coefficients	<i>t</i>	Sig.
	<i>B</i>	Std. Error	β		
(Constant)	28.755	3.007		9.563	.000
Task-oriented leadership	.960	.331	.220	2.899	.004
People-oriented leadership	.876	.332	.222	2.638	.009
Motivation	.732	.182	.317	4.026	.000

Dependent variable: Organisational Commitment

The equation further shows that task-oriented leadership has the most dominant impact on organisational commitment with the parameter of 0.960. The impact percentage is 32.1% for both leadership and motivation factors whereas the standard error of estimate is 4.6174. It means that there is likely to be a 4.62 % of a mistake when we make an estimation based on the linear regression equation.

Table 10

The Regression Result the Impact of Human Resource Management on Organisational Commitment in Hotel Industry

<i>R</i>	<i>R Square</i>	<i>Adjusted R Square</i>	<i>Std. Error of the Estimate</i>
.513	.264	.258	4.7755

Determinants: Human Resource Management

- 1 The independent variable impact is shown in *R*
- 2 The standard error shows the difference between the original value and the estimated value of linear

	Unstandardized Coefficients		Standardized Coefficients	<i>T</i>	<i>Sig.</i>
	<i>B</i>	<i>Std. Error</i>	β		
(Constant)	29.734	3.224		9.224	.000
Human resource management	.590	.083	.513	7.078	.000

Dependent variable: Organisational Commitment

From Table 10, the linear regression equation is:

Organisational commitment = 29.734 + .590 human resource management

The equation means that there is a significant direct impact ($p < 0.05$) between human resource management practices and organisational commitment at $r = .513$ with the influence of 26.4%. The organisational commitment standard error of the estimate is 4.7755.

DISCUSSION

The Relationship between Selected Human Resource Management Practices and Organisational Commitment

The results indicated that selected human resource management practices (leadership, motivation, training) relate significantly ($p < 0.05$)

with organisational commitment in the hotel industry. However, results are different in hotels of different status.

Human resource management practices have a direct moderate positive relationship with organisational commitment in hotel industry ($r=.567$, $p<0.05$). This result explains Walton's (1985) statement stating that human resource management is crucial because it enforces mutual agreement between employers and employees that generate workers commitment to enhance the organisational productivity. However, the human resource management impact in this research is only 26.4%, showing that the impact of human resource management practices on organisational commitment is still low. This phenomenon is in line with the fact that most hotels do not have a human resource department. Among all the hotels in this research, only 5-star hotels (C Hotel) has a human resource department with only three employees. Other hotels do not have a specific human resource department but the employees' affairs management is taken over by the Administration and General Department in A Hotel, and the general manager in B Hotel. Hence, the job in dealing with human resource is not specified clearly resulting in ineffectiveness in organisational management.

Only leadership and motivation factors have a significant relationship ($p<0.05$) with organisational commitment in the hotel industry. On the other hand, training does not have a significant relationship with organisational commitment ($p>0.05$). This fact is congruent with the Frank *et al.* (1996) statement stating that a few hotel managers are not willing to send their workers for training because they perceive training as a waste of money that yields no return in the hotel industry. In fact, training is a process that is able to enhance the workers' skills, knowledge and behaviour to develop organisational goals.

Leadership factors have a significant influence ($p<0.05$) with organisational commitment in the hotel industry in this research. In the hotel industry, task-oriented leadership and people-oriented leadership have a significant positive relationship with organisational commitment ($p<0.05$). This is in line with the Path-Goal Leadership Theory which stated that different leadership styles can be applied in an appropriate work environment and the leadership function is to motivate and increase the workers' achievements. However, the hotel industry has a lot of departments led by their respective managers with different management styles. It can be concluded that different leadership styles in different departments, as stated in Fiedler's Contingency Leadership Model, create organisational commitment.

Nevertheless, task-oriented leadership does not have a significant relationship with organisational commitment in A Hotel. This result is congruent with Mathieu, Zajac and Dennis's (1990) result stating that the relationship between task-oriented leadership style and organisational commitment is weak.

