

The impact of human resource practices on employee engagement in the airline industry

Uju V. Alola^{1,2}  | Rawan Alafeshat³

¹Faculty of Economics, Administrative and Social Sciences, Istanbul Gelisim University, Istanbul, Turkey

²School of Economics and Management, South Ural State University, Chelyabinsk, Russian Federation

³Faculty of Tourism Management, Eastern Mediterranean University, North Cyprus, Turkey

Correspondence

Uju V. Alola.

Email: uvalola@gelisim.edu.tr

The impact of recruitment and training on employees increases psychological state, commitment, and employee attachment to the organization. Several researchers have continuously, for several decades, investigated the effect of recruitment and selection and the robust impact on employees; nevertheless, the effect of human resources practices on both the employees' satisfaction and retention as parameters of the organization performance cannot be overemphasized. Drawing from Social Exchange Theory (SET), the study identifies the significance of human resource practices (selecting and recruitment, training, and development) on employees. 277 questionnaires were collected from six private airline employees in Jordan. The hypotheses, validity, and reliability were tested through Structural Equation Modeling (SEM). The findings indicate that proper selecting and recruitment and training have a significant impact on organization. Also, Employee Engagement (EE) plays a mediating role on model variables. The study further indicates that employee engagement partially mediates the relationship between variables. Cross-sectional data collection was employed; therefore, generalizing the findings should be done with caution. This study is of importance to human resources managers and policymakers to understand the significant impact of HR practices, attracting effective and efficient employees.

1 | INTRODUCTION

Recently, organizations are more interested in the internal customers, paying apt attention to selecting and recruitment (SR) to training and development (TD) and the managing employee engagement (Jøranli, 2018; Sinha & Thaly, 2013). Recruitment and selection is important for both researchers and business owners in different fields and across the universe. According to Osemeke (2012), recruiting the best hands in the organization, directly and indirectly, increases productivity. Moreover, the successful selection and recruitment process is the core duty of the human resource manager (Naveen & Raju, 2014). Therefore, organizational productivity is determined by the type of workers employed (Naveen & Raju, 2014). Adopting the Social Exchange Theory (SET) opined that human resource practices are the reflection of two-sided relationship of give and take (Miles, 2012). Although, for the effective running of the organization, human resource manager need to answer the five most important questions of what time to recruit, which place to recruit, which source to use,

which person to recruit, and what medium to use for communication (Box & Purcell, 2008). A hand full of eminent researchers called attention to the relationship between selection and recruitment and organizational performance (Alansaari, Yusoff, & Ismail, 2019; Kanu, 2015; Ntiamoah, Egyiri, & Kwamega, 2014), stating that organization performance is relatively correlated with training and development, selection, and recruitment (Ekwoaba, Ikeje, & Ufoma, 2015). Additionally, training gives employee an edge over others and increases employee effectiveness and efficiency (see Alola, Avci, & Oztüren, 2018; Alola, Olugbade, Avci, & Öztüren, 2019). In the view of AL-Damoe, Yazam, and Ahmed (2012), training enhances employee capacity and indirectly impacts return on investment (Aguinis & Kurt, 2009). Taking into account the study of Tihanyi, Ellstrand, Daily, and Dalton (2000), Partlow (1996), and Boudreau, Boswell, Judge, and Bretz Jr (2001), organizational performance solely depends on employee performance and trained employees perform better than untrained employees (Olaniyan & Ojo, 2008). Relatively, Karemu, Kachori, Josee, and Okibo (2014) found that a positive relationship exists between

recruitment and organizational performance. In line with that, in the recent work of Atan and Mahmood (2019), employee competency in connection with effective recruitment has greater role in organizational performance and plays a vital role in every organization (see Abubakar, Ilkan, Al-Tal, & Eluwole, 2017; Elci, Abubakar, Ilkan, Kolawole, & Lasisi, 2017).

This study makes essential contributions to extant literature in human resource studies. Based on the precepts of SET theory, this study utilizes employee engagement as a mediator between selecting and recruitment and training and organization performance (i.e., employee satisfaction and employee retention). Also, employee engagement via the application of SET theory is vital in increasing the performance of the organization.

To be more practical, the objectives of this research are threefold:

- 1 To determine the relationship between the study variables.
- 2 To evaluate how employee engagement affects employee retention and employee satisfaction as indicators of organizational performance in airline industry in Jordan.
- 3 To examine the Jordanian airline industry selection and training and development and the effect on organizational performance.

