

The mediating effect of organizational commitment on the relationship between human resource management and service quality in Jordanian Universities

Lama Alfaouri^{1*}, Nik Hazimah Nik Mat², MotazAlnimer³, Omar Jaber Aburumman⁴

^{1,2,4} *Faculty of Business, Economics and Social Development, Universiti Malaysia Terengganu, Malaysia*

³ *Faculty of Business and Management, Universiti Sultan Zainal Abidin, Malaysia*

* Corresponding Author: faourilama@yahoo.com

Abstract. This study aims to examine the mediating effect of organizational commitment (normative commitment, continuance commitment, and affirmative commitment) on the relationship between human resource management (ability, motivation, and career opportunity) and service quality from the perspective of employees in private universities in Jordan. The survey questionnaire was gathered from 311 employees who were working in three private universities in Jordan. The study used the software SmartPLS (version 3.3.2) in order to hypotheses testing. The results of this study indicate that human resource management (ability, motivation, and career opportunity) and organizational commitment (normative commitment, continuance commitment, and affirmative commitment) has a positive direct effect on service quality. Moreover, the results indicated that organizational commitment mediated the relationship between human resource management and service quality. Future studies should focus on more aspects of human resource management including compensation, training, performance appraisal, and promotion, to determine which are most important in achieved the desired employees' outcomes. The study model developed in the current study could be used for future studies to link these employees' outcomes with different aspects of the academicians' experience.

Keywords: Human resource management; Organizational commitment; Service quality

1. Introduction

Service quality has generally been examined since the twentieth century and its thought is as yet applicable to help the organizations (Bansal & Taylor, 2015; Dabholkar, 2015; Ali & Raza, 2017; Meesala & Paul, 2018). In quality service writing, benefit quality is frequently observed as a multi-dimensional development. For instance, the Nordic school of thought recommends that compelling service quality ought to have two critical measurements, in particular, specialized quality (e.g. what customers' gotten from services given by an organization) and practical quality (e.g. how an organization conveys services to customers) (Lien, Cao & Zhou, 2017).

Afterward, the service quality develop has been changed and reorganized by the US school of thought where it suggests that successful service quality ought to have five explicit measurements, to be specifically unmistakable (physical offices, hardware, and appearance of employees), dependability (capacity to play out the guaranteed service constantly and precisely), responsiveness (eagerness to encourage customer and give provoke benefit), affirmation (information and kindness of specialists and their capacities to move trust and certainty), and compassion (minding, individualized consideration the organization gives its customers) (Aburumman et al., 2020; Zakaria, 2018). However, this quality school of considerations has alternate points of view, the wellspring of their thoughts are produced dependent on individual frames of mind and recognitions (Khattab, 2018).

Despite many studies on service quality, the literature still lacks a comprehensive definition of service quality (Deb & Ahmed, 2018). Meanwhile, related past researches have investigated whether the quality of educational services and the university's institutional image influence students' satisfaction and students' loyalty at an Italian public university (Masserini, Bini & Pratesi, 2018). Others have investigated: attitudes of students about the quality of services and their level of satisfaction, motivation, and loyalty in four Indian public institutions (Subrahmanyam, 2017); students' perceptions of the quality of non-academic education services in Singapore's private tertiary educational sector (Khoo, Ha & McGregory, 2017); satisfaction level of international students, its determinants and the relationship between satisfaction and students' loyalty at a Malaysian private university (Khattab, 2018); effect of service quality on international students' satisfaction, institutional image and loyalty in three Malaysian public universities (Lien, Cao & Zhou, 2017); and effects of service quality, customer satisfaction, and customer loyalty in an Indonesian university (Wantara, 2016). Additional studies have examined: how social responsibility and service quality affect the loyalty of students' parents in an Iranian College (Pool & Imankhan, 2017); training service quality and its effects on students' satisfaction in an educational organization in Vietnam (Lien, Cao & Zhou, 2017); effect of university image on students' satisfaction at one Spanish University (Herrero, San Martín & Peña, 2015).

