



NEAR EAST UNIVERSITY
INSTITUTE OF GRADUATE STUDIES
BUSINESS ADMINISTRATION PROGRAM

**The Role of Human Resources in Enhancing
Employee Commitment and its Effect on Achieving
the Concept of Organizational Justice in the Hotel
Industry in KSA**

DOAA JABER IBRAHIM WAFY

MASTER'S THESIS

NICOSIA
2021

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THESIS SUPERVISOR
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NICOSIA
2021

ACCEPTANCE/APPROVAL

We as the jury members certify the **'The Role of Human Resources in Enhancing Employee Commitment and its Effect on Achieving the Concept of Organizational Justice in the Hotel Industry in KSA'** prepared by **DOAA JABER IBRAHIM WAFY** defended on **10/06/2021** has been found satisfactory for the award of degree of Master

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I **DOAA JABER IBRAHIM WAFY**, hereby declare that this dissertation entitled '**The Role of Human Resources in Enhancing Employee Commitment and its Effect on Achieving the Concept of Organizational Justice in the Hotel Industry in KSA**' has been prepared myself under the guidance and supervision of '**Prof. Dr. Serife Eyupoglu**' in partial fulfilment of the Near East University, Institute of Graduate Studies regulations and does not to the best of my knowledge breach and Law of Copyrights and has been tested for plagiarism and a copy of the result can be found in the Thesis.

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ABSTRACT

The Role of Human Resources in Enhancing Employee Commitment and its Effect on Achieving the Concept of Organizational Justice in the Hotel Industry in KSA

This research, intended to investigate the role of human resource management in enhancing employees' commitment and its effect on achieving the concept of organizational justice in the hotel industry in the Kingdom of Saudi Arabia. To achieve this, a quantitative cross-sectional survey was conducted, using a valid questionnaire, on a random representative sample of 384 employees working in five- four stars' hotels in Kingdom Saudi Arabia. The data collected was analyzed statistically using the SPSS program, where the results showed that there is a high degree of effectiveness in Human resources management in five-star Saudi hotels and that Human resources management in Saudi hotels fully carries out its duties in terms of supporting employees and providing career development opportunities from the employees' point of view. The Research also revealed that four and five-star hotels in the Kingdom Saudi Arabia provides a high degree of organizational justice, Regarding the correlation between the three investigated organizational variables, the results showed that Human resources management has positive effects on Employee commitment and Human resources management has a similar positive effect on achieving organizational justice. Moreover, the study found that there is a positive relationship between organizational justice and Employee commitment in hotels and concluded that organizational justice has mediating effects on the relationship between Human resources management and Employee commitment.

Keywords: Human Resource Management; Organizational Justice, Employee Commitment, Organization commitment, emotional commitment, Ongoing commitment, Normative commitment, Distributive Justice, Interaction Justice, Procedural Justice

ÖZET

The Role of Human Resources in Enhancing Employee Commitment and its Effect on Achieving the Concept of Organizational Justice in the Hotel Industry in KSA

Bu Araştırma, Suudi Arabistan Krallığı'ndaki otel endüstrisinde insan kaynakları yönetiminin çalışanların bağlılığını artırmadaki rolünü ve bunun örgütsel adalet kavramına ulaşmadaki etkisini araştırmayı amaçlamıştır. Bunu başarmak için, Suudi Arabistan'daki beş-dört yıldızlı otellerde çalışan 384 çalışandan oluşan rastgele temsili bir örneklem üzerinde geçerli bir anket kullanılarak nicel kesitsel bir anket gerçekleştirildi. Toplanan veriler SPSS programı kullanılarak istatistiksel olarak analiz edildi ve sonuçlar beş yıldızlı Suudi otellerinde İnsan kaynakları yönetiminde yüksek derecede etkinlik olduğunu ve Suudi otellerinde İnsan kaynakları yönetiminin destekleme açısından görevlerini tam olarak yerine getirdiğini gösterdi. çalışanların bakış açısıyla kariyer gelişim fırsatları sunmaktır. Araştırma ayrıca Suudi Arabistan Krallığı'ndaki dört ve beş yıldızlı otellerin yüksek derecede örgütsel adalet sağladığını ortaya koydu. Araştırılan üç örgütsel değişken arasındaki korelasyonla ilgili olarak, sonuçlar İnsan kaynakları yönetiminin Çalışan bağlılığı ve İnsan kaynakları üzerinde olumlu etkileri olduğunu gösterdi. yönetimin örgütsel adaletle ulaşmada benzer bir olumlu etkisi vardır. Ayrıca, çalışmada otellerde örgütsel adalet ile Çalışan bağlılığı arasında pozitif bir ilişki olduğu ve örgütsel adaletin İnsan kaynakları yönetimi ile Çalışan bağlılığı arasındaki ilişkide aracı etkilerinin olduğu sonucuna ulaşılmıştır.

Anahtar Kelimeler: İnsan kaynakları yönetimi; Örgütsel Adalet, Çalışan Bağlılığı, Örgüt bağlılığı, duygusal bağlılık, Devam eden bağlılık, Normatif bağlılık, Dağıtıcı Adalet, Etkileşim Adaleti, Prosedür Adaleti

TABLE OF CONTENTS

ACCEPTANCE/APPROVAL

DECLARATION

ACKNOWLEDGEMENTS.....i

ABSTRACT.....ii

ÖZET.....iii

TABLE OF CONTENTS.....iv

LIST OF FIGURES.....ix

LIST OF TABLES.....ix

ABBREVIATIONS.....xi

CHAPTER 1

INTRODUCTION AND BACKGROUND:

1.1 Significance of the Study.....3

1.2 Problem Statement and Research Purpose.....3

1.3 Research Questions5

CHAPTER 2

LITERATURE REVIEW

2.1 Human Resource Management (HRM).....6

2.1.1 Human Resource Management Definitions.....6

2.1.2 Importance of Human Resource Management.....10

2.1.3 Objectives of Human Resources Management.....11

2.1.3.1 Organizational objectives.....	11
2.1.3.2 Job objectives.....	11
2.1.3.3 Humanitarian goals.....	12
2.1.3.4 Social goals.....	12
2.1.4 Functions of Human Resource Management.....	13
2.1.4.1 Administrative function.....	13
2.1.4.2 Specialized function.....	13
2.1.5 Challenges Facing Human Resources Management.....	14
2.2 Employee Commitment (EC).....	17
2.2.1 Employee Commitment Definitions and Importance.....	17
2.2.2 Employee Commitment Types.....	19
2.2.2.1 Emotional commitment	19
2.2.2.2 Ongoing commitment	20
2.2.2.3 Normative commitment	20
2.3 Organizational Justice (OJ).....	21
2.3.1 Organizational Justice Definition.....	21
2.3.2 Organizational Justice Types.....	22
2.3.2.1 Distributive Justice	22
2.3.2.2 procedural Justice	23
2.3.2.3 Interactional Justice	24

CHAPTER 3**THEORETICAL BACKGROUND AND HYPOTHESES' DEVELOPMENT**

3.1 The Relationship between Human resources management and employee commitment.....	26
3.1.1 The Relationship between Human Resources management and Organizational justice.....	34
3.1.2 The Relationship between Organizational justice and Employee commitment.....	38
3.1.3 The Mediating Effect of Organizational justice on the relationship between Human Resources Management and employee commitment.....	40
3.2 Conceptual Model.....	41
3.3 Definition of Key Terms.....	42

CHAPTER 4**METHODOLOGY**

4.1 Research Approach.....	43
4.2 Research Strategy.....	44
4.3 Research Design.....	44
4.4 Population and Sampling.....	44
4.5 Data Collection Procedures.....	45
4.6 Data Collection Tools.....	45
4.7 Data analysis procedures.....	46
4.8 Research Validity and Reliability.....	47
4.8.1 Research Reliability	47
4.8.2 Research Validit.....	48

4.9 Analytical Tools.....	49
----------------------------------	-----------

CHAPTER 5

RESULTS

5.1 Sample Socio-demographic Characteristics.....	50
--	-----------

5.2 The Descriptive Data Analysis Results.....	55
---	-----------

5.2.1 Human Resource Management in Kingdom Of Saudi Arabia Hotels...55	
---	--

5.2.2 Organizational Justice in Kingdom Of Saudi Arabia Hotels.....57	
--	--

5.2.3 Employee Commitment in Kingdom Of Saudi Arabia Hotels.....60	
---	--

5.3 Hypotheses Testing.....	62
------------------------------------	-----------

5.3.1 The Relationship between Human Resources Management and Employee commitment (Hypothesis One).....	62
--	-----------

5.3.2 The Relationship between Human Resources Management and Organisational justice (Hypothesis Two).....	65
---	-----------

5.3.3 The Relationship between Organisational Justice and Employee commitment (Hypothesis Three).....	67
--	-----------

5.3.4 The Mediating Effect of Organisational justice on the Relationship between Human Resources Management and Employee commitment (Hypothesis Four).....	69
---	-----------

CHAPTER 6**DISCUSSION AND CONCLUSIONS**

6.1 Introduction.....	72
6.2 Study Limitations.....	72
6.3 DISCUSSION.....	73
6.4 conclusion.....	77
6.5 Recommendations.....	78
6.6 limitation of research.....	80
6.7 Future Studies.....	81

REFERANCE

APPENDIX 1: Survey Questionnaire.....	105
APPENDIX 2 : PLAGIARISM REPORT.....	119
APPENDIX3: Ethics Committee Approval.....	111

LIST OF FIGURES

Figure 1: research conceptual framework.....	42
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LIST OF TABLES

Table 1: Tool's variables and references.....	46
Table 2: The results of Cronbach' alpha reliability test.....	48
Table 3: Pearson correlation coefficients for the factor analysis	49
Table 4: Descriptive Statistics of Respondents.....	52
Table 5: Descriptive Statistics of Gender	52
Table 6: Descriptive Statistics of Marital Status.....	53
Table 7: Descriptive Statistics of Age	53
Table 8: Descriptive Statistics of Educational Qualification	54
Table 9: Descriptive Statistics of specialty	55
Table 10: Descriptive Statistics years of experience	55
Table 11: Descriptive summary for the human resource management in KSA Hotels (n=384)	56
Table 12: Descriptive summary for the organizational justice in KSA Hotels (n=384)	58
Table 13: Descriptive summary for the employees' commitment in KSA Hotels (n=384).....	61
Table 14: Linear regression's model summary for the effect of Human Resources Management on Employee Commitment	63
Table 14.1: Linear regression's model summary.....	63
Table 14.2: Linear regression's of Anova	63
Table 14.3: Linear regression's of Coefficients	63
Table 14.4: Linear regression's of Residuals Statistics.....	64
Table 15: Linear regression's model summary for the effect of Human Resources Management on Organizational Justice.....	65
Table 15.1: Linear regression's model summary.....	65

Table 15.2: Linear regression's of Anova	66
Table 15.3: Linear regression's of Coefficients	66
Table 16: Linear regression's model summary for the effect of Organizational Justice on Employee commitment	68
Table16.1: Linear regression's model summary.....	68
Table 16.2: Linear regression's of Anova	68
Table 16.3: Linear regression's Residuals Statistics	68
Table 17: The Pearson correlation coefficient between Organizational justice and Employee commitment	68
Table 18: Regression Analyses for Testing Mediation.....	70

ABBREVIATIONS

(HRM):	Human Resource Management
(OJ):	Organizational Justice
(EC):	Employees Commitment
(KSA):	Kingdom of Saudi Arabia
(EC):	Emotional commitment
(OC):	Ongoing commitment
(OC):	Organizational commitment
(DJ):	distributive Justice
(PJ):	procedural Justice
(IJ):	interactional Justice
(SF):	Specialized function
(AF)	Administrative function
(JO)	Job objectives

CHAPTER 1

INTRODUCTION AND BACKGROUND:

The world is currently witnessing rapid, multiple, and intertwining highly complex changes, so that they have become pressures on business organizations, threatening their existence and continuity, prompting organizations to rethink the way they perform their business and how to add value to stakeholders. That is why human resources are considered the most important element to reach the achievement of the desired goals and objectives, and its significance of increasing the organization's efficiency and the effectiveness of its performance of its tasks and activities. Therefore, the need for human resources with distinguished capabilities and high skills that competition cannot imitate has increased. Organizational justice is also the focus of attention and care of many researchers who have made many serious attempts to activate it in today's organizations, as it is closely related to the stability of workers and their commitment, and thus the extent of the success of these organizations. Moreover, organizational justice and effective human resource management practices have a significant impact on increasing employee loyalty through their adherence and commitment to their organizations as a result of their positive awareness of the organizational justice they enjoy in their organizations, which will be contributed to the performance of the organization also.

On an empirical and scholarly basis, not much has been done to examine how human resource management affects organizational justice and employees' commitment to the hotel industry in Saudi Arabia. Thus, this research has one of the few that investigates this issue, and it represents an attempt to broaden this concept by determining the mediating role of

organizational justice in the relationship between human resource management and employee commitment in the Saudi hotel industry. It should be noted that Human resource management assists organizations in effectively organizing their human resources, which improves organizational performance. (Atanassova, 2019). Also, there have been several considerable developments in human resources which resulted in the development of what is now termed strategic human resources management (Hadda, 2019; Sorati et al., 2019; Uddin et al., 2019). Such developments are considered to be important for addressing major challenges that affect organizations. For instance, Macke and Genari (2019) contend that HRM is important for dealing with problems of organizational injustice. This is relatively important especially when considerations are made that a lot of organizations are characterized by severe problems of organizational injustice (France-Harris, Burton & Mooney, 2019; Nguyen et al., 2013; Scott, 2016). This, therefore, requires that HRM strategies be used to deal with issues giving rise to organizational injustice. Hence, the ability to enhance the performance of hotels is influenced by how hotels use HRM strategies to address issues of organizational injustice.

Meanwhile, the importance of Human resource management in organizations can also be related to its ability to foster the development of constructive ideas (Sorati et al., 2019). This is of huge importance in modern business environments which are characterized by working environments that have a lot of cross and multi-cultures (Uddin et al., 2019). Hence, by developing effective Human resource management strategies, organizations will be in a much better position to handle problems of organizational injustice and enhance their performance. These issues are so common among hotels in Saudi Arabia and propositions are being made that HRM strategies be used to deal with these issues (Abaker, Titi & Al-Nasr, 2019, Yamin, 2019). This, therefore, requires that Human resource management strategies be used to deal with issues giving rise to organizational injustice. Hence, the ability to enhance the performance of hotels is influenced by how hotels use HRM strategies to address issues of organizational injustice. Accordingly, this research extends this idea and determines the role of human resources in

enhancing employee commitment and its effect on achieving the concept of organizational justice in the hotel industry

1.1 Significance of the Study

Employee commitment and organizational justice are extremely important concepts. Importance in a modern business world which is characterized by the significant migration of employees from one country to the other. As such, this requires more information on how best managers can manage employees from different cultural backgrounds and use their constructive cross-cultural ideas to enhance the performance of an organization. On an empirical basis, not much has been done to examine how organizational justice and cross-culture management affect the performance of employees in hotels. Thus, this automatically improves the performance level of hotels this study will be one of the few studies that examine this issue especially with regards to hotels in Saudi Arabia, on a more practical level, issues of organizational justices are one of the major issues that affect organizations that have a lot of employees of different cultural backgrounds. Furthermore, the failure of hotels to deal with these issues can hinder the economic growth and development of the hotel industry. This has negative social and economic effects which are caused by labor turnover and retrenchments. Hence, this research serves as a platform upon which social and economic growth and development goals are attained and sustained.

1.2 Problem Statement and Research Purpose

Human resources management is considered to be an important strategy that helps organizations to organize their human resources efficiently that enhances organizational performance. However, research by Scott (2016), showed that the ability of organizations to effect positive changes on other organizational variables such as employee commitment is influenced by organizational justice. This entails that the effects of Human Resources Management on employee commitment are made stronger by the inclusion of organizational justice practices. But this relationship varies in both its

nature and magnitude concerning the type of industries being examined. This can be supported by ideas that showed that the role of human resources is different between the financial sector (Dong & Liu, 2010) and the manufacturing sector (Petison & Johri, 2008).

