

The Influencer Elements of Employee Performance: A Review on Tourism and Archaeological Industry in Jordan

Hashem Tashtoush^{1*}, NorlindaMohd Rozar², Bandar Ersan Alown³, Muhammad Ashlyzan Razik⁴

^{1,2} Faculty of Maritime Studies, University Malaysia Terengganu (UMT), Malaysia

hashem_tashtoush@yahoo.com

norlinda.rozar@umt.edu.my

³Innovation & Entrepreneurship Center, Middle East university

bandaraloun@gmail.com

⁴Faculty of Entrepreneurship & Business, University Malaysia Kelantan(UMK)

ashlyzan@umk.edu.my

Abstract: Tourism and Archaeological Industry is one of economic contribution for Jordan's country. It has been a necessary to investigate the factors are affecting the employee's performance in the industry since many factors have been disregarded in numerous writing in light of employee performance. Thus, this study has start with a theoretical approach by reviewing some theoretical literatures and previous studies related to the variables of the study objectives. A survey of previous studies and theories related to the subject of the study was conducted and in view of the survey discoveries found that there is a positive connection between human resources management practices, leadership style, employee engagement and employee performance. The present paper suggested the company-up interconnection between human resources management practices, leadership style, employee engagement in the industry is assisting for influencing the employee performance.

Keywords: Employee Performance, Employee Engagement, Human Resource Management, Tourism and Archaeological Industry

1. Introduction

Creation and establishment of goods and business units have increased dramatically in transport services in order to fuel economic growth in countries, with tourism business taking top priority among them in recent decades (Wang & Zhang, 2021). Tourism is a significant industry that encapsulates distinct infrastructure and services and for its growth, many countries have employed educational institutions to serve the sector's profession.

This prompted Joppe and Li (2017) to suggest the influence of tourism on the quantitative economic measurement used in economic growth. As a result, parallel literature has been developed to measure the impact of tourism on the basis of GDP in order to determine its contribution to the development of the economy (Zhang & Graham, 2020). A number of organizations that offer tourism services are behind the growth of the tourism industry (Kandampully, Zhang, & Bilgihan, 2018). In other words, the tourism sector plays a key role in improving and growing the country's economy and in driving its growth (Khan, Bibi, Lorenzo, Lyu, & Babar, 2020).

The tourism industry can function only with the availability of other necessities of tourism, such as transport, lodging, entertainment, food, etc (Alown, Al-fakeh & Aburumman, 2021). The most significant contributor to the tourism industry is transportation. In general, transit is the primary feature of transportation, transporting individuals and goods from one destination to another. People use transport services to pass from one area to another in pursuit of tourists or to provide tourism items (Camilleri, 2018). Transportation is by far one of the tourism industry's most important elements. A well-developed and efficient transport infrastructure indicates a well-structured capacity to enter diverse markets and provide the traveler with the highest quality service.

Employees are the cornerstone of any corporate growth, but they need to be empowered and maintained at all costs in the enterprise to help the organization be successful internationally in terms of supplying society with quality goods and services. Managers should look at employee performance sources and suggest the appropriate way to fill the source void (Long, Thean, Ismail, & Jusoh, 2012). They can also be able to maintain employees in their industry in order to gain their productivity in the field of globalization (Hasnah & Mat, 2015). In terms of the vulnerability of employee work mobility, the dynamism in the hospitality industry, particularly the tourism industry, suffers from casualties. For a good understanding of the factors leading to employees' performance, this research identified the peculiarities in this industry in view of numerous teething problems confronting the vast tourism entrepreneurship.

Its positive impact on economic growth and prosperity is one of the key reasons why policymakers are urged to support and promote tourism worldwide (Cárdenas-García, Sánchez-Rivero, & Pulido-Fernández, 2015; Page, 2014). Tourism creates opportunities and revenue for employment. Tourism contributes in a strong balance of payments, boosts the tourism service industry and adds to the overall development of the country's economic activity (Drakakis, Papadaskalopoulos, & Christofakis, 2017; Khanna et al., 2016). Tourism involving hospitality firms should also have an effect on the commonly used quantitative economic measurement of economic growth (Li, Joppe, & Meis, 2017). As a result, specialized literature has been produced to analyze the influence of all facets of GDP-based tourism issues to assess how tourism contributes to economic growth (Ghaith, Mohd, & Aseel, 2016).