Currently, the paper examines the effect of the relationship on selecting and recruitment and organization performance. Also, the effects of training and development on organization performance were reviewed. In addition, the mediating impacts of employee engagement on SR and training and development, and on organization performance in private airlines in Jordan were further examined.

The rest of the study is divided into sections as follows: the first section contains a brief summary of the theoretical background, literature review and hypothesis development, and the data description; and analysis forms the next section. The result and discussion and implications form the next section while the conclusion and further study form the last section of the research.

2 | THEORETICAL BACKGROUND, HYPOTHESES, AND RESEARCH MODEL

Social exchange theory (SET) is one the most influential conceptual paradigms for understanding workplace behavior. Social Exchange Theory was adopted to explain, develop and establish the hypothetical relationship of the variables. One of the attributes of Social Exchange Theory is that relationship develops over time and eventually reaches to commitment. People engage in change relationship because of the benefit (give and take). For instance, when an organization recruits and trains employee and in turn, employee contributes and gives back to the organization expert ideas (Shiau & Luo, 2012). This relationship is considered symbiotic in nature that is, there must be something in exchange. Therefore, application of Social Exchange Theory in models of human resource and organizational behavior is on the basis of exchange rule. According to the study of Cropanzano and Mitchell (2005), organization's action transcends to employee

behavior. That is if there is a supply of benefit, the receiver reciprocates the gesture in kind. In the view of Cook and Rice (2003), behavior that generates positive outcome is likely to be repeated. For instance, Omolo, Oginda, and Oso (2012), in their research in Kenya on small and medium enterprises, pointed the similarity of selecting and recruitment and performance, stating that if selection and recruitment increase, it will also have a positive effect on performance, the exchange theory.

2.1 | Selecting and recruitment and organizational performance

Bratton and Gold (2017) in their study opined that recruitment and selection is "the process of generating a pool of capable people that apply for employment in an organization. Selection is the process by which managers and others use specific instruments to choose from a pool of applicants a person or persons more likely to succeed in the job(s) given management goals and legal requirements" (p. 239). The assessment of the skills, talents, and capabilities of the potential employee for employment in a suitable job is one of the vital roles in selection and recruitment. In addition, Armstrong (2006) stressed that the role of selection and recruitment is to gain competitive advantage.

Several researchers examine the effect of recruitment and section (Chand & Katou, 2007; Saddam & abu Mansor, 2015), and in their robust research identified the impact of RS on organizational performance. Although, Katou and Budhwar (2007) elaborate the effect of human resources practices and the impact of organizational incentives and organizational performance. Chand and Katou (2007), on the other hand, added a positive influence between recruitment and selection. Based on the information gathered from extant literatures, the study proposed that since there is relationship between selections and recruitment and ER and ES, the following hypothesis holds.

H1a selection and recruitment will have an effect on employee retention.

H1b selection and recruitment will have an effect on employee selection.

2.2 | Training and development and organizational performance

The effect of training on employees increases psychological state, commitment, and attachment to the organization. According to Sanneh and Taj (2015), employees display different forms of observable behavior that includes prosocial and also organizational citizenship behavior (Sanneh & Taj, 2015). This in turn impacts employee's level of performance in the organization. Furthermore, since employees perceived that they are part of the organization,

employee's job satisfaction and commitment directly or indirectly increase and become visible in the organization, leading to increased performance (Ariani, 2013). Individuals who are highly committed to their organization, feel excited and enthusiastic about their role, devote extra effort to the activity in the organization, identify themselves with the task, and describe themselves to others in the context of their task. Therefore, since a link has been established between previous researchers, connecting training and development and organizational performance, the study thus developed the following hypothesis,

H2a Training and development will have an effect on employee retention.

H2b Training and development will have an effect on employee selection.

2.3 | Selecting and recruitment and employee engagement

Effective selecting and recruitment have been a major problem in hospitality (Powell & Wood, 1999) and airline industry for several decades. Selecting and recruitment are the various techniques the organization employs to hire, attract, and retain employees for the performance and productivity of the organization. Organization uses different method of selecting employees ranging from selecting and recruitment via open house sessions and internet. Although, Pfeffer (2001) opined that this method increases internal competition by neglecting teamwork. He found a relationship between selecting and recruitment and turnover. Employee engagement is conceptualized by Men (2015), as the positive attitude of employee as regards organization core values. Employee engagement in addition to effective selection and recruitment is a measure of the passions and energy that employee put in, in their job (Looi, et al., 2004). Engaged employees are committed to organization, have positive word of mouth and work beyond the normal and deliver extraordinary result. There is an assertion that selecting and recruitment influences employee engagement. For instance, when a company selects and recruits competent employees, the employees tries to put in their effort and show competency and this makes employee more engaged and committed to the organization, therefore we propose that:

H3a Selecting and recruitment has a positive effect on employee engagement.