As a result, there is a lack of clarity regarding the strength of organizational justice's mediating effects on the relationship between human resource management and employee commitment in the hotel industry. Moreover, Barmeyer (2017), contends that the adoption of sound organizational justice practices is much more effective in enhancing employee commitment. But the impact of organizational justice on employee commitment within hotels has yet to be investigated. The hotel industry in Saudi Arabia is facing some challenges arising from changing customer requirements and an ongoing competitive environment, which puts full pressure on human resources and front-line personnel who are a very important determinant of organizational performance. At the same time, it has become argued that the hotel industry uses manpower extensively and that this valuable resource can make a difference when it comes to service quality and organizational competitiveness. This is because human resources are one of the most important resources of the organization, as they are the main engine for all activities that result in the transformation of inputs into outputs. There are many challenges that human resources face in playing an important role in how to manage the functional combination resulting from the multiplicity of cultural backgrounds present in hotels. This research is based on determining the role of human resources in finding the balance to be able to absorb these cultural backgrounds and achieve a sense of organizational justice for them and show the impact of organizational justice on the commitment of employees to create an integrated model that leads them to achieve their goals and adapt their strategy.

1.3 Research Questions:

The main focus of this research is to answer the following questions;

- What is the relationship between employee human resource management, organizational justice, and employee commitment?
- Is the mediating influence of organizational justice stronger than the direct influence of human resource management and employee commitment?

CHAPTER 2

LITERATURE REVIEW

The goal of this chapter is to examine and review the literature on human resource management, employee commitment, and organizational justice in general, and specifically in the Saudi hotel industry. The current Research focuses on the role of Human Resources Management in increasing employee commitment and achieving organizational justice in Saudi hotels. As a result, this chapter will go over the importance, objectives, and functions of Human Resources Management, review existing literature on employee commitment and organization justice by providing an overview of their definitions, their types, and their importance followed by a theoretical background review of the relationships existing between those variables as illustrated by the previous academic scholars which lead to the formulation of the four hypotheses.

2.1 Human Resource Management (HRM)

2.1.1 Human Resource Management Definitions

Mathis and Jackson (2000) define human resource management as "the development of formal systems within an organization to ensure the effective and efficient use of human talent to achieve organizational goals" (Mathis & Jackson, 2000). Human Resources Management department is responsible for various tasks such as job status analysis, designing of job vacancies, recruiting for interviewing then selecting the best fitting candidate, create and carry the process of employees training and career development,

team framing, employee motivation, schedule promotion, benefits, compensations, appraisals, employees empowerment, employees well-being and security at their jobs, labor, and public relations, and employees job or contacts termination (Biswas & Cassell, 1996) (Boella & Goss-Turner, 2019) (Tanke, 2001) Just a while ago, Human Resources Management developed and applied a better, more diplomatic strategy treating employees as investment-worthy individuals, who are valuable and can be developed in the benefit of company rather than expenses need to be covered. Work and business sustainability and valid, positive market competitions were noticed to develop once Human Resources Management invests in more accredited, talented, motivated, intelligent, proficient faithful, and initiative employees and staff members (Storey, 1995). It is of great value to understand that Human Resources Management should develop and implement various strategic packages such as High-involvement practices, high-performance work systems (HPWS), adaptable production systems, and high-commitment systems to insure the recruitment, retaining and development of empowering, motivated and faithful, committed employees (Wood, 1999a)

Way (2002) defines HPWS as a group of distinct but interconnected practices of human resource management that aim to choose, improve, save and motivate workforces especially those who (1) has superior capacities; (2) applies their capacities in their work-related activities; and (3) whose work-related activities result in superior intermediate indicators of firm competitive advantage performance. For a work organization to be considered within the high-performance organization, it should perform the following HRM processes abridged by discriminatory hiring, comprehensive coaching, and training, empowered teams, disperse decisions taking, lower distinction conditions, well-developed information gathering and sharing, bonuses given according to achievement and contribution to the overall company performance, employment health, and safety, rectifiable job tasks, full job framing, empower initiative employees to participate and get involved in various projects, motivation, transformative authority, gain, profit sharing, and employees owning stocks (Guthrie, 2001) (Way, 2002) (Wood, 1999a) (Zacharatos, Barling, & Iverson, 2003). HRM in hospitality and tourism

industries has been tested by two cascades; the first cascade focused on testing individual's practices while the second was mainly focused on HRM practices, their statements, and impact. Testing individual's practices can be done by testing the processes of recruiting and selecting employees, motivation of employees and getting them involved, patterns of management directions, commands and leadership, achievements assessments, and salaries. Recruiting and staff selection are two important stages managed by Human Resources Management in the tourism and hospitality industries. Selecting and hiring staff capable of keeping a smile while struggling to maintain high performance working criteria of polite and friendly welcoming to the flood of advocates, some of those are granted with better social elegance and many might be loaded with toxic traits during challenging times and events such as holidays and festivals (Anderson, Provis, & Chappel, 2001).

It is important to hire staff with distinguished interpersonal skills and train them to perform services with high quality. Before high-quality services were a trending concept of sales and marketing, Human Resources Management was requested to hire and excessively train individuals who capable of increasing work profits, thus focus has been drawn to interpersonal skills associated with behavioral characteristics. Behavior is known as the interaction between behaving individuals and behaving environment illustrated in various situations (Bearden & Teel, 1983). The main two factors playing an integral role in interpersonal behaviors and skills are personal characteristics and situational factors; personal characteristics appeared as the interaction between two individuals was not dependent only on the situation they were having, other forces were controlling the scene ended up be those personal characteristics. Some of these might change according to the situation yet, some persist regardless of the situation such as; cultural, social, and religious background, fundamental perceptions, need for domination or reliance, self-absorption or extroversion, quietness, or agitation and self-confidence. (Day & Landon, 1989). French defines human resource management as "the process of selecting, using, developing and compensating the human resources working in the organization (French,

1974). Sikula defined it as “the use of the manpower inside the establishment or by the establishment. This includes the operations of manpower planning in the facility, selection and appointment, performance evaluation, training and development, compensation and salaries, industrial relations, providing social and health services, and finally, research of individuals (Sikula, 1976). The researcher believes from the previous definitions that human resource management represents one of the supreme functions in modern organizations that depend on the human element. Therefore, some activities must be performed, the most important of which is the presence of a stable and efficient workforce, and this comes through several sub-activities, the most important of which are: Job analysis Human resource planning, research and recruitment, development, performance evaluation, compensation and benefits and benefits, labor relations and finally labor security and safety. Likewise, human resources management represents one of the important functions in modern organizations that specialize in using the human element efficiently for them, and that it performs several main activities, most notably (Al-Ashmawy, 2010):

- Building a stable and highly efficient workforce through systems analysis and job descriptions.
- Training and development of the workforce to increase their capabilities and skills.
- Compensation of individuals for their efforts at work through salaries, incentives, and bonuses.
- Achieving integration between the desires of individuals and the interests of the establishment through the communication systems in the organization.
- Providing health and social care for workers to find positive trends towards the facility.
- Carrying out all the work of human resources affairs, such as archiving files and providing information on human resources.

2.1.2 Importance of Human Resource Management:

There is a set of justifications that pushed the world, with its various institutions, to pay special attention to human resources and great care, and perhaps the most prominent of these justifications (Al-Fouly, 2003):

1. The large size of the institutions has led to an increase in government intervention in directing the activity of the work of the various institutions to generate an intimate relationship between the management of the institution and the workers.
2. The realization of officials at all administrative levels that increasing productivity depends on improving the use of human resources.
3. The growing humanitarian trend in management, which focused on the issue of cooperation between employees and management of the institution.
4. The emergence of new legislations trying to raise human resources to increase productivity, and thus increase profitability.
5. Achieving growth and the pursuit of economic stability requires attention to human resources, given that they are the most important entry points for economic growth.
6. Increasing the power of trade unions, as the emergence of these unions helped protect workers' interests and obtain more economic and social guarantees for employment.
7. Development of production methods, as technological developments have resulted in a change in production methods, so machines with advanced technology are being used and such machines now require new types of labor and new types of labor relations to operate.
8. The development of state intervention in economic activity, as this intervention was related to human resources and their operation, and attention to the issuance of legislations that regulate this employment, set wages, and ensure the participation of workers in the management of the institution.

9. The human being is the goal and the means for any institution because he is the one who plans, he who carries out, he who watches, and he who achieves the goals.
10. Human resources are considered an entry point for development, as an entry point for community development, given that human capital is capable of utilizing all resources to achieve the best possible product at the lowest costs.
11. Human resources include the primary determinant of production and development.

2.1.3 Objectives of Human Resources Management

Minute goals vary for the management of human resources from one institution to another, and depends on your organization's development stage, for example, see the person in charge of human pain out of the question that the person who takes care of the management of the people management side, such as the preparation of employment contracts, and maintaining personnel files. On the other hand, it views the person in charge of human resources as an integral and vital part of the work planning process, and all of this aims to achieve the various objectives of the project (Kashari, 2003).

It is possible to devise several goals that the human resources department seeks to achieve in any organization, namely (Zewailf, 2003):

2.1.3.1 Organizational objectives: namely, that the human resources department coherently perform its function with the rest of the other departments and to provide advice and guidance about the affairs of individuals.

2.1.3.2 Job objectives: The human resources department undertakes its advisory and executive functions related to its personnel, including:

- Ensuring the continuity of the flow of human forces to the institution through recruitment, selection, and appointment.

- Ensuring maximum benefit from human efforts through training and development, and providing an opportunity to enable them to obtain knowledge, experience, and skill.
- Maintaining the continuing desire of workers to work through the alignment between the goals of the organization and the goals of the workers, and instead of that, the provision of a complete compensation system.

2.1.3.3 Humanitarian goals: They are the goals of working individuals, where the human resources department seeks to satisfy the desires and needs of workers as the most important element in the production process, and among these goals (Berber, 1997):

- Providing opportunities for the advancement of individuals in their field of work by preparing them.
- Providing them with stimulating work conditions that allow them to increase their income.
- Providing objective policies for the use of human energies and protecting them from dangers in line with human dignity.

2.1.3.4 Social goals: It is the achievement of society's goals of employing individuals according to their capabilities, in line with laws and legislations related to workers and protecting them from dangers, these and among the goals (Kashari, 2003):

- Raise living standards by providing a balance between the available opportunities.
- The human energies of society by putting the right man in the right place.
- Helping individuals to choose the most suitable jobs for them and raise their spirits and their desires for work.
- Providing protection and maintaining power to work in society.

The objectives of human resource management in contemporary organizations can be elaborated as follows:

- To obtain qualified individuals in various jobs to produce goods or services in the best way, the lowest costs, and achieve a competitive advantage.
- Maximum use of the efforts of workers in the production of goods or services according to the quantitative and qualitative standards set in advance.

2.1.4 Functions of Human Resource Management

In different countries, the functions of human resource management differ. societies and cultures according to the levels of development and development that societies live on one hand, and the different activities of organizations and the level of their influence at the local and international levels in terms of their sizes and activities on the other hand. (Allaqi) believes that the functions of human resources management consist of major activities, including planning, development, compensation, and employee relations (Allaqi., 1999)

While Zewailf believes that human resource management has two basic functions (Zewailf, 2003):

2.1.4.1 Administrative function: It is the job in which the Human Resources Department shares planning, organizing, directing, and controlling with other administrative units.

2.1.4.2 Specialized function: It is the job in which it focuses on human resources and includes the following tasks:

- Creating human resources.
- Developing and training human resources.
- Reward human resources.
- Integration of human resources.
- Maintaining human resources.

In the current era, In the field of human resources, new practices have emerged., and the interest in the human resource as one of the productive assets has become an important shift in contemporary human resource management practices, which considers the employee an important resource

and asset affecting the organization's productivity, strategic knowledge and intellectual assets (Dolors) indicate that trends are supporting the transition from traditional practices, tasks and responsibilities carried out by organizational units responsible for everything related to employees to tasks and practices that depend in essence on increasing functional, cognitive and innovative products and building the added value of the human element through job performance. There are also important aspects clarified by (Toon, 2018), as it appears from the results of these studies that human resource management practices have become an important tool in its modern form, which works according to the directions of human capacity that work to build the competitiveness of organizations based on the possession of intellectual assets.

2.1.5 Challenges Facing Human Resources Management

Many changes have occurred in the various fields of work today, and these changes have been accompanied by many challenges and obstacles for human resources management to achieve its goals towards employees on the one hand and the direction of the establishment on the other hand, and among these challenges (Abdel-Baqi, 2000):

1. Increased dependence on modern technology.
2. Changes in the composition of the workforce.
3. Information systems in human resource management.
4. Changing values and trends.
5. Return and financial compensation for workers.
6. Increase the size of the workforce.
7. Government legislation and regulations.
8. The increase and growth of the number of specialized employees.
9. The inability of executives in different departments to effectively evaluate performance.
10. Increasing responsibility of human resources management for productivity and profitability.

11. Increase the size of establishments and the complexity of labor relations.
12. The number of mental jobs increased with a decrease in manual labor.
13. An increasing need to develop the capabilities of workers.

The trends related to human resource management practices are illustrated by Akram studies, where the results show the impact of practices on occupational safety and the provision of a suitable work environment to reduce health and psychological risks and avoid work pressures, and also to reduce the impact of Procedural errors and problems, which increases levels of organizational effectiveness and efficiency to levels commensurate with the performance of the institution to be achieved (Akram & Yusuf, 2016).

From another angle, the practices of human resources management in the field of evaluation and measurement of the performance of workers in several aspects (Dolors, al. et, 2018), including those related to developing gaps in job performance skills and experiences required compared to the reality resulting from the evaluation method, in addition to the vision Those with talents and those with competencies that benefit the organization. Important effects of human resource management practices related to the inputs and outputs that lead to the organizational performance of its activities, services, and products.

The results of (Toon & Thomas, 2018; Virginia, et.al, 2018) Several studies have confirmed that the directions of human resource management practices are related to the inputs of the organization. Through which individuals perform their roles, as the findings indicate that developing individuals' capabilities in the proper use of the organization's resources and adopting the best methods in employing the available resources to maximize outputs and reduce waste are all important axes in human resource management practices and their impact on employee performance (Toon, 2018). Factors affecting this are; people's perception, motivations, and social competence (Garavan, 1997). The process of choosing the suitable response from a person's behaviors collection is altered by the way of grasping other individuals according to their characteristics, sex, social status, age, etc.

variables between individuals in terms of motor and social skill raises competitive behaviors, training workshops should be implemented either to let individuals develop or gain further experiences.

This competitiveness significantly affects people's interactions (Garavan, 1997). Situational factors are attributed to the following situational forces; the purpose of the interaction, where is this interaction held, what is the occasion of this interaction, the method of communication, and finally who is participating in this interaction (Garavan, 1997). Understanding the aid of the above-mentioned characteristic in better, fruitful recruiting and staff selection by HRM. Empowerment is made current to staff hiring in various international hotels, it is the process of taking decisions that are distributed over a less concentrated area (from managers to staff contacting with guests). Employees who are empowered are granted the autonomy to take urgent decisions and make actions outwardly of managers' supervision within limits. Hospitality and tourism industries applied this concept by giving those employees interacting more with guests and clients responsibilities of making urgent decisions on their own without the referral to their managers (Dewald & Sutton, 2000). The empowered staff has a higher degree of responsibility and motivation (Dewald & Sutton, 2000). In contrast, staff working under decisive management described their managers and working experience as being domineering, working in a less advisory managing environment and a more autocratic adversely affects the recent style of empowered staff management style (Deery & Jago, 2001). The two testing cascades have shown that current Human resource management practices in hotels lack professionalism, development and are secondary to other Human resource management performing in other sectors. Withdrawing factors of employees sincerity, encouragement, and fulfillment (Head & Lucas, 2004) (Timo & Davidson, 2005).

International hotel chains are an example of the small tourism industry category applying (partially) concepts of staff empowerment, high-quality services, and Human resource management (Garavan, 1997), this lack of

high-quality Human resource management, and the exploitative way of running the business in the majority of hotels and tourism and hospitality industries discredited the role of Human resource management in recruiting, selecting, training, managing and retaining sincere, active and high-quality staff members (Lucas, 1996).