This study will focus on two factors; Human resource management (HRM) practices, and leadership style as independent variables, while at the same time, introducing employee engagement as a mediating variable. These factors are common across the two major theories employed in employee performance and this the first time study all these variables together specifically in Jordan, as stated by Asela et al. (2017), the theories for most of the researches on the effectiveness of human resource management practices on staff performance to quit from the tourism industry are linked to popular theories such as: the Herzberg's Two-Factor Theory, Self-Determination Theory, Attachment Theory and Social Exchange Theory. New paragraph: use this style for beginning a new paragraph.

2. Literature review

2.1. Employee performance Use this style for level two headings

The performance of employees is an activity that requires employees to successfully complete the task provided (Dar, Akmal, Naseem, & din Khan, 2011). According to Mukarram, Akbar, Jan, and Gul (2012), the principles and criteria for success are often consistent with the current developments within organisations to manage change. Employee performance is the most significant role in coordinating the accomplishment of corporate performance (Altangerel, Ruimei, Elahi, & Dash, 2015). In other words, in terms of work and administration, job output is critical (Rizwan, Waseem, & Bukhari, 2014). Job performance has still been the most significant aspect found in employee management. What an employee performs at work is known as job efficiency (June & Mahmood, 2011).

The effectiveness of business strategy by individual successes that are specifically dependent on their performance. It was assumed that any person employed in the company would conduct his or her job in an accurate manner. Employees is responsible for good results relevant to duties and assignments by workplace rules and regulations. Employees promise to do the job reliably because they accept those duties (Gridwichai, Kulwanich, Pirokam & Kwanmuangvanich, 2020).

Mathis and Jackson (2017) suggested that an employee's willingness to accomplish their priorities and targets as well as fulfill the standards of employee managers or meet the goals of company is regarded as an employee's job performance. As Bamba (2016) concluded, anytime a company takes a decision to ignore the value of their employee's well-being, it will inevitably impact the job performance of employees, allowing them to relieve a lot of anxiety and stress. Munisamy (2013) suggested that the course of actions as consequences is simply work performance from the viewpoint of an employee. In general, several activities carried out in everyday work have contributed to the performance of the job.

Seng and Arumugam, (2017) have indicated that, based on the employer's standpoint, the main aspect of the outcome of the job performance evaluation is more important to the individual rather than the behavior that dominate those outcomes. These two points of view, however, have pitfalls and benefits. The talents and ability of employees to do well at work are two facets of job performance. The quality of work performance will develop the resources that will add to the process as a result of the production.

2.2 Human resource management practices

Management of human resources is characterized as all tasks relating to the management of the workplace and employees of organizations (Armstrong & Taylor, 2020). The word Human Capital and Human Resource Management has been essentially replaced by Personal Management, which is the method of handling workers and their needs in organizations, according to Armstrong (Armstrong, 2006). More recently, HR management is characterized as planning; recruiting and selection; management of success and reward; well-being of employees; training and growth and employee relationships to accomplish corporate goals through their individual participation (Armstrong & Taylor, 2020).

Researchers Roh and Kim (2016) indicated that the role of Human Resource Management (HRM) within an enterprise is an essential element in the capacity of the corporation to accomplish its corporate goals and

establish a sustainable competitive edge within the marketplace of the company. This is accomplished by the strategies that each organization introduces and the approaches that it uses to recruit and maintain the best workers for its needs (Jackson, Schuler, Lepak, & Tarique, 2012). HR activities apply to all organizational operations dedicated to controlling the human capital pool and ensuring that these resources are used to accomplish organizational targets (Acquah, 2015).

Through several studies in various perspectives, HRM activities and employee management relationships were developed (Amin, Ismail, Rasid, & Selemani, 2014; R. R. Kehoe & P. M. Wright, 2013; Khalid, Rehman, & Ilyas, 2014; Alown, Mohamad & Karim, 2020; Cooper, Wang, Bartram & Cooke, 2019). Similarly, an empirical study on petroleum sector in Egypt shows that HRM practices and employee performance are positively correlated (Atteya, 2012). In addition, Atteya, (2012) argues that when the relationship between HRM practices and the job performance of employees is evaluated, certain aspects of HRM practices such as job assessments, procedure, interviews, performance evaluation, promotion, orientation, educational and training courses are found to be significant.