2.4 | Training and development and employee engagement

Training and development on employee engagement have been given several attentions by different researchers. The effect of training and

development shows a positive effect on employee engagement according to Presbitero (2017) and Davies, Taylor, and Savery (2001). On the other hand, Ling Suan and Mohd Nasurdin (2014) in their study with 438 questionnaires gathered from 34 upscale hotels in Malaysia found out that there is a positive significant influence of training and performance on work engagement. Additionally, Karatepe (2013) in a study carried out in Poiana Brasov in Romania, using managers and employees shows that HPWPs triggers extra-role customer service and job performance stating that employees training and empowerment enhances work engagement. Conversely, Babakus, Yavas, and Karatepe (2017) carried out a study using employees in hotel industry in North Cyprus with a time lag of 2 weeks, found out that training was negatively linked with EE. Training, development, and empowerment, enhance employee motivation and increases organizational productivity. According to Nawaz and Pangil (2016), training and employee empowerment increases employee motivation and enhances organizational performance. EE increases through training by promoting a positive employee attitude that leads to employee dedication. On this, the study proposed the hypothesis thus:

H3b Training and development positively affect EE.

2.5 | Employee engagement as a mediator

Drawing from the exchange theory (SET), the study investigated the relationship between the study variables and the effect on organizational performance (Takeuchi, Lepak, Wang, & Takeuchi, 2007). Evidence from extant literature has shown the mediating effect of employee engagement on different variables. For instance, Yalabik, Popaitoon, Chowne, and Rayton (2013), found a relationship between employee engagement and employee performance. Also, the study of Karatepe and Olugbade (2016) shows that high-performance work systems (HPWS) have an effect on employee engagement and extra role performance (Karatepe, 2013; Yalabik et al., 2013). Additionally, employee engagement serves as a mediator between selection, training and recruitment, and organizational performance. However, no empirical research has measured the mediating role of employee engagement in the relationships between selection and recruitment, training, and development with ES and ER. On the other hand, Employee engagement is related to organizational performance; engaged employees are fulfilled with their job (Schaufeli & Bakker, 2010). Positive employee experiences and emotions most often results in positive work outcomes. Schaufeli and Bakker (2010) stated that employees that are engaged have a tendency to be attachment to their organization and this increases satisfaction and employee retention.

According to SET, employees' continuous engagement is as an outcome of reciprocal exchange. In the view of Shantz, Alfes, Truss, and Soane (2013), employees who are engaged with their work show positive attitude and have work-related features that make them

psychologically present at work, which reduces work errors and increases satisfaction. Selvarasu and Sastry (2014), the performance of employees is a sole determinate of organizational values and commitment of employees to the organization. Engagement as opined by Men (2015) is characterized by the energy, dedication that is as a feature of employee performance. Additionally, Gichohi (2014) stated that employee engagement and performance are positively related. On the other hand, Shantz et al. (2013) added that because of engaged employ positive emotions, they exhibit positive attitude to work. For the benefit of the organization, engaged employees have the basic knowledge of the business context and put in effort to increase productivity for the organization. This therefore means that employees who are in the organization show interest in the organizational success (Rashid, Asad, & Ashraf, 2011). Employee engagement can therefore be a predictor of employee; therefore, the study proposes the following:

H4a EE mediates the relationship between selection and recruitment on employee retention.

H4a EE mediates the relationship between selection and recruitment on employee satisfaction.

H5a EE mediates the relationship between training and development on employee retention.

H5a EE mediates the relationship between training and development on employee satisfaction.

3 | METHODOLOGY

3.1 | Sample and procedure

Six private airline employees in Jordan were used for the study. The researchers utilized a convenience sampling method to distribute 300 questionnaires to the employees working in different sectors in the company. Out of the 300 questionnaires that were distributed, 277 were inputted for analysis yielding a response rate of 92% as seen in Table 1 above.