2.2 Employee Commitment (EC)

2.2.1 Employee Commitment Definitions and Importance:

The willingness and spending of efforts by employees towards helping the organization achieve its goals are known as employee commitment (Nguyen, Mujtaba, Tran, & Tran, 2013). Employees engage their services with organizations so that organizations can achieve stated targets and in return get wages and salaries. This entails that employees are motivated to commit their lives and efforts to organizations so that can get money to sustain themselves and their families. This can be supported by insights that depicted that the inability of organizations to offer employees' wages and salaries that commensurate with their skills, experiences, or efforts reduces their level of commitment towards the organization. Hence, lack of employee commitment can be said to be the prime cause of labor turnover. Some suggestions depicted that employee commitment is positively related to job satisfaction (Scott, 2016).

That is, the more employees are satisfied with working for a particular organization, the more they will commit themselves to that particular organization. However, there are cases whereby employees can commit to an organization that is underpaying them. Such instances are high in cases involving high employment levels. Research by Barmeyer (2017) revealed that employee commitment can be high in organizations that are characterized by low job satisfaction levels, incentives, and remunerations because of external factors (BARMAYER, 2017). This, therefore, shows that the determinants of employee commitment are not only restricted to internal aspects such as job satisfaction, incentives, and remuneration packages but also include external aspects such as changes in economic indicators,

globalization, immigration patterns, etc. Organizational commitment consists of two basic building blocks— emotive and longevity (Allen & Meyer, 1990). Mowday, et al., (2013) Emotional considered Emotional employee commitment as a strong acceptance of institutes values and objectives, a strong passion to be and stay a member of the organization, and willingness to pay huge efforts on behalf of the organization interest. (Mowday, Porter, & Steers, 2013) Exactly the contrary; is the longevity of Employee commitment which is attributed to employees concerns of not finding another job, losing their salaries and compensations or part of them (Murray, Gregoire, & Downey, 1990). Satisfied employees showed a higher degree of employee commitment than unsatisfied ones. This state of fulfillment and enjoyment attributed to the application of morals and values is referred to as work

Lo Locke (1969), Kovach (1977), and Spector (1997) According to their research job satisfaction is realized as a general feeling about an individual's job or a related constellation about various aspects of an individual's work. (Spector, 1997). Organizational commitment is one of the main categories associated with job behaviors and attitudes alongside; employees translocation, job fulfillment, encouragement and work tensions, which are affected and determined by various contributing factors such as practices of Human Resources Management, job frame, job components, sociology, and the surrounding environment, framework and integrity of hospitality industry (Garavan, 1997).

A great amount of researches on the topic of job attitude found that employees' translocation and tensions were the most prevalent in tourism and hotel hospitality while motivation, fulfillment, satisfaction, and employee commitment were the least (Garavan, 1997). Employee commitment plays a major role in legislative results including; overall performance, success, and validity, translocations, and attendance (Loke, 2001). The hotel industry is – to a large extent- built on employee's commitment, sincerity, and overall attitude, a loyal, committed employee is known as “money in the bank” (DeCotiis & Jenkins, 1986).

Causality has been established between job satisfaction and employee commitment, thus employees' translocation and employee commitment are

found to have a significant negative correlation (Fulford, 2005). Employee commitment is translated into actions that improve overall performance and service quality, resulting in customer satisfaction. Employees who are committed to their organization will go to great lengths to satisfy themselves, their management, and their customers. (Kara, 2019).

Organizational commitment is reflected in the employee's reaction to the characteristics of the organization to which he belongs, as well as the employee's sense of connection to the organization's goals and values. and the role he plays to achieve these goals and commitment to functional values for the sake of the organization and not for his interests (Billy, 2006).

In another study, employee commitment is seen as a kind of compatibility between the goals of the individual and the organization alike, for a worker who believes in the importance of the goals of the organization often develops a positive sense of loyalty to him and a strong desire to remain at work (Meyer, 1993). It also considers organizational commitment to be a multi-dimensional concept linked to various factors, outputs, and contents of human resource management, with this multiplicity because many employees within the organization have their own goals. and employees don't need to participate in one goal that there are dimensions of employee commitment and not one.

2.2.2 Employee Commitment Types

The most famous studies that classified commitment are the study (Allen & Meyer, 1990). Each of these dimensions is illustrated below:

2.2.2.1 Emotional commitment

This type of commitment is known as an emotional attachment and a strong sense of belonging, inclusion, and participation in the organization. In this way, emotional commitment requires three domains: (1) the development of an emotional connection to the organization, (2) a strong sense of belonging to it, and (3) a desire to retain organizational membership (Meyer, 1993), and the employee will develop his emotional attachment to an organization as he gets to know it. According to its goals, and when the employee's values

coincide with the institution's values, the employee can understand the values and goals of the institution and adopt them.

2.2.2.2 Ongoing commitment

The second dimension of commitment relies on Becker's betting theory. This theory assumes that when individuals remain in work in an organization for long periods, they build investments that include time, job effort, acquired skills, benefits, and rewards that discourage them from seeking alternative work in another organization. Hence, continuous commitment is a form of psychological connection with the organization that mirrors the employee's perception of the loss he will face if he decides to leave work (Kazlauskaite, 2006), and accordingly, the continuous commitment requires the employee awareness and awareness about the size of the costs and losses associated with leaving the institution, and then this main bond of the employee with the organization and his decision to stay in it constitutes an effort to maintain the benefits and benefits and the continuity of obtaining them, while others believe that this type of association constitutes a connection according to the principle of the deal.

For example, Because of the time and money involved with the institution's retirement plan, an individual may choose not to change jobs., then this employee may feel that he will lose a great deal if he leaves this organization, in addition to being afraid of The loss of these investments will push individuals to develop continuous commitment due to the lack of alternatives, while others have shown that this individual commitment can depend On his awareness of the employment options available outside the hotel. When an employee believes that their skills are not marketable, they may feel constrained by their current organization. Therefore, employees with high continuous commitment remain in their jobs because they need to (Fulford., 2005).

2.2.2.3 Normative commitment

The third dimension of organizational commitment is normative commitment, which reflects a sense of continuity within the organization and repeatedly

enhances the organization's good support for its members., allowing them to participate and interact positively, not only in the manner of procedures and implementation of the work but also it contributes to setting goals, planning and formulating general policies for the organizational. Employees with a high level of normative loyalty feel that they must stay with the hotel, and many researchers view the normative commitment from an ethical angle and call it an ethical commitment. The employee develops this type of commitment after the hotel has invested in it.

Employees believe that the hotel has invested a significant amount of time and money in their development and training. They can either meet this requirement or compensate the hotel by continuing to work for it. (Lam, 2003); in general, a standard commitment is more likely when working personnel find it difficult to repeat the investments made by the hotel organizations on them. Many researchers accordingly view the normative commitment as an ethical obligation, and hence employees with high standard commitment will remain in their work because they feel they have an obligation to do so (Allen & Meyer, 1990).

2.3 Organizational Justice (OJ)

2.3.1 Organizational Justice Definition

Organizational justice is the research of the behavior of organizations with regards to the concept of fairness and equality (Folger & Cropanzano, 1998). Organizational justice also relates to the way employees perceive the organization's actions, decisions, and behavior and how they affect their – and others'- behaviors and attitude at their workplace. Notable description of this concept also includes aspects such as how employees regard both short and long-term decisions of the organizations as sensitive (Breland, et al., 2011). This also includes aspects related to fairness for organizational decisions must be fair to all the employees at all the time. Considerations must be made judgments taken by the organization will affect employees' behavior (BARMAYER, 2017). Hence, any unfair practices will result in behavioral deviance which affects performance and other organizational elements. Thus, Organizational justice should be highly considered in

organizations such as hotels. Various types of Organizational justice theory have been identified; Distributive, procedural, and interactional justice.

2.3.2 Organizational Justice Types

2.3.2.1 Distributive Justice (DJ)

Distributive justice, a term created by Humans (1961), is defined by Smith, et al. (1999) as “the distribution of costs and benefits to achieve equitable exchange relationships” (Smith, Bolton, & Wagner, 1999). It controls propositions, rewards and resources distribution, and any result communication with customers in recovering services. Customers will usually demand a service recovery either due to unsuccessful service providing, sales coupons, sales discounts, goods or services retaining, substitution or modification and the “buy one get one free” type of offers (Mattila, 2001) (Sparks & McColl-Kennedy, 2001) (Lewis & McCann, 2004). Distributive Justice is employed to proportionally, and equally distribute compensation, profits, sources, and even job burdens. A just professional relationship maintained between staff members and staff members and their managers ensures job satisfaction, organizational commitment, and reduction in absenteeism and turnovers of employees (Nogueira Novaes Southgate & Mondo, 2017).

In contrast, unattained Distributive Justice negatively affects individuals' behaviors and job attitudes like; complaint and disapproval, reduced performance, low-quality services, decreased rates of attendance, low level of involvement and belonging, turnovers, and resignation (Thomas & Nagalingappa, 2012). As will be discussed later in this chapter, ensuring Organizational justice in all its types including Distributive Justice strongly influence Employee commitment discussed earlier (Fulford, 2005) (Nadiri & Tanova, 2010). Considering this, managers have become more alert and cautious taking decisions, resolutions and the designing of implementing mechanisms pairing in mind that these decisions and mechanisms will be perceived and evaluated by their employees in terms of justice, seriously addressing this issue is beneficial as Distributive Justice and its consequences affect the overall organization's outcomes and the quality of

the provided service depending on providers performance (Nadiri & Tanova, 2010). In their research of five hotels in Cyprus, (Nadiri & Tanova, 2010)

2.3.2.2 Procedural justice (PJ)

According to Blodgett et al. (1997), The perceived fairness of policies, procedures, and criteria used by decision-makers to arrive at the outcome of a dispute or negotiation is defined as procedural justice.” (Blodgett, Hill, & Tax, 1997). It is about the prescription of employees towards equity of the decisions, approaches, and mechanisms set by the management for the determination of outcomes (Ambrose & Schminke, 2003). Studying Procedural justice, various factors were found to positively affect this term; organization uniformity, favoritism overthrow, certainty, creditability, and representativeness (Ambrose & Schminke, 2003). Procedural Justice was found to be correlated to a higher extent with broad policies and general approaches of management of hiring companies (Cropanzano, Prehar, & Chen, 2002). As a result, Procedural justice is related to perceptions and interactions associated with the organization body as a whole unit such as; Organisation commitment and performance level. Studying and evaluating the organizational overall Procedural justice is a strong indicator of job behaviors and attitudes in times of climatic organizational changes (Bos, Lind, & Wilke, 2001). It was concluded that the more mechanistic the organization is, the more reliance will be on Procedural justice, compared to organic organizational (Ambrose & Schminke, 2003). In this regard; Procedural justice evaluation standards and fairness perception criteria are the guidelines that are rationale to the organizational system aims and objectives, and those easing these goals, will surely be of more significant importance (Leventhal, 1980) (Ambrose & Schminke, 2003). Also, (Leventhal, 1980) stated that these standards will be seen and treated differently from being a routine function of the organization, rather they will be treated as the favored, best, and most suitable procedure regarding values, attitudes, and job morals, chosen for sensible, beneficial influenced by a set of values ensuring that these procedures and mechanisms are just and fair. As mechanistic organizations are known for their reliance on

machines and their tendency to avoid including human elements in the process of taking decisions, leads to the dependency on formal objectives and procedures as golden protocols for the evaluation of justice, its perception, and individuals' concerns (Ambrose & Schminke, 2003).

2.3.2.3 Interactional Justice (IJ)

The debate around the conceptual differences between Procedural justice and Interactional justice, as many believe Interactional justice is just another name or a subcategory of Procedural justice rather than being an independent category of Organisation justice itself (Ambrose & Schminke, 2003). When compared to Procedural justice, Interactional justice is seen to be concerned more about employees' perceptions regard individuals-management relationship and the equity of their treatment once made, it divides the whole management into smaller sections of ordinal management and is correlated with interactions between individuals and their first supervisor (Cropanzano, Prehar, & Chen, 2002). This type of justice is mainly practiced by organic organizations, rather than mechanistic ones, these organizations are characterized by their dependence on personnel and interpersonal communications like; in-person meetings (Lengel & Daft, 1988), debates, and discussions (Courtright, Fairhurst, & Rogers, 1989), informal, casual managing systems (Ouchi, 1980) and person-to-person interaction (Nadler, Tushman, Tushman, & Nadler, 1997) as cited in (Ambrose & Schminke, 2003). As organic organizations depend more on these interpersonal interactions it was worthy to notice the increased prevalence of social communication aspects and their formulation of justice in the form of IJ, and it's associated large weight of consideration (Ambrose & Schminke, 2003).

It was noticed that employees treated with an effective practice of Interactional justice were feeling more belonging and have a better staff-supervisor exchange relationship which is characterized to be casual, informal, empowering, and supporting, ensuring an increased rate of confidence and trust making those employees "go the extra mile" for their organizational benefits, compared to those treated with interactional injustice,

who pose weaker leader-member exchange communication. One should expect Interactional justice to lead to supervisors' fulfillment and satisfaction of outcomes, feedbacks, provided services, and long-term performance of the job (Cropanzano, Prehar, & Chen, 2002).

Three indicators are used to evaluate the implementation of Interactional justice respectability, decency, and explanations thus, employees shall have well-intentions regard their supervisors and gain better ratings of their performance (Masterson, Lewis, Goldman, & Taylor, 2000).

CHAPTER 3

THEORETICAL BACKGROUND AND HYPOTHESES' DEVELOPMENT

Managing inter-organizational relationships is of huge importance to many organizations irrespective of the sector that is being examined. Changes in organizational activities that are facilitated by changes in market dynamics, other economic and environmental conditions affect the relationships that exist between employees.

Such relationships need to be governed properly to make sure that the organization achieves good performance standards. Changes in organizational justice have important implications on organizational performance and the relationship is governed by things such as employee capabilities. This research seeks to address these issues and implications in detail.

3.1 The Relationship between Human resources management and employee commitment

Zheng, et al. (2006) found that organizations sitting their plans and processes in accordance to the above mentioned Human resources management practices are more likely to have thrived business that leads to better training courses, rewards and profits, and other interrelated factors that will eventually affect employees', these organizations have employees with the following characteristics:

- True and honest ambition to keep his/her place in the organization.
- Going the extra mile in the projects and activities for the organization.
- High rate of mutual trust and confidence in the organization's vision (Zheng, Morrison, & O'Neill, 2006).

Another study confirmed that good implementation of Human resources management practices is indeed related and influences the employees' attitude towards their jobs, their satisfaction with their jobs, and eventually their commitment to their organization (Davidson, et al., 2006). To understand the relationship between Human resources management and Employee commitment, it is important first to understand each Human Resources Management practice and how it influences Employee commitment. The four key Human Resources Management practices are (Lamba & Choudhary, 2013):

- 1-The process of recruiting and selecting staff members and employees.
- 2-Training, coaching, and sustainable development of employees' skills.
- 3- Compensation, profits, appraisals, and turnovers.
- 4- Welfare benefits and activities.

There are aspects related to the roles and practices of human resources management (Mohd, et al., 2017), which focus on strengthening the organizational commitment of workers as well as self-commitment and building individual initiatives for the benefit of work, maintaining the organization's growth and achieving a positive mental image in society, in addition to the traditional roles. That the human resources department carries out everything related to workers and provides them with a suitable work environment that helps them give and achieve according to what is targeted and planned for human and organizational efforts. There are effects that human resource management practices have on different aspects of the organization, a study (Elizabeth, et al., 2017) showed that one of the effects that these practices have on self-development and instilling this principle among employees, in addition to providing competitive advantages and capabilities for human resources in particular. Those who have a direct relationship in providing services and dealing with the public of beneficiaries and the parties concerned with the work of the organization.

Some research interested in the field of human resource management practices tends to address the dimensions of those practices from the point of view of job satisfaction and employee productivity, from these studies

(Pelin, 2016), where they aimed to know the nature of the relationship that is achieved from which the job satisfaction and human productivity appropriate to the nature of the goals of the organization and the possibilities available through which employees work to reach those goals.