The HRM activities of the company play a critical role in getting workers interested in the job, according to Albrecht et al. (2015). In addition, the Center for Human Resource Management (2009) suggests that HRM activities are defined as the main factor for growing the degree of commitment of employees. Furthermore, Shuck, Rocco and Albornoz (2011) present a case study that supports the positive relationship between HRM practices and employee engagement. Some researchers over the last decade (Arakawa & Greenberg, 2007; F. Luthans & Peterson, 2002; Owor, 2016; Wagner & Harter, 2006) report that professionals have made substantial improvements to their organizations' HRM procedures to ensure a high degree of participation of staff. In addition, Alfes, Truss, Soane, Rees, and Gatenby (2013), and Krishnaveni (2016) confirm that weak HRM behaviors such as negative employee-employer experiences and unfriendly job conduct raise the degree of disengagement of employees. Hence;

H1: Human resource management practices has significant effect on employee engagement in Jordanian tourist and archaeological.

H2: Human resource management practices has significant effect on employee performance in Jordanian tourist and archaeological.

2.3 Employee Engagement

Employee engagement is the current subject that most scholars and clinicians are addressing today since the broad dimensions of this subject have not yet been discussed and there are different understandings on this topic (Harter & Blacksmith, 2010; Lee & Ok, 2017; Rothmann, 2017; Rothmann & Rothmann Jr, 2010) And it is related to different beneficial organizational effects, including factors such as stronger customer satisfaction, increased competitiveness and sustainability, as well as lower employee turnover rates.

The research literature shows that engagement and performance are directly and implicitly linked. Engagement at individual and company levels has been found to be correlated with both corporate and employee performances in terms of their direct relationships (Aktar & Pangil, 2017; J Anitha, 2014; Sendawula, Nakyejwe Kimuli, Bananuka, & Najjemba Muganga, 2018).

Buckingham and Coffman (2014) reported that the participation of the employees was a significant indicator of favorable corporate performance, such as customer loyalty, retention, competitiveness and profitability. In the analysis of 65 companies in diverse sectors by Macey, Schneider, Barbera, and Young (2009), the top 25 percent on an engagement index had a better return on investment, profitability, and more than twice the shareholder value relative to the bottom 25 percent. Such studies demonstrate a strong link between engagement and performance.

As several research findings have shown that commitment is positively correlated with organizational performance (J. Harter et al., 2002), in theory and empirical extrapolation, the involvement of engagement as a means by which businesses can create strategic benefits is missing (Rich et al., 2010), Scholars suggested that engagement as a mediator is far more beneficial (e.g., Rich et al., 2010; Xanthopoulou et al., 2008).

Leadership has different meanings and leadership styles vary (Wang et al., 2014). Mo and Shi (2017) found that the ethical actions of leaders influenced the attitudes of employees, which affected employee engagement. Wu (2017) discovered that leaders had increased employee programs and thereby enhanced employee engagement through participating in ethical leadership. Khuong and Yen (2014) find that higher rates of employee engagement are linked with ethical leadership and visionary leadership. Therefore, Khuong and Yen concluded that innovative and ethical leadership required greater emphasis on employee engagement than the transactional model of leadership, such as transformational leadership.

In this review, employee engagement was seen as a mediating variable between HRM practices and the relationship between employee performance. No longitudinal research was undertaken in Jordan's tourism industry before contemplating employee engagement as a mediating factor in the relationship between HRM practices and employee performance (Aftab Ahmed, Hameed, & Mahmood, 2016). Employee engagement is a relatively recent phenomenon in behavioral sciences (Ellis & Sorensen, 2007; Macey & Schneider, 2008), very few studies have been carried out in existing contexts to consider employee engagement as a construct (Bailey, Madden, Alfes, & Fletcher, 2017), but very limited studies such as Jordan are found in the evolving context (Al-Tit & Hunitie, 2015). Due to consistency in the above results and to further determine the effect of private sector type throughout world, the following hypothesis is proposed:

H5: employee engagement has significant effect on employee performance in Jordanian tourist and archaeological.

H6: Employee engagement mediate the relationship between leadership style and employee performance in Jordanian tourist and archaeological.

2.4 Underpinning theories

A variety of theories have been described and evaluated on employee performance to describe the association between employee performance and its antecedents. Three theories are presented in this section that better describe the existence of relationships studied among the variables analyzed in this review. Social exchange theory (SET), Resource Based View Theory (RBV), and Attachment Theory are the three theories. The theories also help clarify the framework of analysis established for this review.