Human resource management bundles appear in recent studies of HRM and that can provide an effect on the service quality of business firms (Boselie, Dietz, & Boon, 2005; Zamanan et al., 2020). This is because the individual practices that make up these bundles can support each other in enhancing specific workforce characteristics, thereby creating combined synergistic effects that are substantially greater than those of individual best practices (Aburumman et al., 2020). Moreover, individual practices can have a positive effect on performance, but integrating these practices with each other will create a synergy that will lead to achieving a much greater success than that which would obtain applying HR practices in each hand (Boselie, Dietz, & Boon, 2005; Subramony, 2009; Ferris, Hall, Royle & Martocchio, 2004; Salleh et al., 2020).

Organizational commitment is viewed as a standout amongst the most critical ideas in the region of organizational conduct and human asset the board (Cohen, 2007). The attitudinal meaning of organizational responsibility depends on the worker's improvement of an enthusiastic or mental connection to the association (Yao, Qiu & Wei, 2019). On the opposite side, the social meaning of organizational commitment depends on money-saving advantages choices of leaving or staying with the association (Celis, 2018). Different scientists demonstrated that worker's dedication consolidates the two representatives' sentiments about the association and their longing to remain with it (Little & Dean, 2006). Disregarding the way that organizational commitment is viewed, organizational commitment is considered one of the significant determinants of service quality (Yao, Qiu & Wei, 2019).

The significance of the current study is underscored by the paucity of similar research in the subject area and universities in a developing country like Jordan as shown in the previous literature. Therefore, this study will fill the gap created by the previous studies to investigate the effect of human resource management on service quality by the mediating effect of organizational commitment in the Jordanian Universities. Moreover, it will increase the existing empirical evidence in this field and fill the research gap specifically in the academic sector and will help the government to identify challenges facing universities in Jordan in the country and devise ways of correcting and overcoming the shortcomings.

2. Literature Review

2.1 Human Resource Management and Service Quality

Stephen and Bula (2017) focused on the connection between human resource management practices and the quality of health care service delivery in teaching and referral hospitals in Kenya. The absence of concentrates on the connection between HRM practices and health services conveyance has brought about proceeded modern agitation by experts and attendants in Kenya. Moreover, Shola, Adnan, and Saad (2017) adopted secondary data which reviewed related studies from diary articles and different literary works on an appraisal of the concepts. They found that there is a critical connection between human resources the executive's practices and service quality in the protection business. It additionally uncovered that human resource the executives rehearse positively influence in general service quality as far as a client base, client maintenance, by and significant service, efficiency, and hazard enhancement to the clients.

Sewe, Bula, and Oringo, (2018) examined the impact of compensation management rehearses on the quality of human services at Jaramogi Oginga Odinga Teaching and Referral Hospital in Kisumu County, Kenya. Tests uncovered that compensation the executives rehearses had factually huge associations with quality of health services. However, subjective data gave additional evidence on the significance of compensation the management rehearses in guaranteeing that the specific quality of human services was kept up. Shen and Tang, (2018) investigated the jobs of exchange for training and job satisfaction in the connection between training and client service quality. The outcomes indicate impact client service quality through the intervention of exchange of training and employee satisfaction. Additionally, training straightforwardly influences the exchange of training through the intercession of employee satisfaction, which thusly mostly interceded the connection between exchange of training and client service quality. Moreover, Mohamed and Hameed (2015) explored the effect of rehearsing HR the executives on the quality of health services service and accomplishing patients' satisfaction. Their outcome demonstrated that compelling HR the management strongly affects health services quality and enhancing the performance of the hospital's staff. Based on the above discussion, the following hypothesis was developed:

Hypothesis 1: There is a positive effect of human resource management on service quality.

2.2 Human Resource Management and Organizational Commitment

Maheshwari and Vohra (2015) gave a conceptual framework that distinguishes basic HR rehearses that organizational help change and analyses their effect on employee discernment and commitment to change. A broad writing review on organizational change at a full-scale level has been done to recognize basic practices wanted from key organizational individuals amid organizational change. The results indicated that HR practices embraced in the region of culture, administration, cross-useful mix, training, correspondence, and innovation whenever presented and executed will decidedly impact employee discernment decreasing opposition and expanding commitment to change. Ramaprasad, Prabhu, Lakshminarayanan, and Pai (2017) examined the connection between HRM practices and organizational commitment. Evidence from their review pointed towards a critical intervening impact that the development of OC practiced between HRM rehearses and distinctive employee and organizational results. Likewise, their review discovered help for a circuitous connection between HRM practices or frameworks and OC interceded by an organizational condition described by elements such as work commitment and fulfilment with work.