However, Human Resources Management functions and their relation to Employee commitment can be summarized as shown in the following points:

1. Recruiting, selecting, and hiring:

The recruitment process is defined as a motivation of employees to participate in the process of inquiring a suitable, potential candidate to fill a position with assigned descriptions and properties (Catano, 2009). This process is different in the public and private sectors, while public sectors tend to follow rationalized and centralized recruitment processes, private and other organizations follow a more decentralized one. The recruitment process can be divided into two subcategories; internal recruitment and external recruitment. Internal recruitment is done when there is an open vacancy due to either; new position, position transfers, employee promotions, employee's retirement, or the retrenched of employees to decrease the expenses and cost spent in compensation of poor economic status. Sources of external recruitment benefit from the aid of educational institutes, training centers, recruitment apps and websites, and exchange policies between organizations (Lamba & Choudhary, 2013).

Following the recruitment processes comes selection and hiring. To select an employee is to elect by far the best convenient candidate from all received job applications gathered during the recruitment process. It is also the process of corresponding applicants' qualifications and past experiences to job descriptions and requirements in a process of narrowing the number of candidates (Catano, 2009). Post this narrowing process; exams, interviews (in-person or online), and candidates' medical examinations are performed to further assist the selection and hiring process (Sparrow, 2007). During this process, a huge weight is put in recruiting candidates who are willing to commit to the organization, its goal, future visions, and moral system (Adkins, Russell, & Werbel, 1994) (Wickramasinghe, 2007) (Katou, 2008). Nowadays,

economical status is complicated varying every day. Levels of unemployment increase rapidly raising concerns of job insecurity. Organizations prefer to retain their employees rather than employing and training new ones, a cheaper and easier option. Thus it was fundamental for an organization to develop a plan aiding them in retaining their employees and encouraging their commitment, motivate them to put extra efforts, empowering them to embrace every challenge facing them. A plan ensuring everyone's satisfaction (Aghazadeh, 2003).

A well-developed mechanism of setting organizational standards is beneficial in enhancing the quality of an organization's outcomes. Human Resources Management practices are responsible for raising the rates of employees and their willingness to keep their position there (Raduan, Jegak, Haslinda, & Alimin, 2009). Long-term commitment and sustained relationship among employees and their organizations is the main responsibility of the human resources department (Suliman & Iles, 2000).

Employers are more centered on hiring individuals, developing their skills, and teamwork participation, which leads eventually to the overall development of the organization firm. The practice of human resources which are built upon business dealings is an economical process of exchanging employer's money for employees' work for a short period. The aid of practice based on the commitment of a long term intended built the professional relationship between employees and their employers has been used to study the relationship between Human Resources Management and Employee commitment (Burgess & Williams, 2009).

Employees' commitment levels rely on employees' self-reliance, employees' empowerment working under minimal to no direct supervisory, and their capability to run their career on their own. Higher levels of independence and self-surveillance were shown to be associated with lower levels of standardized commitment (Smeenk, Eisinga, Teelken, & Doorewaard, 2006). It is false to believe that a good HRM practice will increase efforts. Yet, increased rates of productivity and higher degrees of performance are

presumably to be attained in employees with higher Organizational commitment rates, satisfied employees who trust their organization, its values, and future vision, and sincere employees who are happy to be part of the organization. Continuous development and training, employees' encouragement, empowerment, and motivation result in a higher sense of pride and belonging thus create a strong desire to maintain their position at the organization for an extended time (Beck & Wilson, 2000).

This results in employees intending to put all the needed efforts to accomplish their work, focusing on the companies' path with a clear vision of their own and their organization goals and career development aims (Feldman & Ng, 2007). Aladwan, et al. (2015) found that causality between Human Resources Management practices and Employee Commitment was rational and a significant association between them has been found (Aladwan, Bhanugopan, & D'Netto, 2015).

2. Training and development:

Training is defined as the process of teaching, nurturing, and developing one's or others' knowledge and skills that enable them to either perform a new task or improving their existing ability to perform a certain job. Employers often apply the training to fill the needs of job requirements and current employees' skills and competencies. The ultimate goal of training is to enhance employees' acts and accomplishments. Training programs are various in types; organizational training, job description training, general safety training, the training aimed for promotions and appraisals, training aided to refresh already existing knowledge, corrective training, etc. all are employed to improve employee skills. To recognize managerial civil and social responsibilities, handling organization's size and complex diversity, and keeping up with technological developments, managerial bodies are requested to develop executive expansion, which is known to be a methodological process of acquiring skills, inceptions, and knowledge then applying it in an effective and efficient organization (Lamba & Choudhary, 2013). The debate in the literature regarding the strong association between

training and employee's commitment, work perceptions, and accomplishments has been argued by (McGunnigle & Jameson, 2000) (Hale, 2003) and (Tzafrir, 2006). Training aids in establishing and implementing organizational values and visions as noticed by McGunnigle & Jameson (2000). Having a well-designed Implemented training program contributes vitally to the organization's work environment and improve employees' fulfillment and Employee commitment.

Training programs are considered as milestones in HRM practices to increase their employees' satisfaction, achievements, commitment, and overall engagement in their organizational work vision and morals. Despite this, organizations should think of the accelerated development in technologies that employees should keep up with for the benefit of their own and organizational development thus various training programs and development courses should be implemented to assure a consistent, high-quality performance (Acton & Golden, 2003) (Tzafrir, 2006) (Othman, 2009). In the case in Jordan and other middle east based organizations, no significant correlation was found relating training programs to the success of an organization rather, it was recorded to be an unnecessary expense bothering and tiring the body of the organization that should be avoided and omitted (Altarawneh, 2009). An independent, committed employee endure the compulsion to sustain his/her position at the organization if convenient inspiration, empowerment, and autonomy were delivered and assured (Aladwan, Bhanugopan, & D'Netto, 2015).

Vice versa Drejer (2004) found that some employees are given training and development courses yet, no significant increase in their Employee commitment was recorded, thus it is wrong to yet generalize this role (Drejer, 2004). Chew and Chan (2008) extends this argument reporting that the ability of Human Resources management to effectively select its employees, maintaining their development, ensuring Organizational justice, and distinguishing their achievements aids in' Employee Commitment and retention long enough to establish a positive commitment (Chew & Chan,

2008). Looking closely at the relationship between Human Resources Management and Employee commitment and how the former affects the latter, it was found that no direct nor situational relationship was established, furthermore, it was noted by Feldman and Ng (2007) that training and development are self-motivated rather than being an organizational requirement, employees who –themselves- work on their development either self, career and skills aspects endured organizational training programs as effective thus those employees once find an organization with a well-developed and implemented training programs, will mostly be eager to commit to this organization (Feldman & Ng, 2007). Whereas employees who go through career transfer intermittently tend to have an inferior degree of normative organizational attachment (Kondratuk, Hausdorf, Korabik, & Rosin, 2004).

3. Compensation, profits, appraisals, and turnovers:

Salaries, the expenses of recruiting and training programs, and compensations make up a huge amount of organizational costs. If an organization does not pay salaries proportional to the provided work and performance or experiences and qualifications, it is most likely to lose its efficient, empowered employees and fail to recruit such ones. Indemnification is subcategorized into primary and supplementary indemnification. Primary indemnifications are the fixed-amount salaries paid monthly to employees which are given as a basic right for the employee while supplementary ones are those given to employees; either as individuals or groups, to motivate them to put more efforts into their work or as an appreciation of their performance (Lamba & Choudhary, 2013).

Promotions are employee upgrading, not only based on salary but also, based on being responsible for other job tasks providing him/her a better job status. For an employee to be worthy of promotion, he/she should be either particularly good at his part of the job, have a consistent increase in his/her service quality and has been in the organization long enough to be promoted to a senior level. Promotions were developed to motivate employees to attain

better performances. Those based on seniority will surely be directly proportional to Employee commitment as employees are requested to actively stay at the organization for a fixed time to get promoted. If an organization is willing to grant promotions for the best-achieving employee or the most cooperative one and so on, it will create positive skills development competition among its staff members thus, achieving an overall increase in their performance (Lamba & Choudhary, 2013).

If an employee is trans-located from his/her position to another parallel position in his/her department, taking the same previous salary, and have the same basic responsibilities and prestige, he/she is said to be turned over horizontally. This is done either per employee request, organizational demand, or mutual agreement between the employee and his/her organization to versatile his/her experiences (Lamba & Choudhary, 2013).

In a study carried by Behery and Paton (2008); it was conducted that organizations who apply efficient promotion programs based on performance have a better vision in recognizing and distinguishing their high-quality services and employees. Thus, providing the necessary mechanisms required for Organizational commitment and organization moral system (Behery & Paton, 2008). If an employee is getting frequent promotions, this is a strong barometer of his good performance, fulfillment, and sincerity (Shahnawaz & Juyal, 2006). Performance-based promotions are formal approaches used to weigh the consistency of an employee's performance and his/her assigned job description (Manoharan, Muralidharan, & Deshmukh, 2009). Following a previously formed protocol in the assessment of employees' accomplishments in terms of their material, digital, mechanical, moral, and corporal knowledge and skills thus, determining employees' pros and cons and developing training plans that are consistent with the defined strengths and weaknesses to enhance the overall performance (Prowse & Prowse, 2009). It is not easy to develop an efficient promotion system that will satisfy every employee's needs and expectations and encourage them to commit to their organization, there is no general distributed promotion protocol neither it is attainable between organizations, each should study its

income and outcome data to design one by its own (Whiting, Kline, & Sulsky, 2008) (Aladwan, Bhanugopan, & D'Netto, 2015).

4. Welfare benefits and activities:

Welfare benefits are the ones provided to enhance an employee's work values, financial status, and health aspects either by internal sources such as; private employers, the organization itself or by external sources like government. Welfare services are classified into interior and exterior, while interior welfare services are supplied inside the organization, the exterior is supplied externally. These services are aimed to aid in employees' commitment, high-quality performance, and work value (Lamba & Choudhary, 2013).

Studies carried to assist the relationship between Human Resources Management and Employee commitment were globally and in the Middle East were having a debate whether a positive or negative, causal or correlative relationship is present, they were limited due to application limitations (Aladwan, Bhanugopan, & D'Netto, 2015). Based on the establishment of ideas pin pointing that Human Resources Management focuses on organizing human resources in the most effective ways (Breland, et al., 2011) (Nguyen, et al., 2013). It is, therefore, apparent to note that there is a link that exists between Human Resources management and employee commitment. This is because HRM deals with various aspects that influence employees' level of commitment to an organization. For instance, Human Resources management seeks to ensure that employees are well motivated to carry out assigned tasks. In doing so, Human Resources Management can be said to deal with issuers that hinder employee commitment. Furthermore, remuneration aspects of Human Resources management can be noted to be a chief determinant of employee commitment. This is because employees are more willing to commit themselves to organizations that reward their effort more or equal to their level of expertise (Nguyen, et al., 2013). Not mentioning that good Human Resources management practices increase job satisfaction which is also pivotal to enhancing employee commitment. Hence, it can thus be said that there is a positive relation between Human Resources

Management and Employee commitment. As a result, it can be formulated that;

H1: Human Resources management has positive effects on Employee Commitment

3.1.1 The Relationship between Human Resources Management and Organizational justice

Human Resources management is made up of three components; gist, mechanisms, and atmosphere (Bowen & Ostroff, 2004). The Human Resources management atmosphere is the one that can be linked to organizational justice as it interferes with the perspective of employees regarding the policies applied or practiced by the HRM (Kinnie, et al., 2005). The gist of Human resources management affects atmosphere which is correlated to employee's reactions and attitudes towards the whole organization not mentioning the Human Resources management, so, it was important to investigate the honest process of Human Resources management managing and running things around the organization in the eyes of its employees and their perceptions (Kinnie, et al., 2005). Well-developed Human Resources management gist reflects the fulfillment of employees' needs and wants, which is strongly affecting Organizational justice positively and optimistically, influencing employees' feelings toward their management and organization (Zhang & Agarwal, 2009). If Human Resources management is practicing unjust mechanisms and practices, it will –with no doubts- hurt how employees feel about their organization, they will develop a sense of dissatisfaction and bad-wells (Frenkel, Li, & Restubog, 2012).

An employee trusting his/her organization, along with his/her colleagues will eventually develop a providing and enabling environment, a higher degree of the agreement will be assured between employees and their supervisors, thus, creating a broad, organizational-based development of confidentiality within the employees and their supervisors as individuals depending on the way they perceive internal organizational justice (individual level), and broadly, developed due to the interaction between various sectors making

up the whole organization (organization level) (Puusa & Tolvanen, 2006). Individual and organizational level trust is affected by Organizational justice (Vanhala & Ahteela, 2011). Many studies have assisted the relationship between Organizational justice and organizational trust that is developed due to good Human resources management practice and found a positive correlation (Lashari, Moazzam, Salman, & Irfan, 2016). In an analysis carried investigating the impact of procedural justice, distributive and interactional justice in the formation or propagation of organizational trust on the individual and organizational level, it was found that Organizational justice might influence individual and organizational levels of employees' trust, thus they are believed to be closely related (Singh & Singh, 2019). Employees will interact to positive Organizational justice in one, or a combination of four different ways:

- 1-Employees will get motivated and encouraged.
- 2.-Employees will show higher rates of Employee Commitment.
- 3-Employees will feel satisfied thus perform in higher performance.
- 4-Employees will develop a higher sense of belonging (Sharma & Yadav, 2018).

Human resource management practices are concentrated in areas related to work procedures, organizational relations, administrative communications, and the dissemination of institutional culture, which are practices that require specific procedures in these areas (Virginia, Esther, & Juan, 2018) outputs and the role of individuals in activating the elements of efficiency and organizational effectiveness and associated procedures (Toon, 2018).

There are forms and types of organizational justice manifestations and organizational justice is related to improving and developing the outputs of the organization, in addition to its impact on the motivation and role of individuals, which are aspects related to achieving justice in the procedures of the organization as a whole (Silva, Guy & Rob, 2016; Ebru & Mine, 2016). Studies and findings of the contribution of organizational justice in reducing organizational errors, avoiding waste of resources, good exploitation, and

sustainability, and influencing the positive correlation between individual and institutional performance, which means translation of achieving justice in the institution's procedures, which are results that focus on the human and functional dimension of workers, which means their association with human resource management practices (Tan & Abaziz, 2016). It was found that organizational justice facilitates reducing the burdens of organizational conflict and increasing job satisfaction levels, changing the pattern of organizational culture, and improving the human performance of employees and their productivity, which are achieved through the roles of human resources management and its practices towards the role of employees in the organization. Human resource management practices and employees' proclivity to stay in the organization have a statistically significant relationship. Furthermore, there is a strong link between human resource management practices and emotional commitment as well as the continuity of employees' commitment. whereas there was no statistically significant relationship between these variables when they were combined for the standard commitment (Asil, Akhlagh, & Maafi, 2013). Human resource policies are positively related to organizational performance and have strong statistical significance on that. It was concluded from the results of the research that the most important impact of the human resources policy on organizational performance is the participation of employees in decision-making (Alkalha, 2012).

There is a positive relationship between these practices on employee retention, and that the work environment, career development opportunities, and rewards are the most important factors in influencing employee retention in the organization. That lack of empowerment and management style are among the factors that affect the retention of the employee in organizations, and there were indications that employees do not want central leadership, and that this affects their determination to remain within the organization (Alnaqbi, 2011). With an abundance of empirical support highlighting that Human resources management can help to foster equality and fairness among employees, it, therefore, becomes important to

consider that HRM has positive effects on Organizational Justice. Alternatively, Human resources management can be said to be a key element that is needed to ensure that Organizational justice reveals in an organization. This is mainly because Organizational justice can be viewed in some organizational aspects such as recruitment and staffing, compensation and benefits, training and development, labor and employee relations, and organizational development. Thus, the inability of the organization through the Resources management department to effects these measures can result in a decline in Organizational justice. Hence, we can restart these ideas using the following hypothesis;

H2: Human resources management has positive effects on the Organizational justice

3.1.2 The Relationship between Organizational Justice and Employee commitment

Originally derived from Adams' 1965 similarity theory, organizational justice theory stated that a sense of injustice would occur if the ratio of results obtained with the input of the person who provided him with the exchange is deemed unbalanced when compared to others. as well as for the organization (Tyler, 1994). In the context of organizational behavior, organizational justice is a topic that has received attention for the past two decades.