2.5 Social Exchange Theory

The performance findings indicate that the employee has exhibited their actions as a single entity towards their organization or only towards intra-organizational groups or individuals. The worker will have broad social exchanges with one party; with another party, from the other hand, have low social exchanges. In addition, several studies have shown that job-exchangeable partnerships have an autonomous and significant function that influences performance. It is worth reiterating that human beliefs anticipate individual actions and behaviors. Such principles are also related to work satisfaction and are considered the most significant determinant of performance (Kuvaas, Shore, Buch, & Dysvik, 2020). The theory of social exchange was used to explain work performance based on prior research (Abubakar & Ahmed, 2017; Ammar Ahmed, Khuwaja, Brohi, Othman, & Bin, 2018; Huang et al., 2016; Roberts & David, 2020).

2.6 Resource Based View Theory

If one embraces both the RBV and the normative, best practice interpretation of HRM, that is the status of HRM as a source of competitive advantage. If, however, one embraces the RBV but refuses the HRM principle of best practice, an entirely distinct possibility arises. If the possibility is agreed that there are as many potential HRM techniques as there are firms, then the RBV presents a mechanism to examine how HRM can clarify the nature of performance disparities between companies in comparable circumstances (Delery & Shaw, 2001).

Therefore, the RBV has been the 'bridge' that connects the HRM and strategic management sectors (Wright, Dunford, & Snell, 2001) or has at least caused strategic scientists to take a more active role in HRM (Andersén, 2007). Paauwe and Boselie (2003) argued, evaluating the previous decade, that the RBV 'has been the dominant paradigm in the HRM debate and about how human resources and associated HR practices can influence company performance.' HRM is not so much an agglomeration of administrative activities as a means of connecting employees to each other and to the business that is as individual as the company itself: a 'massive network' of 'organizational rituals' such as those mentioned by Grant (1991). Its influence is not limited to employee skills and actions, but also weaves such HRM findings 'within the wider structure of organizational structures, frameworks and eventually, skills' (Wright et al., 2001).

2.7 Attachment Theory

The theory of attachment is based on the idea that human beings have an inherent propensity, like all other species, to create and sustain lifelong affectionate ties or attachments to familiar, irreplaceable organizations (Sable, 2008). The consistency, security, and continuity of the relations are likely to contribute to the confidence and job actions of individuals in the organization (e.g., Nelson and Fast, 1991), such as work engagement, once developed. In other words, the employee engagement of workers, provided the essential relations with their organization.

Attachment theory (Bowlby, 1969), an intimate relationship psychological construct, as a cognitive lens to gain insight into how personality discrepancies can clarify patterns of engagement. The attachment theory offers

an overview of complex interpersonal and intrapersonal processes that characterize employees' attitudinal, cognitive and social patterns, explained above and above by current organizational findings (Albert, Allen, Biggane and Ma, 2015; Kahn and Kram, 1994; Richards and Schat, 2011). Preparatory research reveals that attachment theory, considering the influence of systemic and situational influences, remains successful in recognizing differences in multiple work-related activities (e.g. Albert and Horowitz, 2009; Richards and Schat, 2011).

2.8. Proposed Framework of the Study

Figure 1 presents the proposed framework of the study. It illustrates the relationships of all constructs in the study. The key objective of this thesis is to provide insight into utilizing human resources practices, leadership style, employee engagement and their impact on employee performance in Jordanian tourist and archaeological.