People-oriented leadership has a significant relationship with organisational commitment in 3-star hotels and 4-star hotels. This is because there are relatively less employees in 3-star and 4-star hotels as compared to employees in 5-star hotels. In an organisation with lesser employees, the workers' interaction degree is higher and this will increase the communication frequency between leaders and workers. This result explains the Human Relation Theory concept, i.e. high human relation would increase workers' satisfaction and thus, increase their commitment towards the organisation.

In C Hotel, people-oriented leadership does not have a significant relationship with organisational commitment. Instead, the results show that task-oriented leadership style is effective in C Hotel. This may be due to the large number of employees in C Hotel, where the employees tend to shirk because it is difficult for the management to keep watch on each and everyone of them. Hence, to avoid the employees from shirking, the management needs to pressure their workers to work. This is similar to the Theory X concept which stated that task-oriented leaders impact upon organisational commitment.

Expectation Theory and Vroom's Expectation Theory stated that a worker's perceived incentives would motivate them to be committed to their organisations. Social Exchange Theory stated that a worker would be committed to the organisation if their needs are being fulfilled. In the hotel industry, workers showing excellent achievement will be awarded the best employee award. In line with this, motivation factor has a moderately significant ($p < 0.05$) relationship with organisational commitment in the hotel industry. This result supported the Romzek (1990), Perry and Wise (1990), Selden and Brewer (2000) results, which stated that motivation had a direct relationship with job achievement. Besides, the result also explains Theory Y, i.e. internal motivation can increase the workers' organisational commitment.

From this research, it was found that only 5-star hotels show that training has a significant relationship with organisational commitment. This is because hotels with higher status will show a more professional image because most of its customers are renown people. Hence, relevant training should be given to workers to improve their skills.

Nevertheless, the present research results show that training does not have a significant relationship with organisational commitment in the hotel industry. The results is in line with Frank *et al.* (1996) as well as Iverson's (1989) statement stating that some managers are not willing to send their workers for training because they view training as a waste of money rather than an investment. Besides, it is a fact that hotel workers are seldom given an opportunity to be trained be it on-the-job or off-the-job training. There are workers who admitted that the training they do receive are oral and not relevant with their current job. A manager in a hotel said that they hardly send employees for training due to the high turn-over rate and most workers are temporary workers in the hotel industry, so it is of no benefit if they send workers for training due to the uncertain returns on investment. Hence, it can be concluded that training is not that important in the hotel industry. This is in line with the present research stating that training does not have a significant impact on organisational commitment.

CONCLUSION

Leadership factors and motivation have a significant ($p < 0.05$) direct relationship with organisational commitment in the hotel industry, whereas training does not. Hence, H_{01} and H_{02} are rejected whereas H_{03} is accepted. Overall, it can be concluded that selected human resource management practices has a moderately significant direct relationship with organisational commitment in the hotel industry and H_{04} is rejected.

In conclusion, all the research objectives were fulfilled. Also, all the questions in the problem statements are answered with appropriate hypotheses testing. However, there are some strengths and weaknesses affecting the research results. The weaknesses include communication barriers due to shift workers, the problems of illiterate respondents in answering the questionnaires, respondents' dishonesty in answering the questionnaires and not all the factors are studied in-depth due to time constraints.

On the other hand, there are also strengths that contribute to results accuracy. These include getting enough sample size, resulting in minimum result errors and obtaining accurate results; respondents' honesty in answering the questions is assured due to the assured confidentiality to them; and all the questionnaires were answered fully without any missing data.

Although it cannot be denied that there are some weaknesses during the research process, the research results can be accepted because this research involves a large number of samples being selected carefully with suitable sampling procedures. In addition to this, problems only arise in some respondents. Hence, it can be concluded that there is a moderate direct relationship between human resource management practices and organisational commitment in the hotel industry.

RECOMMENDATIONS FOR HOTELS AND RESEARCHERS

Some recommendations that might be useful to help enhance hotel productivity are to form the organisational vision and mission statement in the hotel, to implement orientation programs for new workers, to implement training programs for employees, to introduce an internal job ladder, to give incentives accordingly to workers with good achievements, and to set up a human resource department in the hotels.

Recommendations for future researchers are to consider other human resource management factors not being studied in this research, to carry out interviews in a research as to complement the present results and to study every factor in more detail as to understand human resource management practices and its impact on organisational commitment in more detail.

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