Results of previous studies are consistent, who argues that fair treatment of employees led to the employee's desire to reciprocate by demonstrating behaviors that benefit the organization (Pare & Tremblay, 2007). Instead, the findings of Zaini Jamaluddin (2011) differed in that the fairness of the procedures did not significantly affect adherence. The purpose of this research was to examine and explain experimentally the effect of organizational commitment (Zaini, 2011).

There are aspects related to the issue of organizational justice that were examined by a study (Tayyaba, 2017), which focused on confirming the relationship of organizational justice in terms of the fairness of the organization's dealings with employees and providing them with an equal

degree in their access to promotions, training, transparency, and openness of motivation and promotion procedures.

The results found the relationship between organizational justice in terms of equality, transparency, and publicity of procedures and behaviors shown by employees towards the readiness to shoulder work burdens and achieve the interest of the organization and positive self-initiative in the framework of the so-called organizational citizenship behaviors. In other studies, talking about addressing organizational justice issues and relationships with some other variables, from which it became clear that organizational justice focuses on resolving organizational conflicts and the overlapping of specializations and responsibilities of the administrative units in the organization. Organizational justice focuses on laying appropriate foundations for managing internal relationships between members of the organization from employees and higher management, which is what these studies called relationship justice, communication fairness, and organizational and individual communication (Benson & Martin, 2017).

On the level of organizational justice researches, the results of the organizational researches (Shabnam & Parivash, 2012) confirmed the results of each of the organizational studies that need leadership awareness, spreading culture and adopting the application, relying on the social, human, and behavioral dimension of employees and the pattern of organizational communication in the application of organizational justice. In addition to the findings of studies (Sow (2017), organizational, and the evolution of the human performance of employees and their productivity, which are all matters that require specific practices of human resources management (Sow, 2017). It was clarified above that a satisfied employee is a committed employee (Asrar-ul-Haq, Kuchinke, & Iqbal, 2017), and the relationship between Organization justice and job satisfaction has been established (Lambert, et al., 2020), looking at these two statements one can conclude that Organization justice and Employee commitment might be interrelated. Employees will be fulfilled by their supervisors and organization if their needs

(salaries, compensations, health insurance) and wants (motivation, empowerment, promotions, and benefits) are met reasonably. Nevertheless, if organizations are not providing the formerly mentioned needs and want or filling them to a certain group of employees in an unjust manner, it will negatively impact the perceptions of its employees and the built-up consequences and reactions (Nogueira & Mondo, 2017). When the idea of Organizational justice is related to aspects such as Recruiting and staffing, compensation and benefits, training and development, labor and employee relations, and organizational development are all aspects of human resource management. (Baldwin, 2006), one can posit that the presence of these factors causes employees to commit their services to the organization. This is because the employee is reluctant to commit to organizations that do not value their inputs or efforts. This also extends to include biased remuneration systems and improper awarding of opportunities to employees. The allocation of managerial positions and incentives has in most cases been discovered to be based on family or political patronage (Mark & Adrian, 2003). Such aspects, have undesired consequences in terms of employee commitment. Hence, we can contend that there is a positive interaction between Organizational justice and Employee commitment and restate it as follows;

H3: There is a positive interaction between Organizational justice and Employee commitment

3.1.3 The Mediating Effect of Organizational justice on the relationship between Human Resources Management and employee commitment:

The positive and significant relationship between Employee commitment and Organizational justice has been proven by some researchers (Chang and Dubinsky, 2005). Employee commitment is also defined as the emotional engagement of employees with the vision, mission, values, and organizational goals of the organization (Landsman, 2008; Jaskyte and Lee, 2009).

In the literature, some researchers are indicating that the PJ dimension of Organizational justice is concerned with employee commitment. (Memarzadeh & Mahmoudi, 2010) Organizational behavior is the theoretical foundation for assessing and testing the construction of the relationship between organizational justice and organizational commitment. Support equity theory based on the social exchange theory, in which individuals expect to exchange business in exchange for a fair return for the organization. (Tyler, 1994). Organizational commitment theory also supports a state employee who prefers an organization and goals and is desirous of preserving participation in the organization (Allen & Meyer, 1990).

On the other hand, neglecting the mediating role of Organizational justice on the relationship between Human Resources Management and employee commitment. can leave a huge research gap. This is because the mediating effects of Organizational justice are necessary for causing employees to commit to the organization (Kivimäki, Elovainio, Vahtera, & Ferrie, 2003). But Organizational justice principles are based on the use of Human Resources Management practices. This, therefore, shows that Human Resources management can effect positive changes in employee commitment. through Organizational justice. This research, therefore, attempts to test the following hypothesis

H4: Organizational justice has mediating effects on the relationship between Human Resources Management and Employee Commitment

3.2 Conceptual Model

Given the reviewed ideas, it is therefore worthy to note that there is a relationship that exists between Human Resources Management and employee commitment, and organizational justice. Of which changes in Human Resources Management have mediating effects on organizational justice. Moreover, the interaction between employee commitment, and organizational justice has resultant effects on Human Resources Management. Hence, this can be illustrated using the following conceptual framework

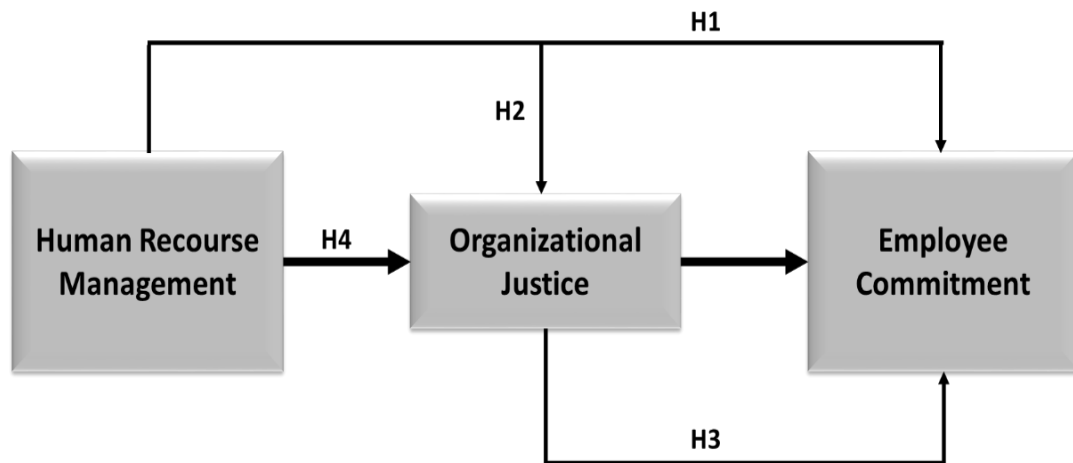


Figure 1: research conceptual framework

3.3 Definition of Key Terms:

The following operational definitions will be adopted to fulfill this research:

- **Human resources management (HRM):** is the process of effectively organizing human resources to improve organizational performance. (Atanassova, 2019).
- **Organizational justice (OJ):** stands for the ability to refer decisions to religion, ethics, equity, fairness, or law to be morally right (Uddin et al., 2019).
- **Employee Commitment (EC):** Connection to a goal: being bound to a goal or deciding about a goal, regardless of the goal's origin. Believing in a goal and wanting to achieve it demonstrates a level of dedication. (Locke et al., 1988).

CHAPTER 4

METHODOLOGY

This chapter is concerned with the description of the method used, the society and research sample, the research instrument used, how it was created, how it was constructed and developed, and the extent to which it is valid, reliable, and generalizable. It also includes the measures taken by the researcher in designing and coding the research instrument and the tools used to collect the research data. The chapter ends with the statistical procedures that were used to analyze the data and draw conclusions, and a description of these procedures is provided below.

4.1 Research Approach

The role of human resources in developing employee engagement and its impact on accomplishing the notion of organizational justice in the hotel industry in the Kingdom of Saudi Arabia was investigated using a quantitative descriptive methodology. This is consistent with the descriptive quantitative method, which tries to offer data and facts about the situation so that they can be analyzed and their significance determined.

The quantitative descriptive approach is used to attain the research objectives by referring to numerous documents such as books, newspapers, magazines, and other sources that verify their validity for analysis.

This approach relied on accurate and detailed knowledge about the research problem, as well as better and more accurate images of the phenomenon under research, where the comprehensive survey was used to research the sampling method and the questionnaire was used to collect primary data.

4.2 Research Strategy

The technique used in this study surveys, which is the most appropriate method of data collection because it ensures that the collected data are preserved with a high degree of accuracy and reliability, and it also allows the researcher to compare the collected data easily. A large number of samples are needed to complete this research competently and practically. A large number of samples are needed and surveys are the best and most effective way to do this. These surveys will be distributed to a random sample of hotel employees in Saudi Arabia. One of the important facts to be mentioned here is that each strategy can contain a different type of approach such as empirical research, case study research, interviews, surveys, etc

4.3 Research Design

The research suggests the use of quantitative analysis to study the role of human resources in enhancing employee commitment and its impact on achieving the concept of organizational justice in the hotel industry in the Kingdom of Saudi Arabia. The decision to use the quantitative method depends on its ability to provide robust methods for testing the presence and strength of relationships between model variables (Amaratunga, 2002). This is important to answer the research questions

Based on the nature of the research and the goals that it seeks to achieve, the researcher used the descriptive and analytical approach that is concerned with the accurate description of the phenomenon as it exists in reality and is expressed in qualitative and quantitative terms, and this approach is not sufficient when collecting information related to the phenomenon to investigate its various manifestations and relationships, but rather it goes beyond analysis, linking and interpretation to reach the conclusions on which the proposed vision is based.

4.4 Population and Sampling

According to a report issued by the Ministry of Tourism in 2019, the percentage of the employee in the hotel sector increased by 19% compared to the previous year, the percentage of hotel operation increased by 70% compared to three years ago. The comprehensive counting method was

used in this research the search sample is comprehensive for all hotels in the Kingdom that have a rating of four to five stars. The number of employees in those hotels is estimated at (100,000) employee. A random sample of 384 people or questionnaires was taken accordingly. The sample size established a random sample of 384 hotel employees was selected, due to the difficulty of enumerating all the elements of the research community, and questionnaires were distributed to the target hotels. in the Kingdom of Saudi Arabia.

4.5 Data Collection Procedures

Data were collected using primary data collection methods (questionnaires). However, secondary data sources such as articles, magazines, hotel publications, etc. will also be used to develop a concrete base for this research. Questionnaires will be distributed properly and re-collected to analyze their results later in the next chapter

4.6 Data Collection Tools

The research is based on the use of questionnaires whose questions were extracted from previous studies (see Table 1). To know the role of human resources in enhancing employee commitment and its impact on achieving the concept of organizational justice in the hotel industry in the Kingdom of Saudi Arabia. However, all necessary improvements have been made to ensure that the questionnaire has high validity and reliability for the intended research objectives. The questionnaire consists of four sections, the first section covers information about the demographic details of the hotel staff. Sections two and three cover information about human resources and organizational justice, and four-section cover employee commitment respectively. The research suggests using a 5-point Likert scale for variable items. The proposed questionnaire consists of three sections.

Table 1: Tool's variables and references

Variable	Reference
Human resources management	(Alansari, 2015)
Employee commitment	(He et al., 2011)
Organizational justice	(Lee et al., 2019)

4.7 Data analysis procedures

Since there are mediating effects of organizational justice on the effects of Human resources management on employee commitment, the researcher used regression analysis models through SPSS v.25 to test and analyze the proposed hypotheses and data, that is, to prove the mediating role of organizational justice. , the mediation was tested through three regressions: a regression analysis was first performed between the independent variable and the median; Then another regression analysis between the independent variable and the dependent variable, and finally another multiple regression analysis between the dependent variable and both median and independent. Accordingly, three conditions must be met to have a mediation relation which is: correlating the mediator and the independent variable in the first regression analysis; having another correlation between the independent variable and the dependent variable in the second regression analysis equation, and finally, a correlation between the mediation and the dependent variable must appear in the third regression equation. If all of these three conditions are verified in the expected direction, then the dependent variable in the third equation must be affected in a less manner by the independent variable than in the second equation. Perfect mediation appeared if the independent variable has no effect when the mediator is controlled. Hence, the research's mediating hypothesis was validated by evaluating the unstandardized coefficients of the regression analysis models and their significance and, then, validated the indirect relationship using process micro test in spss program Several appropriate statistical methods and tests were used to analyse the data collected from the questionnaire through the Package Statistical for Social Science (SPSS):

Descriptive statistics metrics:

- Frequencies and percentages for particular (demographic) variables, grouped by groups, to show sample population characteristics.
- Standard means and standard deviations to assess the degree of the independent and dependent variables, as well as the order of the research variables' dimensions.

Analytical Statistics Metrics:

- Alpha Cronbach test to test the stability of the research tool.
- Pearson correlation to test the relationship between Organization justice and Employee commitment variables hypothesized in H2.
- Simple and multiple linear regression analyses to test the research hypotheses including H1, H3, and H4.

4.8 Research Validity and Reliability

4.8.1 Research Reliability

The stability of the research resolution was verified by: Cronbach's alpha coefficient. The main objective of this benchmarking tool is to determine the same output. This search can be generated when using the same entries. Based on the fact that respondents have different ideas and ethics, responses to any survey vary, not because the survey's elements are confusing or unclear.

The methods and tools used in this research are reliable, as they are directly investigated according to several relevant previous research. The research was followed by a discussion and analysis of the data, in addition to presenting recommendations and proposals for future research in the following chapters. Questionnaire reliability is a measure made by researchers to ensure that the questionnaire measures what it is prepared to measure (Garson, 2001). It also aims to include “an understanding of all the elements that must be included in the analysis on the one hand, and the clarity of its paragraphs and vocabulary on the other. However, to further confirm the credibility of the tool, the questionnaire was applied to a small

experimental sample of (30) employees working in five to four hotels in the Kingdom of Saudi Arabia. This pilot study aims to obtain preliminary estimates of the expected quality of the data collected and to highlight various issues in the data collection tool, including uncertain or unacceptable queries, before the start of the real survey. After the pilot study was conducted, Cronbach's alpha which is the most popular test of reliability via SPSS was calculated to determine the reliability of the questionnaire tool, the following table shows 2 reliability coefficients tested for the distributed questionnaire using Cronbach's alpha values

Table 2: The results of Cronbach' alpha reliability test

No.	Variable	Number of Items	Cronbach's alpha value
1	Human Resources Management	5	0.733
2	Organizational Justice	7	0.890
3	Employee Commitment	4	0.871
Overall Tool's Items		16	0.940

As shown in Table 2, Cronbach's alpha was determined to be (0.733) for elements of the first variable (Human Resources Management), (0.890) for elements of the second variable (Organizational Justice), and (0.871) for elements of the third variable (Employee Commitment). Moreover, it was (0.940) for the overall instrument elements, which means that the reliability of the instrument is acceptable as long as Cronbach's Alpha values for each of the variables as well as the whole questionnaire's elements are higher (Graham, 2006).

4.8.2 Research Validity

To validate this research, the survey questions for this research have been formulated in a precise manner based on relevant previous theories. The data sources collected are reliable, as most of the survey respondents have good knowledge of the factors that influence the decision regarding the hotel industry in Saudi Arabia. Survey data is designed based on literature reviews and other existing references relevant to the research topic. The questionnaire was tested by the respondents before the start of the survey, to ensure the clarity and objectivity of this questionnaire. Moreover, to ensure the correctness of

the pre-designed questionnaire content, the questionnaire was reviewed more than once and the final version of the distributed questionnaire was modified according to the supervisors' instructions. To get to know the respondents about the idea of this research, the motives and objectives of the research were presented before any data was collected, and all the strategies previously mentioned confirmed the validity of the research.