3.2 | Measurement

To measure the study variables, the authors adapted several scale from different study. Ten items were taken from Amin, Khairuzzaman Wan Ismail, Zaleha Abdul Rasid, and Daverson Andrew Selemani (2014), four items were used for measuring selection and recruitment, and six items were used for training and development. For employee engagement, three indicators were used for the measurement and sixteen items taken from Schaufeli, Bakker, and Salanova (2006) were used for the measurement. ES was measured with six items adapted from the study of Barakat, Isabella,

TABLE 1 Employees statistics

Construct	Frequency	%
Gender		
Male	168	60.6
Female	109	39.4
Age		
18–27	95	34.3
28–37	116	41.9
38–47	53	19.1
48 above	13	4.7
Education		
Two year college	105	37.9
Four year	149	53.8
Graduate	23	8.3
Employee position		
Manager	19	6.8
Assistant Manager	49	17.7
Employee	109	75.4
Employee duty		
Check-in	80	28.9
Transit check-in	45	16.2
Baggage service	43	15.5
Others	109	39.4

Boaventura, and Mazzon (2016). Finally, employee retention was measured with six items taken from Kundu and Lata (2017). For items that are related to selection and recruitment, training and development, employee satisfaction and employee retention were rated on a five-point scale ranging from strongly agree (5) to strongly disagree (1). For the variable employee engagement, items were rated on a scale of seven-point frequency ranging from always (7) to never (1). The study uses back translation. First, the questionnaire was prepared in English and translated to Arabic because the respondents were Arabic speakers. It was later translated to English language by two experts in English to ensure that the content contains the same meaning (Figure 1).

3.3 | Results

Table 2 shows the loading of all the factors, the items ranged from 0.50 to 0.90. The results show that all the loadings were 0.50 or higher, demonstrating evidence of convergent validity (Hair, Black, Babin, & Anderson, 2012). Regarding the Cronbach's alpha according to Fornell and Larcker (1981), the value for each factor was higher than .60, which indicates evidence of reliability.

The AVE values for all the variables were sufficient. The AVE of each factor was higher than the ϕ between factors (Hair et al., 2012; Lee, Ok, Lee, & Lee, 2018). For instance, the square of the correlation between RS and training and development was >0.50 , which provides