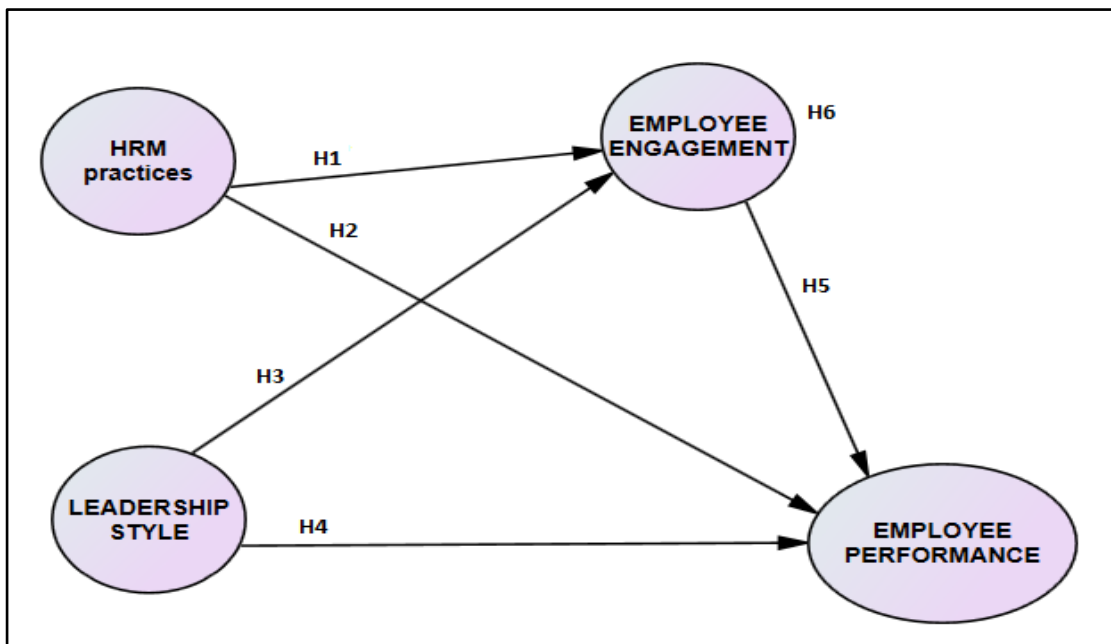


Figure 1.Theoretical Framework

3.0. Research Methodology

3.1. Research Design

The present study applies a cross-sectional causal research design which tests the variations in exogenous variables expected to cause reciprocal changes in the endogenous variable. The data was collected from the respondents among employee (Jordanian) who has work in Jordanian tourism and archaeological industry of sites of tourism & antiquities (Air transport, Ground transportation, and Maritime Transport).

A clear sampling frame must, therefore, be established in the research because, as indicated by Burn et al, reliable data relating to the size of this population was not available (2017). In order to establish our own sampling frame, the researcher will distribute questionnaires to most of the three different regions (North, Central and South) in Jordan on air, land and maritime transport, and the researcher will distribute 600 questionnaires to the researcher's attendants. And the first 402 questionnaires were completed by review.

As such, this review would employ the cluster of Probabilities Equal to Scale (PPS) methodology. The 3325 firms chosen would be organized into a cluster. Then, in each area, 134 respondents will be randomly selected for this review, and table 1 indicates the method of administering the questionnaire.

Table 1. The Sample Distribution

No.	Region	Distribute Randomly	Will Collect
1	North	200	134
2	Central	200	134

3	South	200	134
Total		600	402

3.2. The Questionnaire Design

This study uses a formal, closed-ended questionnaire to capture the results. Basically, since it is more autonomous and satisfies the criteria for using parametric statistical analysis, 10-point interval scale would be used to evaluate all items measuring the structures in this study. The questionnaire consists of five parts. The first part of the questionnaire contains 7 items, which were adapted from work by (Ahmed, 2017), measuring employee performance. The second part of the questionnaire comprises of 5 items which were adapted from research by (Thilagavili, 2017) describing employee engagement. The third part of the questionnaire comprises of human resource management practices with 8 items which were adapted from the research works conducted by (Sabiu, 2017). The fourth part of questionnaire which was adapted from the work by (Ghaith and Mutia, 2019) consists of 11 items measuring leadership style. The final part of the questionnaire is about the demographic profile of respondents in order to gain some basic information about the respondents. Table 2 shows a summary of the number of items for each construct, the items to be carried for actual study are 31 items.

Table 2. Scales Used in Research

Construct	No. of items	Adapted from	Scale
Employee Performance	7	S. Ahmed, (2017)	1-10
Employee Engagement	5	Thilagavili, (2017)	1-10
Human resource management practices	8	Sabiu, (2017)	1-10
Leadership style	11	Ghaith and Mutia, (2019)	1-10

3.3 Pre-Test and Pilot Study

A pre-test and pilot study will have conducted respectively before performing the field study. The pre-test will have conducted to ensure the respondents could understand the questionnaires used in the study. Exploratory Factor Analysis (EFA) utilizes IBM SPSS to assess the amount of items preserved and the underlying measurements of the latent build in the sample data obtained from the pilot study (Hair et al., 2014; Awang, Afthanorhan&Mamat, 2016). In addition, data obtained from the pilot study will be submitted to a reliability check to assess the internal reliability of Cronbach's Alpha instrument (Hair et al., 2014). The instruments of this study should meet the requirement for internal consistency since the Cronbach's Alpha values of all constructs is more than the required value of 0.7 (Hair et al., 2014).

3.4 Field Study

Responses from the respondents will captured at Jordanian tourism and archaeological industry. As such, a total of 600 from the list of 3325 selected firms will distributed to the respondents. The respondents were selected from a sampling frame using a simple random sampling method. The sample size was ascertained using the conditions proposed by Hairs et al. (2010) and Burns et al. (2017). Any survey conducting factor analysis as items to be examined should have at least 5 to 10 times the sample size (Hair et al., 2014). Furthermore, Burn et al. (2017) indicates that between 96 and 384 should be the sample size. For this review, the estimated sample size is 402 samples, which complies with the above authors' set of sample size guidelines.