Table 3: Pearson correlation coefficients for the factor analysis

		Correlations		
		HRM	JO	CO
HRM	Pearson Correlation	1		
	N	384		
JO	Pearson Correlation	.789	1	
	Sig. (2-tailed)	.000		
	N	384	384	
CO	Pearson Correlation	.777	.849	1
	Sig. (2-tailed)	.000	.000	
	N	384	384	384

According to Table 3, all of the questionnaire items are related to the designed variable, as the calculated Pearson correlation coefficients range between (0.700 – 0.849) and are statistically significant ($p=0.000$). This means that the questionnaire's overall items are internally valid and consistent for measuring the purpose for which it was designed.

4.9 Analytical Tools

A questionnaire was designed as the primary tool of the research concerning a group of authors (Alansari, 2015, He et al., 2011, Lee et al., 2019), to measure the variables arising from the research hypothesis and model and answer the questions. The questionnaire consists of a cover letter at the top of the questionnaire that clarifies the objectives of the research, confirms the confidentiality of the information used, and confirms that it was used for scientific research purposes only. A five-dimensional Likert scale was used to measure the opinions of the sample, so that the answers differed (1 - strongly disagree, 2 - disagree, 3 - normal, 4 - agree and 5 - strongly agree)

CHAPTER 5

RESULTS

In the previous chapter, the research demonstrated the quantitative descriptive approach used to collect and interpret data in this research. As a result, the current chapter aims to examine the data collected from quantitative questionnaires administered to a sample of 384 employees employed in Saudi Arabian to reach a detailed and influential conclusion about the role Of the Hotel Industry in the Kingdom of Saudi Arabia, human resources management in enhancing employee engagement and its impact on achieving organizational justice.

5.1 Sample Socio-demographic Characteristics

After the questionnaires were distributed and filled out by the 384 randomly selected respondents, a descriptive statistical analysis was performed by SPSS to determine the social and demographic characteristics of the sample members as shown in Table 4 below. The analysis of the sample's demographic characteristics is important because it aids in determining the sample community's characteristics, as well as the nature of the characteristics of the people who are filling out the questionnaire, the extent of their experience, and their relation to the subject, as well as identifying the personal differences between them and whether they affect the nature of the answers submitted by them or not (Dobronte, 2013)

Table 4: Descriptive Statistics of Respondents

Variable	Categories	Frequency	Percentage
Gender	Male	249	64.8%
	Female	135	35.2%
Marital status	Married	200	52.1%
	Single	184	47.9%
Age	Under 20 years	54	14.1%
	20-25years	151	39.3%
	26 -30 years or above	179	46.6%
Educational qualification	Primary	30	7.8%
	Diploma	115	29.9%
	Undergraduate	158	41.1%
	Other	81	21.1%
Years of experience	5 or fewer years	100	26.0%
	6-10 years	142	37.0%
	11-15 years	91	23.7%
	More than 16 years	51	13.3%
Working specialty	Finance	90	23.4%
	Marketing	100	26.0%
	Human Resource	121	31.5%
	Other	73	19.0%

in the table (5) The sample of the research consisted of both genders (males and females). The majority of the sample was male (64.9%), while the female category constitutes (35.2%) of the total sample. This percentage indicates that the sample is representative of society and that it takes into account the point of view of females and males alike, but perhaps the considerable increase in the number of male participants is that men are more practicing jobs and works than females in the traditional Saudi society.

Table 5: Descriptive Statistics of Gender

		Gender			
		Freque ncy	Percent	Valid Percent	Cumulative Percent
Valid	Male	249	64.7	64.8	64.8
	Female	135	35.1	35.2	100.0
	Total	384	99.7	100.0	
Missing	System	1	.3		
Total		385	100.0		

Moreover, it can be seen from Table (6) that there is an approximately equal percentage of married participants (200) and single ones (184), which indicates the diversity of the social status of people working in the Kingdom's hotels, and the diversity of responsibilities and needs that they seek to satisfy through their work in this sector.

Table 6: Descriptive Statistics of Marital status

		Marital status			
		Frequenc y	Percent	Valid Percent	Cumulative Percent
Valid	Married	200	51.9	52.1	52.1
	Single	184	47.8	47.9	100.0
	Total	384	99.7	100.0	
Missing	System	1	.3		
Total		385	100.0		

From table (7) It is also worth noting that the most participated age category in this research has by (46.6%) participants of 26-30 year or above old and followed by 20-25 years old with a percentage of (39.3%) and (14.1%) of hotel's employees participated in this research are in the age of under 20 years old. This means that this sample includes a group of employees from different age groups,

Table 7: Descriptive Statistics of Age

		Age			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	under 20 year	54	14.0	14.1	14.1
	20 – 25 years	151	39.2	39.3	53.4
	26 or more years	179	46.5	46.6	100.0
	Total	384	99.7	100.0	
Missing	System	1	.3		
Total		385	100.0		

From table (8) the advanced age group who have experience in the hotel industry and human resource management practices, and from an ambitious

age group not exceeding 30 years, and who have the desire to achieve the progress of hotels and increase their loyalty and belonging to it. Therefore, the responses will be logical and close to the truth. It is worth noting that all members of the research were classified according to their education to some extent, as the vast majority of the participants were Bachelor's holders (41.1%), while (29.9%) of the participants with a diploma, is followed by, (21.1%) the sample represented another level of education. (Master / Ph.D.) and lastly only (7.8%) of the participants reach elementary school in their education only

Table 8: Descriptive Statistics of Educational Qualification

		Educational Qualification			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Primary	30	7.8	7.8	7.8
	Diploma	115	29.9	29.9	37.8
	Undergraduate	158	41.0	41.1	78.9
	other master - phd	81	21.0	21.1	100.0
	Total	384	99.7	100.0	
Missing	System	1	.3		
Total		385	100.0		

This can also be explained by the fact that there is interest from all categories of hotel employees in all their scientific qualifications in human resource management and its role in enhancing their commitment as well as organizational justice for them, which gives the research a comprehensive character. And the general in the views collected. About work specialization, there is a diversity in the specializations of the individuals who participated in this questionnaire and the departments in which they work, but the largest percentage of them were from the human resources department (31.5%), followed by the marketing department (26.0%), then employees of financial departments by (23.4%) And finally, with the lowest percentage (19.0%) of the employees of the other department, in the table (9) but in general, employees of all working specialties available in the hotels participated in this research, which would give its results truthfulness and generality.

Table 9: Descriptive Statistics of specialty

		Specialty			Cumulative
		Frequency	Percent	Valid Percent	Percent
Valid	Finance	90	23.4	23.4	23.4
	Marketing	100	26.0	26.0	49.5
	Human resources	121	31.4	31.5	81.0
	Other	73	19.0	19.0	100.0
	Total	384	99.7	100.0	
Missing	System	1	.3		
Total		385	100.0		

Finally, regarding years of experience, Table (10) also shows that the vast majority of respondents are employees with 6-10 years of experience (37.0%), followed by individuals who have (26%) employees with 5 or less experience, then followed by An individual with an experience of 11-15 years (23.7%) down to the lowest category with experience of more than 16 years (13.3%). This indicates that the study sample consists of employees with different experiences in the hotel industry in the Kingdom of Saudi Arabia, which gives the impression. They possess extensive knowledge in the field of research and their answers will be representative and trustworthy.

Table (10): Descriptive Statistics Years of Experience

		Years of experience			Cumulative
		Frequency	Percent	Valid Percent	Percent
Valid	5 years or less	100	26.0	26.0	26.0
	6-11 years	142	36.9	37.0	63.0
	11-16 years	91	23.6	23.7	86.7
	16 or more	51	13.2	13.3	100.0
	Total	384	99.7	100.0	
Missing	System	1	.3		
Total		385	100.0		

5.2 The Descriptive Data Analysis Results

To descriptively identify each of the Human Resources Management practices in the five- four-star hotels in the Kingdom of Saudi Arabia, in addition to employee commitment and organizational justice in these hotels, descriptive statistics (means and standard deviation) of the responses were calculated and ranked, which were elicited using the five-point Likert scale. It was calculated via SPSS

5.2.1 Human Resource Management in Kingdom Of Saudi Arabia Hotels

In this part, the descriptive analysis of the collected data focuses on investigating the independent factor of this research which is Human Resource Management, and evaluating the practices of this department from the perceptions of the Saudi hotel employees. So, to evaluate this variable, descriptive summary (means & standard deviation) of the responses to the variable items were calculated as shown in the following Table 11.

Table 11: Descriptive summary for the human resource management in KSA Hotels (n=384)

	Descriptive Statistics				
	N	Minimum	Maximum	Mean	Std. Deviation
The management strives to provide me with verified job assignments and career development opportunities.	384	1.00	5.00	3.6667	.84169
My promotion from one grade to the next has been timely.	384	1.00	5.00	3.6875	.97018
The managers' assessments of my job performance and competencies are fair.	384	1.00	5.00	3.5703	.94233
I have made maximum use of job and educational opportunities by consistently participating in conferences and training workshops.	384	1.00	5.00	3.5911	.90373
I am satisfied with the mentoring program in this company.	384	1.00	5.00	3.6276	.92788

I know everything about the succession planning program in the company.	384	1.00	5.00	3.5208	.98266
Valid N (listwise)	384				

It can be noticed from Table 11 above that the arithmetic means that measure the Human Resources Management Practices Saudi Hotels are high and ranging from (3.5208 -3.687). It can be noticed that item (2), which states that: "My promotion from one grade to the next has been timely.", represents the highest agreed mean statement (3.687, Std.= 0.97011), and was followed by item (1) secondly in which it stated that "The management strives to provide me with verified job assignments and career development opportunities." with a mean (3.666, Std. = 0.8416): thirdly item (5) in which it stated that: "I am satisfied with the mentoring program in this company" with a mean (3.627, Std.= 0.9278), fourthly item (4) which stated that: "I have made maximum use of job and educational opportunities by consistently participating in conferences and training workshops" with a mean (3.591, Std.= 0.9037), fifthly item (3) which stated that: "The managers' assessments of my job performance and competencies are fair" with a mean (3,570 Std.= 0.94923), and finally with the least mean value, item (6) which stated that: "I know everything about the succession planning program in the company" with a mean (3.520, Std.= 0.9826). The results show that most of the research sample strongly agree with the elements of this part of the research. This indicates their agreement on the availability and effectiveness of human resources management in Saudi hotels, and that the human resources department in the hotels in which they work is fully carrying out its duties in terms of supporting employees and providing job opportunities. Developing, promoting, and motivating them, and working to create a positive atmosphere for the company's employees. This was also combined with a fair assessment of HRM, their inclusion of employees in corporate succession plans, and other things that are expected to have a positive impact on employee commitment and productivity, as will be explained in the following sections of the study.

This result is consistent with Ismail's study (2020), which emphasized the necessity and importance of the human resource management component in the hotel and hospitality sector, and the hotels need for adequate and effective human resources management, especially since human resources are the most vital resource for any organization in addition to being the best source for achieving a competitive advantage and productivity of the establishments, through their ability to maintain distinguished employees and increase their job satisfaction and the percentage of their commitment. This was confirmed by the research of Atikbay and Oner (2020), which showed the importance of human resources management, and that it represents the most important assets in any organization compared to physical assets, financial assets, and intangible assets, because of their distinctive role. In achieving organizational competitive advantage and strategic goals by motivating and encouraging all its employees to work efficiently and effectively. They also stressed the need for institutions to provide a human resource department capable of retaining, training, evaluating, and compensating employees, paying attention to work relations, health, safety, and justice, and placing the right people at the right time in the right jobs.

5.2.2 Organizational Justice in Kingdom Of Saudi Arabia Hotels

The descriptive analysis of the collected data in this section focuses on investigating the research mediating factor, organizational justice, and evaluating the extent of its availability in Saudi hotels based on the perceptions of Saudi hotel employees. So, to evaluate this variable, a descriptive summary (means and standard deviation) of the responses to the variable item must be provided. as shown in the following Table 12

Table 12: Descriptive summary for the organizational justice in KSA Hotels (n=384)

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Employees are allowed to challenge or appeal job decisions made by the general manager	384	1.00	5.00	3.3464	.99992
Procedural justice design to provide clarification about decision	384	1.00	5.00	3.6719	.85297
Your supervisor privately timely feedback	384	1.00	5.00	3.5937	.85598
The supervisor treats me with kindness and consideration.	384	1.00	5.00	3.6276	.90509
All job decisions are applied consistently to all affected employees.	384	1.00	5.00	3.7656	.87451
When making decisions about my job, the manager offers explanations that make sense to me.	384	1.00	5.00	3.7187	.94167
My manager explains very clearly any decisions made about my job.	384	1.00	5.00	3.3776	.97789
Valid N (leastwise)	384				

It can be noticed from Table 12 above that the arithmetic means that measure organizational justice in five-four stars Saudi Hotels are high and ranging from (3.3464- 3.7656). It can be noticed that item (5), which states that: "All jobs decisions are applied consistently to all affected employees" with a mean (3.7656, Std.= 0.87451), and was followed by item (6) secondly in which it stated that: "When making decisions about my job, the manager offers explanations that make sense to me" with a mean (3.718, Std.= 0.94162). thirdly item (2) in which it stated that: "Procedural justice design to provide clarification about the decision" with a mean (3.6719, Std.= 0.85297) fourthly item (4) stated that: "The supervisor treats me with kindness and consideration" with a mean (3.627, Std.= 0.85598),

fifthly item (3) which stated that: "Your supervisor privately timely feedback", mean statement (3.5937, Std.= 0.8559) sixthly item (7) which stated that: "My manager explains very clearly any decisions made about my job" with a mean (3.377, Std.= 0.99778), " and finally with the least mean value, item (1) which stated that: Employees are allowed to challenge or appeal job decisions made by the general manager" with a mean (3.3464, Std.= 0.9999)

The results indicate that most of the research sample strongly agree with the terms of this part of the study. This indicates their agreement that there is a high degree of organizational fairness in the hotels in which they work in Saudi Arabia, where employees are allowed to request explanations for managers' decisions. . Employees also feel organizational fairness through courteous treatment of their supervisors, providing them with logical explanations for their decisions, and clarity of tasks required of them, which indicates a high rate of the organizational organization. Fairness in these hotels, which may reflect positively on the commitment of the employees.

This result is consistent with that reported by Jawad et al. (2012) and the studies of Saifi & Shahzad (2017) that showed the importance of organizational justice in organizations and that it is considered the most important topic on discussion boards for many years in human resource management, organizational behavior and organizational psychology, and that organizational psychology. Justice is at the forefront of organizational behaviors, and the reason behind this is the strong relationship between organizational justice variables and organizational outcomes. Organizations' achievement of organizational justice is closely related to organizational commitment, job satisfaction, and high performance.

This was also confirmed (Ismail, 2020; Sia Watan, 2016; Lopez-Kaparcos and others, 2015), who explained the importance of organizational justice in the hotel sector in particular, and the importance of granting employees in these hotels the right to object to decisions that do not suit them, as well as their right to Obtaining clarifications from their managers about decisions made against them, as well as other forms of employee interest in the job,

accountability to the supervisor for job-related tasks, etc., which enhance performance and productivity in hotels.