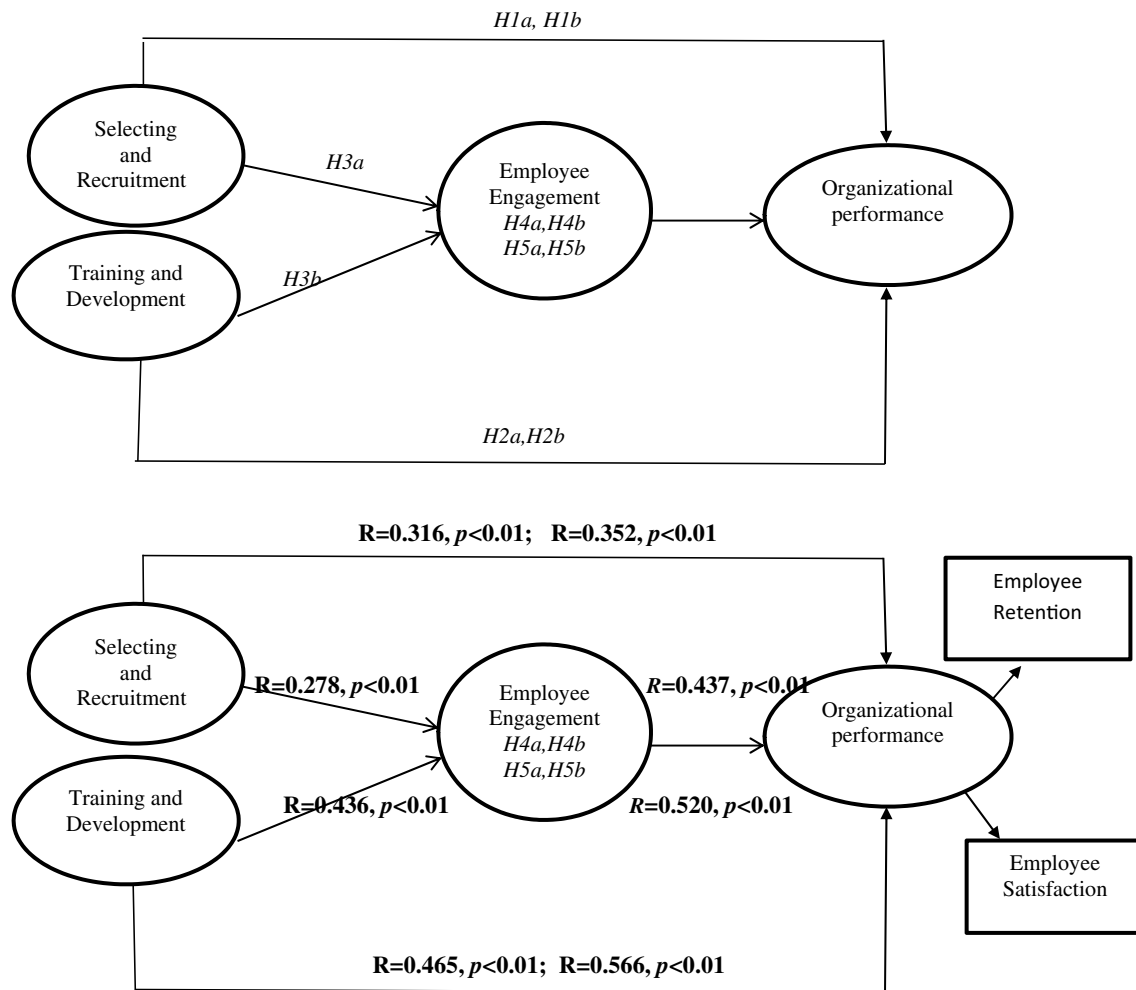


FIGURE 1 Study model

evidence of discriminant validity. According to Fornell and Larcker (1981), the CR of each factor should be greater than 0.60, which was in line with our study. Five factors were deleted due to evidence of cross loading.

3.4 | Correlation results

Table 3 presents the mean, standard deviations, and correlations for selecting and recruitment, training and development, employee engagement, employee retention, and employee satisfaction. The results display that selecting and recruitment were significantly related to employee retention ($r = .316, p < .01$), employee satisfaction ($r = .352, p < .01$), and EE ($r = .278, p < .01$), whereas training and development was positively related to employee retention ($r = .465, p < .01$), ES ($r = .566, p < .01$), and employee engagement ($r = .436, p < .01$). Also, the results show that positive associations were observed between employee engagement and employee retention ($r = .437, p < .01$) and between employee engagement and employee

satisfaction ($r = .520, p < .01$). All correlation values were above the cut-off point of .70.

3.5 | Structural equation model

The hypotheses were analyzed using the Structural Equation Model (SEM). According to the results obtained in the CFA, five items were deleted. One item was deleted from employee satisfaction, one item from ER, and three items from EE. The results showed that the five-factor measurement model offers the acceptable fit of the data ($\chi^2 = 1,187.92, df = 637, \chi^2/df = 1.68, CFI = 0.901, RMSEA = 0.056$). The ratio of chi-square (χ^2) over the degrees of freedom (df) is 1.68; this value is less than the cutoff criterion of 3, showing an acceptable fit. Also, the CFI is 0.901, which is greater than 0.90, the value close to 1.0 indicates good fit (Fornell & Larcker, 1981; Alola et al., 2018). Moreover, the value of RMSEA is 0.56; this value is less than 0.08 indicating an acceptable fit. Table 4 presents the significance levels (p), the standardized estimates (St. Est), and the standard errors (SE).

TABLE 2 Validity and reliability test

Scale items	Loading	Alpha	AVE	CR
Selecting and recruitment		.84	.60	.85
Item#1	.60			
Item#2	.88			
Item#3	.76			
Item#4	.83			
Training and development		.88	.54	.87
Item#5	.71			
Item#6	.73			
Item#7	.78			
Item#8	.77			
Item#9	.76			
Item#10	.68			
Employee retention		.63	.55	.86
Item#11	.81			
Item#12	.61			
Item#13	.91			
Item#14	.73			
Item#15	***			
Item#16	.64			
Employee Satisfaction		.60	.56	.81
Item#17	.74			
Item#18	.70			
Item#19	.73			
Item#20	.78			
Item#21	***			
Item#22	.80			
Employee engagement		.90	.40	.80
Item#23	.50			
Item#24	.52			
Item#25	***			
Item#26	***			
Item#27	.62			
Item#28	.66			
Item#29	.66			
Item#30	.67			
Item#31	.70			
Item#32	.67			
Item#33	.54			
Item#34	.70			
Item#35	.64			
Item#36	.60			
Item#37	.70			
Item#38	.60			
Item#39	***			

Abbreviations: AVE, average variance extracted; CR, composite reliability.