Chang et al. (2016) inspected the connections between HR practice (four viewpoints), organizational commitment and citizenship conduct at grade schools in Taiwan. The four HR include RP, instructing, TEC improvement, SCR, and PA. The investigation found that HR practice may not add to citizenship conduct. Instructors with a positive view of RP and TEC are bound to show citizenship conduct, while educators with a positive impression of SCR and PA are not. Furthermore, the investigation discovers three mediators: emotional, organizational commitment, the rank of positions, and grounds estimate. Suifan (2015) inspected the impact of HR rehearses on organizational commitment utilizing a sample of 500 subjects haphazardly chose from employees working for open and private associations in different enterprises in Amman. The outcomes called attention to that all HR rehearses analysed (training, individual association fit, and rewards) were fundamentally and decidedly connected with organizational commitment. Dhar, Rahouma, Masruki, and Absar (2017) investigated the effect of Islamic HR rehearses on organizational performance and organizational commitment. The results indicated that Islamic HR rehearses have a critical effect on organizational performance however organizational commitment. Based on the above discussion, the following hypothesis was developed:

Hypothesis 2: There is a positive effect of human resource management on organizational commitment.

2.3 Organizational Commitment and Service Quality

Abukhalifeh and Som (2015) assessed the total quality service from the perspective of employees, as they have coordinated contact with the two clients and the board. The results indicated that however employees had made genuine commitments towards the accomplishment of total quality service. The results indicated also that total quality service significantly affects employees' organizational commitment. Sun, Huang, Scott, and Lee (2015) examined the impact of employees' service quality and association commitment on financial performance in Taiwan-recorded universal vacationer hotels. The outcomes showed that employees' service quality has a significant impact on consumer loyalty and monetary performance. The outcomes showed also that organizational commitment has a significant positive effect on consumer loyalty and employees' service quality. Based on the above discussion, the following hypothesis was developed:

Hypothesis 3: There is a positive effect of organizational commitment on service quality.

2.4 Mediating Effect of Organizational Commitment

Many previous studies found that relationship between human resource management and service quality have indirect effect (Mohamed & Hameed, 2015; Stephen & Bula, 2017; Shola, Adnan, & Saad, 2017; Sewe, Bula, & Oringo, 2018; Shen & Tang, 2018). Moreover, organizational commitment may be used as a mediator in the previous relationship (Abukhalifeh & Som, 2015; Sun et al., 2015; Triwahyuni & Ekowati, 2017). According to social exchange theory (Blau, 1964), this study suggests that organizational commitment maybe mediate the expected positive relationship between human resource management and service quality. Based on the above discussion, the following hypothesis was developed:

Hypothesis 4: Organizational commitment mediate the relationship between human resource management and service quality.

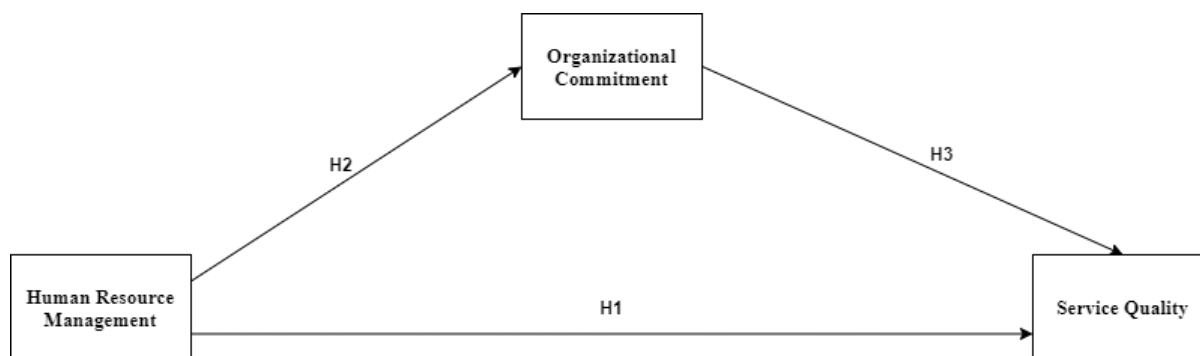


Figure 1:Research model

3. Methodology

This study used a quantitative method based on a survey questionnaire. The survey included employees in three private universities in Jordan. The sample size of this study was 374 employees who were working in the previously mentioned universities. Moreover, this study used simple random sampling as a strategy for sampling technique because this type of random sampling technique provides an equal chance for every member of the population to be selected (Sekaran&Bougie, 2016). The total number of responses was 311, which represents 83% of the number of distributed questionnaires, and a total of 63 questionnaires were missing.