4.0. Discussion

4.1.Theoretical Contribution

From the theoretical viewpoint, the present study adjoins additional theoretical knowledge on the relationship between HRM practices, leadership style and employee performance to the existing literatures. The present study is hypothetically supported by the social exchange theory. Social exchange theory is established on the basis of reciprocity (Belanche, Casalo, Flavián&Guinalú, 2019). The employees expect to repay the organization with high performance when they perceive that the HRM practices of the organization are congenial for them. Again, positive perception of employees about the HRM practices is repaid by employees' more work engagement. Nonetheless, where organization creates an environment that engage employees to their work is reciprocated by the employees with more performance. Thus, the theoretical contribution of the study is supported by the earlier established theory. Therefore, the present study has sound theoretical contribution as presented from the different perspectives.

In addition, employee engagement has been used as a mediating variable on this relationship since many researchers argue that employee engagement is comparatively new concept in the study of employees' performance behavior in the organization (Macey & Schneider, 2008; Ellis & Sorensen, 2007; Saks, 2006; Rafferty et al., 2005). Again, some studies reveal that employee engagement has positive influence on employee performance (Halbesleben, 2010; Mone & London, 2010). Moreover, appropriate HRM practices also have positive influence on employee performance (Yusoff, Nejati, Kee & Amran, 2020). In addition, Baron and Kenny (1986) assume that when independent variable(s) and mediating variable(s) have individual and combined positive effect on dependent variable, mediating variable(s) should be used (s). Thus, theoretically new relationship between HRM practices, leadership style and employee performance by using employee engagement as a mediating variable has been recognized in this study as suggested by Ahmed et al. (2016).

4.2. Practical Contribution

From the practical viewpoint, this study enriches the existing literatures of HRM practices, leadership style, and employee performance relationship from the new context specifically tourism industry in Jordan. Majority of the studies regarding employee performance are conducted in developed countries like UK, USA, Canada, Australia, and alike but very few of them are performed in developing settings like Jordan (Mahmood, 2004). The findings of developed economy cannot be implemented in the developing country as they do not belong to the same culture, education, and socioeconomic condition (Khan, 2010). Thus, the present study produces new insights to fill the gap in the Middle East context as well as developing a setting as a whole.

5.0. Conclusion

The emphasis of this study was employee performance, and factors influencing employee performance were examined. In this study, leadership style, human resources management practices and employee engagement were the examined factors. The review studies show significant positive impact of leadership style, human resources management practices and employee engagement on employee performance.

By using employee engagement as a mediating force, the study contributes to the body of experience, and from the findings, this results found that employee engagement mediated the relationship between leadership style, practices in human resources management and employee performance. The relationships were again reinforced through the theory of resource-based opinion (RBV), the attachment theory and social exchange theory as proposed in (Kuvaas, Shore, Buch, & Dysvik, 2020; Barney, Wright and Ketchen, 2001; Albert, Allen, Biggane and Ma, 2015). Notably, All the constructions studied can be viewed as distinctive intangible tools (leadership style, human resources management practices, employee engagement), and these resources can be used successfully by Jordanian tourists and archaeologists to differentiate themselves from the competitors.

A main component of the tourism sector has been the supplier of transport services. The aim of the article was therefore to present the importance of the performance of employees in the provider of transport services and to include some solutions and recommendations. The article pointed out the value of providing a comprehensive explanation on the review of the elements influencing employee Performance, with employee engagement as mediating in Jordanian Tourist and archaeological. In this article, the actual transportation situation of Azerbaijan and other countries in tourism sector have been analyzed, statistical data of Azerbaijan and other countries have been used. In addition, the importance of transportation services provider in the tourism sector has been stated. The article relied on the theoretical approach by reviewing the theoretical literature and previous studies related to the variables of the study. Next, a survey of previous studies and theories related to the subject of the study was conducted. First finding of the study is found that many factors have been disregarded in numerous writing in light of employee performance, and in view of the survey discoveries; there is a positive connection between human resources management practices, leadership style, employee engagement and employee performance. Following the research results by the article is believe that further exploration is essential, basically to guarantee the elements of the influencer factors for employee performance in transportation service provider will give positive implications mainly in the field of improving the quality of work and working conditions for tourism industry in improving the performance and intensity in the industry.

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