Additionally, the hypotheses were further tested; *H1a* and *H1b* proposed that selecting and recruitment has a positive effect on employee retention and ES. The path coefficients were ($\beta = .12, p < .001$, and $\beta = .10, p < .001$) significantly supporting *H1a* and *H1b*, respectively. The results demonstrated that training and development have positive impact on employee retention and employee satisfaction ($\beta = .78, p < .001$ and $\beta = .79, p < .001$); this result supports *H2a* and *H2b*, respectively. Also, the results found that selecting and recruitment have a significant relationship with EE ($\beta = .05, p < .001$). Training and development shows a positive association with employee engagement was ($\beta = .03, p < .001$). Thus, *H3a* and *H3b* were supported.

In Table 5, the path estimates show the direct effect model, the impact of selecting, and recruitment on employee retention reduced (St.Est. = 0.12, $p = .001$) to (St.Est. = 0.09, $p = .001$) when EE was added to the model. Thus, employee engagement partially mediates the relationship between selecting and recruitment and ER. Also, the results demonstrated that the impact of selecting and recruitment on ES reduced from (St.Est. = 0.10, $p = .001$) to (St.Est. = 0.02, $p = .001$) when EE was introduced into the model. Thus, employee engagement partially mediates the relationship between selecting and recruitment and ES. Therefore, *H4a* and *H4b* were all supported. Also, the result shows that the impact of training and development on employee retention reduces from (St.Est. = 0.78, $p = .001$) to (St.Est. = 0.40, $p = .001$) when EE was added into the model. Also, the effects of training and development on employee satisfaction reduced from (St. Est. = 0.79, $p = .001$) to (St.Est. = 0.44, $p = .001$). Employee engagement partially mediates the relationship. Thus, *H5a* and *H5b* were supported.

The study tests the mediating role by using bootstrapping 2000 resample with 95% bias-corrected confidence intervals. In Table 6, the results present the direct effect of SR on employee satisfaction ($\beta = .41, p < .001$) that indirectly impacts SR and employee satisfaction practices. The mediation of EE on the variables is 0.018 and 0.129 with 95% bias corrected percentile method using bootstrapping method with 2000 resamples ($\beta = .270, p < .001$). In addition, there is a confirmation of a direct effect of SR on employee retention ($\beta = .54, p < .001$) via EE on the variable is 0.005 and 0.088, bootstrapping method with 2000 resamples ($\beta = .50, p < .001$). This result provides evidence of mediation. Therefore, *H4a* and *H4b* were supported. Also, the table displays the direct impact of training and development on ES ($\beta = .31, p < .001$) and indirect effects of training and development on employee satisfaction, with the mediating variable EE between 0.021 and 0.119 with bootstrapping method of 2000 resamples ($\beta = .21, p < .001$). The finding provides the direct impact of training and development on employee retention ($\beta = .50, p < .001$) and the indirect impact from training and development practices. The effect on employee retention via the EE is between 0.004 and 0.078 with bootstrapping method with 2000 resamples ($\beta = .36, p < .001$). This finding shows mediation. Therefore, *H5a* and *H5b* are supported.

TABLE 3 The mean, standard deviations, and correlations

	Mean	SD	1	2	3	4	5
1. Selecting and recruitment	4.06	.759	–				
2. Training and development	3.95	.788	.491**	–			
3. ER	3.71	.475	.316**	.465**	–		
4. ES	4.06	.769	.352**	.566**	.461**	–	
5. EE	5.71	.934	.278**	.436**	.437**	.520**	–

Abbreviations: SD, standard deviation.

* $p < .05$; ** $p < .01$.

TABLE 4 Results of SEM

Hypothesis testing	St Est	SE	CR	p	Results
H1a: Selecting and recruitment → ER	0.12	0.024	5.03	.001	Supported
H1b: Selecting and recruitment → ES	0.10	0.018	5.85	.001	Supported
H2a: Training and development → ER	0.78	0.020	3.91	.001	Supported
H2b: Training and development → ES	0.79	0.016	5.09	.001	Supported
H3a: Selecting and recruitment → EE	0.05	0.014	3.83	.001	Supported
H3b: Training and development → EE	0.03	0.012	3.23	.001	Supported

Abbreviations: CR, critical ratio; SE, standard error; Std. Est, standardized estimate.