5.2.3 Employee Commitment in Kingdom Of Saudi Arabia Hotels

In this part, the descriptive analysis of the collected data focuses on investigating the dependent factor of this study which is employees' organizational commitment, and assessing the extent of their affiliation to their work in hotels according to the perceptions of Saudi hotel employees. So, to evaluate this variable, descriptive summary (means & standard deviation) of the responses to the variable items were calculated as shown in the following Table 13

Table 13: Descriptive summary for the employees' commitment to KSA Hotels (n=384)

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
I feel as though my future is intimately linked to that of this organization	384	1.00	5.00	3.8099	.85369
I feel a sense of commitment to our company	384	1.00	5.00	3.6823	.91011
I am proud to tell others that I am part of this organization	384	1.00	5.00	3.7135	.90903
I would be happy to make personal sacrifices if it were important for the business	384	1.00	5.00	3.4427	.87724
Valid N	384				

It can be noticed from Table 13 above that the arithmetic means that measure the employees' commitment in Saudi Hotels are high and ranging from (3.442-3.8099). It can be noticed that item (1), which states that: "I feel as though my future is intimately linked to that of this organization", represents the highest agreed to mean statement (3.8099, Std. = 0.85369) and was followed by item (3) secondly in which it stated that: "I am proud to tell others that I am part of this organization" with a mean (3.7135 Std.= 0.9090), thirdly item (2) which stated that: "I feel a sense of commitment to our company" with a mean (3.6823, Std.= 0.91011).finally with the least mean value, item

(4) in which it stated that: "I would be happy to make personal sacrifices if it were important for the business" with a mean (3.442, Std.= 0.87724),

The results indicate that most members of the research sample agree with the terms of this part of the research. This indicates their agreement to the availability of a large degree of organizational commitment and affiliation towards their hotels, which comes in the form of their feeling that their future is closely related to the future of this hotel, as well as their pride in their association with their hotels. The organization, and its numerous citations for the success of the organization, which is expected not from a vacuum, but from effective human resources management that makes them feel the organizational justice and job satisfaction that drives them to work effectively and commitment in their work. This result is consistent with what was reported in the studies of Arusteu (2013) and Lam and Chan (2002), which emphasized the importance of achieving employee commitment in the hotel sector, and that the commitment and affiliation variable is an important and necessary variable for hotels to succeed and develop and help them achieve their goals. These studies related the hotel's success to the employee's organizational commitment, behaviors, and attitudes. The study of Teo et al. (2020) also showed the importance of a reflection of the employee's commitment in the employee's behavior towards his organization, his sense of responsibility and pride towards it, and that this feeling requires great attention from the organization in managing its human resources and achieving justice and effective leadership. That makes employees feel good and leads them to sacrifice for their work.

The Azila-Gbettor et al. study. (2021) as well as Teo et al. (2020) also stressed the importance of the organizational commitment variable in the new economy, as the new economy requires a flexible and specialized workforce ready to solve any problem that it may face, as the loss of organizational commitment will push companies to search for new ones. Staff, which causes them a lot of time and cost pressure. Therefore, this indicates the importance of achieving and retaining the organizational commitment to employees

5.3 Hypotheses Testing

This part is concerned with testing the research hypotheses related to the role of human resources management in enhancing employee commitment and its effect on achieving organizational justice in the Hotel Industry in Saudi Arabia. Accordingly, the Pearson correlation, simple linear regression, and multiple linear regression analysis were utilized to test the existence of relationships (hypotheses) between independent variable Human Resources Management the dependent variable Employee commitment, and the mediator factor Organizational justice and the significance of those relationships.

5.3.1 The Relationship between Human Resources Management and Employee commitment (Hypothesis One)

The correlation between Human Resources Management and Employee commitment indicated as the first hypothesis of this research: H1: Human Resources Management has positive effects on employee commitment, was tested through Pearson correlation and simple linear regression analysis, where Table 14 represents the resulted model summary for this regression and correlation test.

Table 14: Linear regression's model summary for the effect of Human Resources Management on Employee Commitment

Table 14.1: Linear regression's model summary

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate	Durbin-Watson
1	.777 ^a	.604	.603		.47480	1.890

a. Predictors: (Constant), HRM b. Dependent Variable: EC

Table 14.2: Linear regression's of Anova

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	131.354	1	131.354	582.663	.000
	Residual	86.117	382	.225		
	Total	217.471	383			

a. Dependent Variable: EC

b. Predictors: (Constant), HRM

Table 14.3: Linear regression's of Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.144	.160		-.902	.369
	HRM	1.054	.044	.777	24.138	.000

a. Dependent Variable: EC

Table 14.4: Linear regression's of Residuals Statistics

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	1.6129	5.1266	3.6621	.58563	384
Residual	-2.45093	1.98162	.00000	.47418	384
Std. Predicted Value	-3.499	2.501	.000	1.000	384
Std. Residual	-5.162	4.174	.000	.999	384

a. Dependent Variable: EC

From the above Table 14, the model summary and overall fit statistics indicate that there is a statistically significant positive impact of the implementation of human resource management on the employees' commitment in five-four stars hotels in KSA, where the coefficient of Pearson correlation R (0.777) at ($\alpha \leq 0.05$). The coefficient of determination R^2 amounted to (0.604), which means that (60.4%) of the positive changes in the employees' commitment to their work in Saudi hotels are due to the effective and successful application of human resource management practices. Moreover, the degree of impact (β) for the implementation of HRM in hotels in Saudi Arabia is (1.054). This means that a one-step increase in

the level of HRM practices in Saudi hotels improves the employees' commitment by (1.054). The significance of this effect is the value of the calculated (F) which reached (582.663) and is significant at the level of ($\alpha < 0.05$) (sig. = 0.000). This confirms the validity of the acceptance of the first hypothesis which states: "HRM has positive effects on employee commitment. This relationship can be explained by the fact that human resource practices represent the primary means through which institutions can influence and shape the skills attitudes, skills, and behavior of individuals to do their work and thus achieve organizational goals, and that human resource management focuses on organizing human resources most effectively, so it is clear to note that there is a link between human resource management and employee commitment.

The results of this research are consistent with the results of the study (Fiorito et al., 2007; Al-Abbadi, 2018), which indicated that human resources management deals with various aspects that affect the level of employees' commitment to the organization. For example, the Human Resources Department seeks to ensure that employees are well motivated to carry out the tasks assigned to them, and it works to remove all obstacles that prevent the commitment of the employees.

Moreover, Nguyen et al. (2019) stated that the reward and motivation strategies pursued by HRM have a significant impact on employee commitment because employees are more willing to commit to organizations that reward their effort more with their level of experience. They also indicated that good Human Resources Management practices lead to increases job satisfaction which is also central to enhancing employee commitment.

5.3.2 The Relationship between Human Resources Management and Organisation justice (Hypothesis Two)

The correlation between Human Resources Management and Organizational justice indicated as the second hypothesis of this research: H2: Human Resources Management has positive effects on the attainment of organizational justice, was tested through Pearson correlation and simple linear regression analysis, where Table 15 represents the resulted model summary for this regression and correlation test.

Table 15: Linear regression's model summary for the effect of Human Resources Management on Organizational Justice

Table 15.1: Linear regression's model summary

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.066	.147		-.445	.656
	HRM	1.011	.040	.789	25.076	.000

a. Dependent Variable: OJ

Table 15.2: Linear regression's of Anova

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.789 ^a	.622	.621	.43848	2.010

a. Predictors: (Constant), HRM

b. Dependent Variable: OJ

Table 15.3: Linear regression's of Coefficients

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	120.902	1	120.902	628.830	.000 ^b
	Residual	73.445	382	.192		
	Total	194.348	383			

a. Dependent Variable: OJ

a. Predictors: (Constant), HRM

From the above Table 15, the model summary and overall fit statistics indicate that there is a statistically significant positive impact of the human resource management practices on the organizational justice in hotels in the kingdom of Saudi Arabia, where the coefficient of Pearson correlation R (0.789) at ($\alpha \leq 0.05$). The coefficient of determination R^2 amounted to (0.622), which means that (62.2%) of the positive changes in organizational justice

and fairness in Saudi hotels are due to the effective and successful application of human resource management practices. Moreover, the degree of impact (β) for the implementation of human resource management hotels in KSA is (0.789). This means that a one-step increase in the level of HRM practices in Saudi hotels improves organizational justice by (0.789). The significance of this effect is the value of the calculated (F) which reached (628.830) and is significant at the level of ($\alpha < 0.05$) (sig. = 0.000). This confirms the validity of the acceptance of the second

the hypothesis which states: "human resource management has positive effects on the attainment of organizational justice".

This can be explained by the fact that human resource management represents one of the most prominent assets in organizations that strive to develop fair management and organizational strategies that contribute to the integration of the recruitment approach and the development of these employees and work for the well-being of people in the organization, compensation management, and fair evaluation of performance and managing employee relations and other matters that contribute to creating an atmosphere of organizational justice in the organization.

This result is consistent with the study of Ismail (2020), which highlighted that human resources management can help in promoting equality and fairness among employees and that human resources management has positive effects on organizational justice. Adjust employee performance evaluations to be fair and frank, and force managers to provide justifications for their decisions to employees, all of which contribute to improving organizational justice. The researchers Atikbaya and Yıldırım Öner (2020) also stressed the relationship between human resources management and organizational justice, indicating that human resources management is a basic element required to ensure the excellence of organizational justice in the organization. This is because organizational justice can be viewed in some organizational aspects such as recruitment, hiring, compensation and benefits, training, learning, labor relations, employees, and organization development. Thus, the inability of the organization through Human Resources Management to

influence the effects of these measures can lead to a decrease in Organizational Justice

5.3.3 The Relationship between Organisational Justice and Employee commitment (Hypothesis Three)

The correlation between Organizational Justice and Employee Commitment is indicated as the third hypothesis of this research: H3: There is a positive interaction between Organizational Justice and Employee Commitment, was tested through Pearson correlation coefficient, where Table 16 represents the results of the correlation test.

Table 16: Linear regression's model summary for the effect of Organizational justice and Employee Commitment

Table 16.1: Linear regression's model summary

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate	Durbin-Watson
1	.849 ^a	.721	.721		.39835	1.902

a. Predictors: (Constant), OJ

b. Dependent Variable: EC

Table 16.2: Linear regression's of Anova

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	156.853	1	156.853	988.449	.000 ^b
	Residual	60.618	382	.159		
	Total	217.471	383			

a. Dependent Variable: EC

b. Predictors: (Constant), OJ

Table 16.3: Linear regression's Residuals Statistics

Residuals Statistics

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	1.3390	4.9325	3.6621	.63995	384
Residual	-2.43247	1.35093	.00000	.39783	384
Std. Predicted Value	-3.630	1.985	.000	1.000	384
Std. Residual	-6.106	3.391	.000	.999	384

a. Dependent Variable: OJ

Table 17: The Pearson correlation coefficient between Organizational justice and Employee commitment

Variables	R (Pearson correlation coefficient)	Significance (p-value)
OJ and EC	0.849	0.00**

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

Table 17 shows that there is a significant positive strong interaction between the Organizational justice (mediator) and Employee commitment where the Pearson correlation value (R) reached 0.849, $p=0.000 < 0.05$. This confirms the validity of the acceptance of the second hypothesis which states: "There is a positive interaction between Organizational justice and Employee commitment".

This relationship between organizational justice and employee commitment can be explained on the basis that achieving organizational justice in institutions in terms of fairness in the distribution of tasks, fairness in compensation, benefits and incentives among employees, fairness in training and promotion, and others contribute to achieving job satisfaction among employees and their sense of justice. This in turn drives them to exert their utmost efforts for the sake of the employee, and their pursuit of the success of the organization in all ways, and their pride in belonging to the institution, which reflects their commitment and career loyalty to them.

This result is consistent with the research of Suifan et al. (2017), which showed that when the idea of Organizational justice is related to aspects such as employment, recruitment, compensation, benefits, training, learning, work, employee relations, and the development of the organization, one can assume that the presence of these factors drives employees to commit to services to the organization because the employee is reluctant to commit with organizations that do not value their input or efforts, or lack organizational fairness in their treatment of their employees.

5.3.4 The Mediating Effect of Organisational justice on the Relationship between Human Resources Management and Employee commitment (Hypothesis Four)

The mediating effect of Organizational justice (mediator) on the relationship between Human Resources Management and employees. commitment indicated as the fourth hypothesis of this research: H4: Organizational justice has mediating effects on the relationship between Human Resources Management and employee commitment, was tested through Baron and Kenny's (1986) strategy. In this mediation method, there are two paths to the dependent variable. The independent variable must predict the dependent variable, and the independent variable must predict the mediator. Hence, mediation is tested through three regressions which are: conducting a regression analysis firstly between the independent variable Human Resources Management and the mediator (Organizational justice) then conducting another one between the independent Human Resources Management and the dependent variable (Employees. commitment), and finally conducting another multiple regression analysis between the dependent variable (Employees commitment) and both of mediator and the independent variable (Organizational justice and Human Resources Management).

Accordingly, three conditions must be met to have a mediation effect of Organizational justice which are: having a correlation between the mediator (Organizational justice) and the independent variable (Human Resources Management) in the first regression analysis; having another correlation between the independent variable (Human Resources Management) and the dependent variable (employees. commitment) in the second regression analysis equation, and finally, a correlation between the mediation Organizational justice and the dependent variable (Employees. commitment) must appear in the third regression equation. If all of these three conditions are verified in the expected direction, then the dependent variable (Employee commitment) in the third equation must be affected in a less manner by the independent variable (Human Resources Management) than in the second equation. Perfect mediation appeared if the independent variable (Human

Resources Management) has no effect when the mediator (Organizational Justice) is controlled. Table 18 represents the results:

Table 18: Regression Analyses for Testing Mediation

Model No.	DV	IV	B	T	R ²	F	Sig.
1.	EC	HRM	0.777	24.138	0.604	582.663	0.00
2.	OJ	HRM	0.789	25.076	0.622	628.830	0.00
3.	EC	HRM	0.385	6.840	0.752	576.857	0.00
		OJ	0.661	15.058			

For the first path, the dependent variable (Employee Commitment) was regressed on the independent variable (Human Resources Management), and as shown in Table 18, where the model summary and overall fit statistics indicates that there is a statistically significant positive impact of HRM on EC of Saudi five-four stars hotels, where the coefficient of determination R² amounted to (0.604) at ($\alpha \leq 0.05$), which shows a significant positive relationship between Human Resources Management and Employee Commitment. Moreover, the degree of impact (β) for the (Human Resources Management) on the (Employee Commitment) is (0.777). The significance of this effect is the value of the calculated (F) which reached (582.663) and is significant at the level of ($\alpha < 0.05$) (sig. =0.000). This confirms the validity of the acceptance of the first hypothesis H1 as shown previously.

For the second path, the mediator (Organizational justice) was secondly regressed on the independent variable (Human Resources Management) The resulted regression model were as shown in Table 18, where the model's summary and overall fit statistics indicate that there is a statistically significant positive impact of (Human Resources Management) on Organizational justice of Saudi five-four stars hotels, where the coefficient of determination R² amounted to (0.789) at ($\alpha \leq 0.05$), which shows a significant positive relationship between Human Resources Management and Organizational Justice. Moreover, the degree of impact (β) for the Human Resources Management on Organizational Justice is (0.622). The significance of this effect is the value of the calculated (F) which reached (628.830) and is

significant at the level of ($\alpha < 0.05$) (sig. = 0.000). This confirms the validity of the acceptance of the second hypothesis H2 as shown previously.

Through the previous steps, it has been proven that there are statistically significant relationships between the independent variable (Human Resources Management) and the dependent variable (Employee commitment), and between the mediator (Organizational Justice) and the independent variable (Human Resources Management) as well as Organizational Justice and Employee commitment indicated in the previous section, hence, the first conditions for Baron and Kenny's mediation method have been fulfilled. After these conditions are fulfilled, the researchers can now test the mediation hypothesis (H4) by investigating the effect of both (Human Resources Management & Organizational justice) on the dependent variable (Employee commitment as in the third model in the previous Table 18, It turns out that the models are still significant at the level of ($\alpha < 0.05$) (sig. = 0.000), which supports the partial mediation, not the complete one, especially since the effect of the independent variable (Human Resources Management) on the dependent variable (Employee Commitment) has been reduced to the value (0.385) compared to its effect (0.777) on the first regression model and the effect of the independent variable (Human Resources Management) on the mediation variable (Organizational Justice) has been reduced to the value (0.661) compared to its effect (0.789) on the second regression model, thus providing evidence for partial mediation. After applying the Micro processes using the SPSS program to find the relationship between the variable (Human resource management and (Employee commitment) and the mediator (Organizational justice) and the influence of the mediator on the research, it was concluded that the previous variable was the introduction of the mediator $R^2 = .6221$ and after using the mediator becomes $R^2 = .7517$ and this It gives a positive relationship between human resource management, employee commitment and organizational justice, which has been proven by using the micro process (there increasing effect by 15%)

CHAPTER 6

DISCUSSION AND CONCLUSIONS

6.1 Introduction:

This chapter makes conclusions about the discussed results and presents a set of research suggestions and future recommendations for academics and researchers in the field of business administration, management, and operation.