Regarding measurements of the study variables, HRM was measured using a scale of Demo, Neiva, Nunes, and Rozzett (2012) in 29 items, where ability was measured in ten items (e.g. "The university I work for widely distributes information about both external and internal recruitment processes"), motivation in nine items (e.g. "In the university where I work, I get incentives such as promotions, commissioned functions, awards, and bonuses"), career opportunity in ten items (e.g. "The university where I work treats me with respect and attention"). Moreover, organizational commitment was measured using a scale of Mayer (1999) in 18 items, where a normative commitment was measured in six items (e.g. "The weak commitment of faculty members leads to the transition to another university"), continuance commitment in six items (e.g. "I am not afraid of what might happen if I quit my job without having another one lined up"), affirmative commitment in six items (e.g. "I would be very happy to spend the rest of my career with my university"). Meanwhile, service quality was measured using a scale of Parasuraman, Zeithaml, and Berry (1988) in 24 items. All indicators have been measured using a 5-point Likert scale.

4. Data Analysis and Results

PLS-SEM software was used for analysing the data of this study. Figure 1 shows the results of the measurement model and structural model including factor loading, coefficient of determination, and path coefficients.

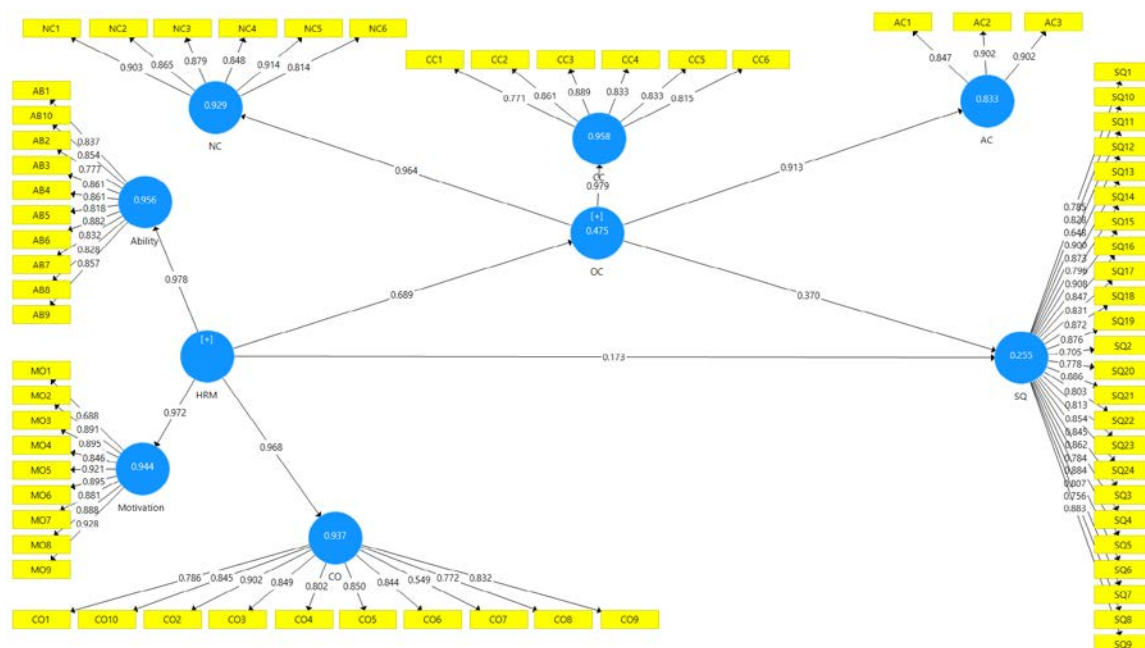


Figure 2: Results of PLS algorithm

Note: Item of AC4, AC5, and AC6 have been deleted.

Moreover, the value of Cronbach's alpha, composite reliability, and average variance extracted have been examined as shown in Table 1. Therefore, all constructs in this study have convergent validity.