TABLE 5 Path estimates of direct effect models

	Standardized regression weights	p
Direct effect without mediation		
Selecting and recruitment → Employee Retention	0.12	.001
Selecting and recruitment → Employee Satisfaction	0.10	.001
Training and development → Employee Retention	0.78	.001
Training and development → Employee Satisfaction	0.79	.001
Direct effect with mediation		
Selecting and recruitment → → Employee Retention	0.09	.001
Selecting and recruitment → → Employee Satisfaction	0.02	.001
Training and development → Employee Retention	0.40	.001
Training and development → Employee Satisfaction	0.44	.001

4 | DISCUSSION

Our study examined the mediating roles of EE in the relationship between selecting/recruitment and training/development with employee satisfaction and employee retention. The data for the study were collected from 277 employees working in the private airline sector in Jordan. The analysis was performed using SEM to check the

abovementioned relationship. According to the results, the abovementioned indicators of selecting and recruitment, and training and development as practices of HPWS jointly foster airline employees' employee engagement. Also, the result shows that selecting and recruitment, and training and development give high levels of employee satisfaction and ER. The results suggest that selecting and recruitment significantly affects organization performance. According to Karatepe and Olugbade (2016), selecting and recruitment are one of the essential practices of HPWS that affect the management choice in hiring the employee in the organization. Thus, this practice enables the manager to select the right person, in the right place, and at the right time. Also, the results indicated that training and development foster the employee retention and employee satisfaction as indicators of organizational performance. Furthermore, the impact of training and development on employee satisfaction and employee retention shows a significant association. Therefore, managers should improve the employee's skills and increase knowledge through training program that influences performance leading to employee satisfaction with the organization.

As hypothesized, employee engagement mediates the impact of selecting and recruitment, and training and development on ES and employee retention. The impact of selecting and recruitment practices improves EE that in turn increases high levels of ES and employee retention. This study is in consistent with Social Exchange Theory that represents a viable theoretical framework for mediating the relationship between HPWS practices and organizational performance (Takeuchi et al., 2007). Finally, this study suggests that EE plays a partial mediator role of the impact of selecting and recruitment, and training and development on ES and employee retention.

TABLE 6 Direct and indirect effects of selecting and recruitment, and training and development on ES and ER

Hypothesis	Direct relationship	Mediation	Direct effect	<i>p</i>	Indirect effect	Lower 95%CI	Upper 95%CI	<i>p</i>
H4a	SR and ES	EE	0.41	.001	0.27	.018	.129	.001
H4b	SR and ER	EE	0.54	.001	0.50	.005	.088	.001
H7a	TD and ES	EE	0.31	.001	0.21	.021	.119	.001
H7b	TD and ER	EE	0.50	.001	0.36	.004	.078	.001

4.1 | Theoretical/practical implications

The study contributes to tourism sector and most importantly to organizational behavior and human resource management. Several theoretical findings underpin the application of SET influencing the relationship between selecting and recruiting, training and development, and organizational performance via the mediating variable employee engagement. The current study is in line with several studies, for example (Salanova & Schaufeli, 2008), pointed out the mediation between EE and job resources, also (Yalabik et al., 2013) on EE and job satisfaction. Our study goes beyond the traditional contribution to the extant literature by testing the mediating effect of employee engagement and the two organizational performances. Generally, other existing literature have focused a link on either employee satisfaction (Schaufeli & Bakker, 2004; Sonnentag, 2003) or employee retention (Rashid et al., 2011). Empirical studies have suggested that both employee retention and employee satisfaction are negatively correlated with turnover. With the current contribution of this study, human resource managers should pay more attention to both selecting and recruitment and training and development in order to get satisfied employee and also employees who are willing to stay, employees who are not satisfied with the organization might show turnover intention (Alola et al., 2019).

4.2 | Limitations and recommendations for further research

Although there are a number of significant contributions of the study, the limitations of the study cannot be overlooked.

First, the study uses self-report approach to collect the data measuring the effect of EE on the relationships between selecting and recruitment, training and development, and organizational performance; this might have resulted in some bias. Additionally, the use of cross-sectional analysis instead of the longitudinal analysis might also affect the casual interference of the result. Therefore, further study should employ the longitudinal approach, which will be beneficial for generalizing the findings.

Second, the data were collected only from private airline employees in Jordan; future study might consider the combination of both the private and the public airline employees in Jordan.

Third since the study was conducted using the airline industries, other study could consider focusing on other tourism and hospitality sector (hotels, restaurants, or other service industry).

Finally, our study focused only on selecting and recruitment, training and development, and organizational performance via the mediating effect of employee engagement other study might consider other variables for instance the effect of selecting and recruitment, training and development, and organizational performance on job embeddedness and turnover.