6.2 Study Limitations:

Although this research has made some contributions to practice and experience, it has some drawbacks that need to be considered in future studies. , this analysis used only a quantitative approach by focusing on questionnaires and evaluation of outcomes. However, unlike qualitative research, this approach does not provide an explanation or in-depth details about the research topic, nor does it give an impression of the respondents' feelings and views on it. As a result, for future research, the mixed method (triangulation) is preferred to obtain deeper and more detailed results.

Moreover, the results of this study will depend on hotels in Saudi Arabia, and therefore, the results may not be generalized and applied to other companies and countries. Moreover, it was difficult to obtain the correct number of hotels in Saudi Arabia, and therefore proposals will be made to use a random sample of 384 hotel employees in Saudi Arabia

6.3 DISCUSSION:

The hotel industry is facing some challenges arising from changing customer requirements and an ongoing competitive environment, which puts full pressure on human resources and front-line personnel who are a very important determinant of organizational performance. At the same time, it has become argued that the hotel industry uses manpower extensively and that this valuable resource can make a difference when it comes to service quality and organizational competitiveness. This is because human resources are one of the most important resources of the organization, as they are the main engine for all activities that result in the transformation of inputs into outputs. Although the organization includes multiple elements such as business, activities, available resources, and machinery, the human component is considered the most important of these elements. It organizes and distributes businesses, provides and uses resources. No matter how advanced the organization is in its design of the organizational structure, production lines, and control systems, the organization may fail due to its appointment of inappropriate individuals or its inability to motivate its employees to achieve its goals. Accordingly, the survival, development, and deterioration of any organization depend entirely on the efficiency of its human resources and the manner of dealing with them, and on the ability of this organization to motivate those resources to perform the required tasks efficiently and effectively.

The application of justice and the values of integrity and impartiality in the organization is considered one of the basic requirements for the formation of positive behaviors and attitudes among its employees and the ability of that organization to adapt to the changes and events surrounding it. Accordingly, achieving Organizational justice among employees is one of the challenges that contemporary organizations face, due to the diversity of their human resources, their different cultures, and their knowledge and economic backgrounds.

Among the behaviors that are affected by the values of Justice in the organization is the behavior of Employee commitment, which is voluntary behavior that the employee voluntarily performs without this behavior is directly related to the incentives and rewards of the organization. The

employee may exchange his sense of the fairness of the organization's dealings with him by showing the behavior of Employee commitment by showing behavior that is not classified within his official roles, such as helping employees and managers of his organization, avoiding raising problems in it, performing additional work without complaining, and taking care of the organization's effectiveness and development.

This necessitates that the impacts of Human Resources Management on Employee commitment be stronger through the inclusion of Organizational justice practices. But this relationship differs in terms of its nature and magnitude for the type of industries under study. As a result, there is a lack of clarity about the strength of the intermediate effects of Organizational justice on the relationship between Human Resources Management and Employee commitment in the hotel industry in the Kingdom of Saudi Arabia, and therefore this study came to determine the role of human resources in finding balance in hotels to be able to accommodate these cultural backgrounds for employees and achieve a sense of Organizational justice for them, which will reflect positively on the commitment of the employees. It was also conducted to establish an integrated model for the relationship between Human Resources Management practices, Organizational justice, and Employee commitment, which contributes to leading the organization and employees to achieve their goals and adapt their strategies.

The study concluded that there is a high degree of effectiveness in Human resources monuments in five-star Saudi hotels and that Human Resources Management in Saudi hotels fully carries out its duties in terms of supporting employees and providing career development opportunities from the employees' point of view. It also works on promoting and motivating them, creating a positive atmosphere for its employees, as well as fair evaluation of them, and their inclusion of employees in company succession plans, and other matters that are expected to have a positive impact on Employee Commitment and productivity, as the study later proved.

The study also revealed that four and five-star hotels in Saudi Arabia provides a high degree of Organizational Justice, where employees are allowed to challenge the work decisions made by the general manager, as well as their

ability to request explanations about the decisions of their managers and the clarity of the tasks required from them, which indicates the high rate of Organizational Justice and equity in these hotels, which may reflect positively on Employee commitment

Moreover, the study showed the agreement of hotels' employees on the availability of a large degree of Employee commitment and affiliation towards their hotels, which comes in the form of their feeling that their future is closely linked to the future of this hotel, as well as pride in their association with their organization, and their several scarifications for the sake of the success of the organization, which is what It is expected that it does not come from a vacuum, but rather from an effective Human Resources Management that makes them feel the Organizational Justice that drives them to work effectively and to be a commitment to their work.

Regarding the correlation between the three investigated organizational variables (OJ, EC, and HRM); the results showed that Human Resources Management has positive effects on Employee Commitment, and this relationship was explained by the fact that human resource practices represent the primary means through which institutions can influence and shape the skills attitudes, skills and behavior of individuals to do their work and thus achieve organizational goals and that Human Resources Management focuses on organizing human resources most effectively, so it is clear to note that there is a link between Human Resources Management and Employee commitment. In addition, the research demonstrated positive effects of Human Resources Management on achieving Organizational Justice, and this was explained by the fact that Human Resources Management represents one of the most prominent assets in organizations that strive to develop fair management and organizational strategies that contribute to the integration of the recruitment approach and the development of these employees and work for the well-being of people in the organization, compensation management, fair performance evaluation, employee relations management and other matters that contribute to creating an atmosphere of Organizational Justice in the organization.

The Research also found that there is a positive relationship between Organizational Justice and Employee Commitment in hotels and that this relationship can be explained on the basis that achieving Organisation Justice in institutions in terms of fairness in the distribution of tasks, fairness in compensation, benefits, and incentives among employees, and fairness in training and promotion, and others that contribute to achieving job satisfaction among employees and their sense of justice. This, in turn, drives them to do their best for the employee's sake, and their pursuit of the success of the organization in all ways, and their pride in belonging to the institution, which reflects their Employee Commitment and loyalty to their job.

Finally, the researchers concluded that Organizational Justice has mediating effects on the relationship between Human Resources Management and Employee Commitment. This mediation role has been explained by the fact that Organizational Justice is an important factor that Human Resources Management must strive to achieve in its strategy. So, to improve the impact of Human resources Management practices on Employee Commitment, Human resources Management must ensure fairness and equality among employees in distributing rights, gains, and duties, granting employees the freedom to express their problems, involving them in decision-making processes, granting them the right to object to administrative decisions or requesting justifications for them, and other things that ensure Organizational Justice, and refer to the effectiveness of Human Resources Management, which in turn reflects positively on the commitment of employees and their sense of satisfaction in their job. This research may benefit business and human resource managers, planners, and operators in the hotel sector, in designing policies and making administrative and organizational decisions that would enhance Organizational Justice in this sector and help retain employees and achieve job satisfaction that helps them to adhere to their organizations, especially since the Hotels in the Kingdom are characterized by a large migration of employees and a large turnover rate that necessitates changing the strategies of human resources management in it.

Also, this research clarifies the mediating role of Organizational Justice in enabling the human resource department to increase the functional commitment of its human resources, which will automatically provide solutions and assistance methods for managing human resources in hotels to enable them to achieve effectiveness and continuity in the competitive environment, social and economic growth, development goals and their sustainability.

6.4 conclusion:

The research dealt with the experimental results of the studies conducted in terms of human resource management, and Organizational Justice, and the potential relationships and connections that may exist between them, taking into account many variables that may in one way or another affect the outcome of our investigations and employee commitment. The theory believes that there is a significant relationship and correlation between the impact of human resource management practices in increasing employee commitment. Organizational Justice is considered important because employees working in an organization know that fair compensation, benefits, bonuses, promotion, and even punishment protocol practiced by good human resource management will exhibit higher rates of satisfaction, belonging, and commitment. The employee will judge this Organizational Justice practice by several situations and if he considers it fair, he will develop a general idea of the fairness of the organization by all means. From an employee perspective, an organization that is fair in allocating job responsibilities and wages will - for sure - be fair in distributing profits and appraisals. This perception of fairness will influence employee commitment. , Which - in our opinion - affects performance, attendance, quality of service, and the overall performance of business processes.

The following four research hypotheses were developed and stated as shown below, which have been further studied in terms of our scope of work:

- H1: Human resource management has positive effects on employee commitment.

- H2: Human resource management has positive impacts on achieving Organizational Justice
- H3: There is a positive interaction between Organizational Justice and employee commitment.
- H4: Organizational Justice has mediating effects on the relationship between human resource management and employee commitment.

This simplified research led to results that give good indications of the extent of employee commitment and their effective role in the hotel sector in the Kingdom of Saudi Arabia and the important role that human resources management plays in achieving justice and achieving the balance between organizational justice and job commitment. Close link between the role of human resources, employees and higher departments

6.5 Recommendations

In light of the previous results and conclusions, the research presented some recommendations, which are as follows:

1. Hotels in the Kingdom of Saudi Arabia must realize the importance of the role of Human Resources Management, and work to develop them and develop their strategy, by developing the capabilities and competencies of their employees, by providing programs and training courses for preparing them and qualifying them strategically.
2. It is recommended to research the current situation of human resources policies and the activities of the competent departments in this regard in the Kingdom's hotels and their compatibility with achieving standards and dimensions of regulatory fairness and justice, whether in terms of procedural or communication, or organizational fair concepts in general.
3. Managers and decision-makers in the hotel and hospitality sector in the Kingdom must take honest and fair decisions among employees based on clear and consistent principles that ensure equality and Organizational Justice among employees, and pay attention to the distribution of work outcomes such as wages, incentives, and

workload based on merit and competence, taking into account the financial allocations for changes in the living standards of employees.

4. Managers should pay attention to the interests and rights of employees when making decisions, explain the justifications for those decisions, and show respect and appreciation to subordinates when implementing those decisions in a way that guarantees to preserve their dignity and human feelings and increases their Employee Commitment and ability to keep them for as long as possible.
5. Adopting the method of decentralization in management and allowing employees to participate and express opinions in hotels and collect accurate and complete information before taking them, which ensures the fairness of those decisions and their reflection on the level of Employee Commitment behavior in those hotels by respecting those decisions and responsible participation in managing the hotel business and increasing its productivity.
6. Inculcating the behavior of Employee Commitment among employees by encouraging them to help fellow peers, avoiding stirring up disputes at work, using their time at work, and being keen on developing and improving their tasks.
7. The necessity of reviewing the job description of hotel workers and their compatibility with the concepts of organizational and procedural justice and amending the content of their job description cards in a way that contributes to improving their job satisfaction and thus increasing their Employee Commitment.

6.6 limitation of research:

- 1- This research is based on a random sample of some hotels with a rating of 4 to 5 stars
- 2- It covers a certain number of regions of the Kingdom of Saudi Arabia
- 3- Defines specific variables, namely human resource management, organizational justice, and employee compliance
- 4- A random sample of 100,000 employees and 384 questionnaires

6.7 Future Studies

Based on the findings and conclusions of this research, there are opportunities for future research including:

1. The research recommends researchers study the effect of intermediate variables such as demographic factors of the employee, and organizational loyalty, on the relationship between workers' sense of organizational justice and the behavior of organizational citizenship.
2. The research also recommends researchers interested in studying organizational justice and organizational citizenship behavior that it should be linked to other variables such as culture, transparency, and in other research societies such as banks, companies, and public and independent institutions in the Kingdom of Saudi Arabia.
3. Conducting an analytical study of the strengths and weaknesses in the performance of human resources departments in hotels and various institutions in the Kingdom, in line with the trends of concepts and ideas of organizational and procedural justice so that the results help in knowing the appropriate mechanisms to apply these concepts
4. Similar research can be conducted but includes all hotels in the Kingdom of Saudi Arabia from one star to five stars, and in various parts of the Kingdom, in a way that ensures validation and generalization of the proposed methodology and results.

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APPENDIX 1: Survey Questionnaire

Dear Respondent,

This questionnaire is part of a master thesis study and it aims to measure whether

“The role of human resources in enhancing employee commitment and its the effect on achieving the concept of organizational justice in the hotel industry in K.S.A.”

The questionnaire consisted of four parts: Part 1 is demographical information, part 2 measures human resources management, part 3 measures organizational justice, and part 4 measures employment commitment. Please answer as honestly as possible and you must respond to all of the statements. The information collected will be used for research purposes only.

Thank you for your time.

DOAA JABER WAFY

SECTION (1): demographic Characteristics

(Please tick (✓) as appropriate):

1. Gender:

- Male Female

2. Marital status:

- Married single

3. Age:

- Under 20 year 20 – 25 years 26 -30 or above years

4. Educational qualification:

- Primary Diploma Undergraduate other (master/Ph.D.)

5. Working for this organization FOR:

- 5 or fewer years 6-10 years 11-16 years 16 or more

6. Area of concentration or specialty:

- Finance Marketing Human resources other

SECTION 2: Human resources management

For each of the statements below please indicate (X) the most appropriate response.

		strongly disagree (1)	Disagree (2)	neutral (3)	Agree (4)	strongly agree (5)
7	The management strives to provide me with verified job assignments and career development opportunities.	1	2	3	4	5
8	My promotion from one grade to the next has been timely.	1	2	3	4	5
9	The managers' assessments of my job performance and competencies are fair.	1	2	3	4	5
10	I have made maximum use of job and educational opportunities by consistently participating in conferences and training workshops.	1	2	3	4	5
11	I am satisfied with the mentoring program in this company.	1	2	3	4	5
12	I know everything about the succession planning program in the company.	1	2	3	4	5

Source: Alansari, K. Y. (2015). The Impact of Leadership and Organizational Career Management Practices on Individual Work-Related Attitudes (Doctoral dissertation, University of East Anglia).

SECTION 3: Organizational Justice

For each of the statements below please indicate (X) the most appropriate response.

		strongly disagree (1)	Disagree (2)	neutral (3)	Agree (4)	strongly agree (5)
13	Employees are allowed to challenge or appeal job decisions made by the general manager	1	2	3	4	5
14	Procedural justice design to provide clarification about decision	1	2	3	4	5
15	Your supervisor privately timely feedback	1	2	3	4	5
16	the supervisor treats me with kindness and consideration.	1	2	3	4	5
17	All job decisions are applied consistently to all affected employees.	1	2	3	4	5
18	When making decisions about my job, the manager offers explanations that make sense to me.	1	2	3	4	5
19	My manager explains very clearly any decisions made about my job.	1	2	3	4	5

Source Lee, H., Um, K., Ju, Y., Lee, S., Choi, M., Paek, D., & Cho, S. S. (2019). Association between organizational justice and depressive symptoms among securities company workers. *Annals of occupational and environmental medicine*, 31(1).

SECTION 4: Employee Commitment

For each of the statements below please indicate (X) the most appropriate response.

		strongly disagree (1)	Disagree (2)	neutral (3)	Agree (4)	strongly agree (5)
20	I feel as though my future is intimately linked to that of this organization	1	2	3	4	5
21	I feel a sense of commitment to our company	1	2	3	4	5
22	I am proud to tell others that I am part of this organization	1	2	3	4	5
23	I would be happy to make personal sacrifices if it were important for the business	1	2	3	4	5

Source He, Y., Li, W., & Lai, K. K. (2011). Service climate, employee commitment, and customer satisfaction. *International Journal of Contemporary Hospitality Management*.

APPENDIX2: PLAGIARISM REPORT

The Role of Human Resources in Enhancing Employee Commitment and its Effect on Achieving the Concept of Organizational Justice in the Hotel Industry in KSA by DOAA JABER IBRAHIM WAFY (20185645)

ORIGINALITY REPORT

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APPENDIX3: ETHICS COMMITTEE APPROVAL**BİLİMSEL ARAŞTIRMALAR ETİK KURULU**

30.12.2020

Dear Doaa Jaber Ibrahim Wafy

Your application titled **“The Role of Human Resources in Enhancing Commitment and its Effect on Achieving the Concept of Organizational Justice in the Hotel Industry in K.S.A”** with the application number YDÜ/SB/2020/839 has been evaluated by the Scientific Research Ethics Committee and approved. You can start your research on the condition that you will abide by the information provided in your application form.

Assoc. Prof. Dr. Direnç Kanol

Rapporteur of the Scientific Research Ethics Committee

Note: If you need to provide an official letter to an institution with the signature of the Head of NEU Scientific Research Ethics Committee, please apply to the secretariat of the ethics committee by showing this document