Table 1: Convergent validity

Construct		Cronbach's Alpha	Composite Reliability	Average Variance Extracted
HRM	Ability	0.924	0.930	0.708
	Motivation	0.930	0.946	0.762
	Career Opportunity	0.939	0.949	0.653
OC	Normative Commitment	0.936	0.950	0.759
	Continuance Commitment	0.912	0.932	0.696
	Affirmative Commitment	0.860	0.915	0.781
Service Quality		0.910	0.921	0.686

Note: HRM: Human Recourse Management; OC: Organizational Commitment

Heterotrait-Monotrait Ratio (HTMT) was used to examine discriminant validity. Table 2 shows the HTMT values were all smaller than 1 for each latent variable and were within the range of 0.430 to 0.708 (Henseler, Ringle&Sarstedt, 2015).

Table 2: Heterotrait-Monotrait Ratio (HTMT)

Construct	Human Recourse Management	Organizational Commitment	Service Quality
Human Recourse Management			
Organizational Commitment	0.708		
Service Quality	0.430	0.516	

Regarding the hypotheses testing, this study used PLS bootstrapping techniques embedded with Smart PLS version 3.3.2 with 5000 bootstrap samples. Table 3 shows hypotheses testing including path coefficient, t-value, p-value, and confidence interval.

Table 3:Hypotheses testing

No.	Hypotheses	Path Coefficient	T-Value	P-Value	Confidence Interval		Decision
					95% LL	95% UL	
H1	HRM→SQ	0.173	3.125	0.001	0.081	0.262	Supported**
H2	HRM→OC	0.689	16.062	0.000	0.613	0.756	Supported***
H3	OC→SQ	0.370	6.227	0.000	0.264	0.463	Supported***

Note: ***: $p < 0.000$, **: $p < 0.001$

As shown in Table 3, human resource management has a positive direct effect on service quality (Path Coefficient = 0.173; T-Value = 3.125; P-Value = 0.001; 95% LL= 0.081; 95% UL= 0.262), thus H1 was supported. Moreover, human resource management has a positive direct effect on organizational commitment (Path Coefficient = 0.689; T-Value = 16.062; P-Value = 0.000; 95% LL= 0.613; 95% UL= 0.756), thus H2 was supported. In contrast, organizational commitment has a positive direct effect on service quality (Path Coefficient = 0.370; T-Value = 6.227; P-Value = 0.000; 95% LL= 0.264; 95% UL= 0.463), thus H3 was supported. Regarding the mediating effect of organizational commitment, as shown in Table 4, organizational commitment mediated the relationship between human resource management and service quality (Indirect Effect = 0.255; P-Value = 0.000; 95% LL= 0.184; 95% UL= 0.326), thus H4 was supported.

Table 4: Testing the mediating effect of organizational commitment

No.	Hypothesis	Indirect Effect	P-value	Confidence Interval		Decision
				95% LL	95% UL	
H4	HRM→OC→SQ	0.255	0.000	0.184	0.326	Supported***

Note: ***: $p < 0.000$

5. Conclusions and Future Directions

This study aimed to examine the mediating effect of organizational commitment on the relationship between human resource management and service quality in Jordanian universities. The results indicated that human resource management has a positive direct effect on service quality. This result was harmonious with those reported by previous studies (e.g. Sewe, Bula &Oringo, 2018; Shola, Adnan &Saad, 2017; Stephen & Bula, 2017). The results indicated also that human resource management has a positive direct effect on organizational commitment. This result was harmonious with those reported by previous studies (e.g. Chang et al., 2016; Maheshwari& Vohra. 2015; Ramaprasad et al., 2017). Moreover, the results indicated that organizational commitment has a positive direct effect on service quality. This result was harmonious with those reported by previous studies (e.g. Abukhalifeh&Som, 2015; Sun et al., 2015). Regarding the mediating variable, organizational commitment mediated the relationship between human resource management and service quality.

Social exchange theory which is based on the principle of reciprocity (Blau, 1964) supported previous relationships. Aburumman et al. (2020, p 649) stated that “if organizations provide a positive behavior; the employees will behave similarly and will commit to positive behaviors”. Thus, if organizations provide a positive behavior such as effective HRM including motivations, career opportunity, and ability; will increasing employees’ competency and promote commitment to providing a high-quality service. Future studies should focus on more aspects of HRM including compensation, training, performance appraisal, and promotion, to determine which are most important in achieved the desired employees’ outcomes. The study model developed in the current study could be used for

future studies to link these employees' outcomes with different aspects of the academicians' experience.