5 | CONCLUSION

The general understanding of this study advises practitioners and human resource managers that selecting and recruitment, and training and development have an effect on organizational performance and employee engagement. According to the findings of the study in privately owned airlines industry in Jordan, the effect of human resource practices and training (Alola & Alola, 2018) contributes directly to employee engagement and performance. The result suggest that when there is careful and good selection and recruitment as well as proper training and development, employees will be willing to contribute their quota to staying in the organization and working toward the organizational success. Also, the success of the organization increases employee satisfaction and employee engagement.

ORCID

Uju V. Alola  <https://orcid.org/0000-0002-3926-6231>

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AUTHOR BIOGRAPHIES

Uju V. Alola had her Ph.D. in Tourism and Hospitality Management of Eastern Mediterranean University-Northern Cyprus. She holds MSc in Marketing Management at Eastern Mediterranean University and a bachelor degree in the same field from Anambra State University Uli, Nigeria. Currently, she has over seven years of working experience in the hospitality management industry and teaches as Assistant Professor at Istanbul Gelisim University. Her research interest includes employee maltreatment, Incivility, organizational behavior, human resource management, work stress and sustainable tourism. She has published in several journals; *Tourism Management Perspectives*, *International Journal of Tourism Research*, *Sustainability*, *Current Issues in Tourism*, *International Journal of Tourism*. You can request her profile detail from uvalola@gelisim.edu.tr.

Rawan Alafeshat obtained her doctorate degree at the School of Tourism Management, Eastern Mediterranean University Northern Cyprus, (RAWAN.ALAFESHAT@emu.edu.tr). Her research interests are related to human resource management, tourism management and leadership. She has a bachelors degree in management information systems from Princess Sumaya University of Technology in Jordan and a masters degree in Business Administration from Al-Balqa' Applied University in Jordan.

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APPENDIX A.

Demographic information	Job position
Age	
<input type="checkbox"/> 18–27	<input type="checkbox"/> Manager
<input type="checkbox"/> 28–37	<input type="checkbox"/> Manager assistant
<input type="checkbox"/> 38–47	<input type="checkbox"/> Employee
<input type="checkbox"/> 48 and above	<input type="checkbox"/> Others
Gender	Type of the job
<input type="checkbox"/> Male	<input type="checkbox"/> Check in
<input type="checkbox"/> Female	<input type="checkbox"/> Transit check in
	<input type="checkbox"/> Baggage service
Education level	
<input type="checkbox"/> Two-year college	
<input type="checkbox"/> Four-year college	
<input type="checkbox"/> Graduate	

Name of the organization:

Items	Strongly agree	Agree	Normal	Disagree	Strongly disagree
1. Head of departments and Assistant Registrars participate in selection process					
2. The selection system is highly scientific and rigorous					
3. Valid and standardized test are used when required in the selection process					
4. Selection employees having desired knowledge, skills, and attitude					
5. Training needs are identified through a formal performance appraisal mechanism					
6. New knowledge and skills are imparted to me to work in teams					
7. There are formal training programs to teach new employees the skills they need to perform their jobs					
8. Attending training programs every year					
9. Training needs identified are realistic, useful, and based on business strategy					
10. Extensive training programs for its employees in all aspects of quality					
11. I would recommend this company to my family and friends as a great place to work					
12. I like the work I currently do in this company					
13. I am encouraged to contribute to improving the way my job is done					
14. I know what I must do to grow professionally in this company					

(Continues)

Items	Strongly agree	Agree	Normal	Disagree	Strongly disagree
15. I believe working in this company will bring me opportunity to improve my career and grow					
16. I feel that my work is important for this company to succeed					
17. I think that working in this company makes my life better					
18. I would recommend this company to my family and friends as a great place to work					
19. I like the work I currently do in this company					
20. I am encouraged to contribute to improving the way my job is done					
21. I know what I must do to grow professionally in this company					
22. I believe working in this company will bring me opportunity to improve my career and grow					
23. I feel that my work is important for this company to succeed					
24. I think that working in this company makes my life better					
25. At my work, I feel bursting with energy.					
26. At my job, I feel strong and vigorous.					
27. When I get up in the morning, I feel like going to work.					
28. I can continue working for very long periods at a time.					
29. At my job, I am very resilient, mentally.					
30. At my work, I always persevere, even when things do not go well.					
31. I find the work that I do full of meaning and purpose.					
32. I am enthusiastic about my job.					
33. My job inspires me.					
34. I am proud of the work that I do.					
35. To me, my job is challenging.					
36. Time flies when I am working.					
37. When I am working, I forget everything else around me.					
38. I feel happy when I am working intensely.					
39. I am immersed in my work.					
40. I get carried away when I am working.					
41. It is difficult to detach myself from my job.					