Reference

- Abukhalifeh, A. N., & Som, A. P. M. (2015). Service Quality, Customer Satisfaction and Restaurants' Performance Appraisal in Hotel Industry. *Advances in Environmental Biology*, 9(3), 27-30.
- Aburumman, O., Salleh, A., Omar, K., & Abadi, M. (2020). The impact of human resource management practices and career satisfaction on employee's turnover intention. *Management Science Letters*, 10(3), 641-652.
- Ali, M., & Raza, S. A. (2017). Service quality perception and customer satisfaction in Islamic banks of Pakistan: the modified SERVQUAL model. *Total Quality Management & Business Excellence*, 28(5-6), 559-577.
- Bansal, H. S., & Taylor, S. (2015). Investigating the relationship between service quality, satisfaction and switching intentions. In *Proceedings of the 1997 Academy of Marketing Science (AMS) Annual Conference* (pp. 304-313). Springer, Cham.
- Blau, P. M. (1964). Social exchange theory. *Retrieved September, 3(2007)*, 62.
- Boselie, P., Dietz, G., & Boon, C. (2005). Commonalities and contradictions in HRM and performance research. *Human resource management journal*, 15(3), 67-94.
- Celis, N. J. (2018). Compliance theory: A case study approach in understanding organizational commitment. *DLSU Bus. Econ. Rev*, 27(2), 88-118.
- Chang, K., Nguyen, B., Cheng, K. T., Kuo, C. C., & Lee, I. (2016). HR practice, organisational commitment & citizenship behaviour: A study of primary school teachers in Taiwan. *Employee Relations*, 38(6), 907-926.
- Cohen, A. (2007). Commitment before and after: An evaluation and reconceptualization of organizational commitment. *Human resource management review*, 17(3), 336-354.
- Dabholkar, P. A. (2015). How to improve perceived service quality by increasing customer participation. In *Proceedings of the 1990 academy of marketing science (AMS) annual conference* (pp. 483-487). Springer, Cham.
- Deb, S., & Ahmed, M. A. (2018). Determining the service quality of the city bus service based on users' perceptions and expectations. *Travel Behaviour and Society*, 12, 1-10.
- Demo, G., Neiva, E. R., Nunes, I., & Rozzett, K. (2012). Human resources management policies and practices scale (HRMPPS): Exploratory and confirmatory factor analysis. *BAR-Brazilian Administration Review*, 9(4), 395-420.
- Dhar, B. K., Rahouma, H. M., Masruki, R., & Absar, M. M. N. (2017). Impact of Islamic human resource practices on organizational performance through organizational commitment in the banking sector of Bangladesh. In *7th Islamic Economic System Conference (iEcons)*, Muscat, Oman.
- Ferris, G. R., Hall, A. T., Royle, M. T., & Martocchio, J. J. (2004). Theoretical development in the field of human resources management: Issues and challenges for the future. *Organizational Analysis* (15517470), 12(3).
- Henseler, J., Ringle, C. M., & Sarstedt, M. (2015). A new criterion for assessing discriminant validity in variance-based structural equation modeling. *Journal of the academy of marketing science*, 43(1), 115-135.
- Herrero, Á., San Martín, H., & del Río Peña, A. (2015). Influence of country and city images on students' perception of host universities and their satisfaction with the assigned destination for their exchange programmes. *Place Branding and Public Diplomacy*, 11(3), 190-203.

- Khoo, S., Ha, H., & McGregor, S. L. (2017). Service quality and student/customer satisfaction in the private tertiary education sector in Singapore. *International Journal of Educational Management*, 31 (4), 430-444.
- Lien, C. H., Cao, Y., & Zhou, X. (2017 Dec, S., & Ahmed). Service quality, satisfaction, stickiness, and usage intentions: an exploratory evaluation in the context of WeChat services. *Computers in Human Behavior*, 68, 403-410.
- Little, M. M., & Dean, A. M. (2006). Links between service climate, employee commitment and employees' service quality capability. *Managing Service Quality: An International Journal*.
- Maheshwari, S., & Vohra, V. (2015). Identifying critical HR practices impacting employee perception and commitment during organizational change. *Journal of Organizational Change Management*, 28(5), 872-894.
- Masserini, L., Bini, M., & Pratesi, M. (2019). Do quality of services and institutional image impact students' satisfaction and loyalty in higher education?. *Social Indicators Research*, 146(1-2), 91-115.
- Mohamed, N. S., & Hameed, A. (2015). The impact of human resources management on healthcare quality. *International Journal of Management (IJM)*, 6, 603-612.
- Meesala, A., & Paul, J. (2018). Service quality, consumer satisfaction and loyalty in hospitals: Thinking for the future. *Journal of Retailing and Consumer Services*, 40, 261-269.
- Parasuraman, A., Zeithaml, V. A., & Berry, L. L. (1988). Servqual: A multiple-item scale for measuring consumer perc. *Journal of retailing*, 64(1), 12.
- Pool, S. K., & Imankhan, N. (2017). Effect of social responsibility and service quality on customer loyalty: the mediating role of perceived benefits and satisfaction. *EuroMed Journal of Management*, 2(1), 38-58.
- Ramaprasad, B. S., Prabhu, K. N., Lakshminarayanan, S., & Pai, Y. P. (2017). Human resource management practices and organizational commitment: a comprehensive review (2001-2016). *Prabandhan: Indian Journal of Management*, 10(10), 7-23.
- Salleh, A. M. M., Omar, K., Aburumman, O. J., Mat, N. H. N., & Almhairat, M. A. (2020). The impact of career planning and career satisfaction on employee's turnover intention. *Entrepreneurship and Sustainability Issues*, 8(1), 218-232.
- Sekaran, U., & Bougie, R. (2016). *Research methods for business: A skill building approach*. John Wiley & Sons.
- Sewe, S. O., Bula, H. O., & Oringo, J. O. (2018). Compensation Management Practices and Quality of Health Care at Jaramogi Oginga Odinga Teaching and Referral Hospital. *American Scientific Research Journal for Engineering, Technology, and Sciences (ASRJETS)*, 49(1), 146-174.
- Shen, J., & Tang, C. (2018). How does training improve customer service quality? The roles of transfer of training and job satisfaction. *European management journal*, 36(6), 708-716.
- Shola, A. T. I., Adnan, Z. B., & Saad, S. B. (2017). Influence of Human Resources Management on Service Quality of Risk Business in Northwestern Nigeria. *Journal of Business and Social Review in Emerging Economies*, 3(1), 23-32.
- Stephen, S. O., & Bula, H. (2017). Human Resource Management Practices and Quality of Health Care Service Delivery at Jaramogi Oginga Odinga Teaching and Referral Hospital, Kenya. *Human Resource Management*, 126-140.
- Subrahmanyam, A. (2017). Relationship between service quality, satisfaction, motivation and loyalty. *Quality Assurance in Education*, 25 (2), 171-188.
- Subramony, M. (2009). A meta-analytic investigation of the relationship between HRM bundles and firm performance. *Human resource management*, 48(5), 745-768.

- Suifan, T. S. (2015). The effect of human resources practices on organizational commitment: A Jordanian study. *Journal of Management Research*, 7(4), 222-232.
- Sun, S. Y., Huang, K. L., Scott, S. C., & Lee, C. P. (2015). The Influence of Service Value And Service Quality On The Continuance Adoption Of SNS. *International Journal of Electronic Business Management*, 13.
- Triwahyuni, R., & Ekowati, V. M. (2017). The Effect of Employee Satisfaction on Employees Performance Through Organizational Commitment. *Management and Economics Journal (MEC-J)*, 1(1).
- Wantara, P. (2016). Effect of service quality and perceived value satisfaction and loyalty religious tourists visit Island Madura, Indonesia. *International Journal of Social Science and Economics Invention*, 2(04), 325.
- Yao, T., Qiu, Q., & Wei, Y. (2019). Retaining hotel employees as internal customers: Effect of organizational commitment on attitudinal and behavioral loyalty of employees. *International Journal of Hospitality Management*, 76, 1-8.
- Zakaria, S. (2018). *Assessing Service Quality and Most Vulnerable Children Satisfaction: A Case of Social Action Trust Fund* (Doctoral dissertation, The Open University of Tanzania).
- Zamanan, M., Alkhaldi, M., Almajroub, A., Alajmi, A., Alshammari, J., & Aburumman, O. (2020). The influence of HRM practices and employees' satisfaction on intention to leave. *Management Science Letters*, 10(8), 1887-1894.