1 HUMAN RESOURCE MANAGEMENT PRACTICES AND ORGANISATIONAL COMMITMENT IN THE HOTEL INDUSTRY OF NEW JUABEN MUNICIPALITY: THE MEDIATING ROLE OF JOB SATISFACTION

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Abstract

This study examines the mediating role of job satisfaction in the relationship between HRM practices and organisational commitment in the hotel industry of Ghana. The study collected primary data from 21 hotels within the New Juaben North and South municipalities. The study population comprised 433 hotel employees within the municipalities. 208 respondents were sampled through a simple random sampling technique and structured questionnaires were administered to respondents. The study employed a quantitative approach and adopted the explanatory research design. The data gathered were analysed using Smart PLS-SEM 4. The findings indicate that the relationship between recruitment and organisational commitment is statistically insignificant. Furthermore, job satisfaction does not have a mediating effect on the relationship between recruitment and organisational commitment and training and organisational commitment among hotel employees. However, it is worth noting that the relationship between training and compensation on organization commitment is significant and job satisfaction has a mediation effect on the relationship between compensation and organisational commitment in the hotel industry of Ghana. The study concluded that merely attracting and selecting candidates through the recruitment process may not directly translate into higher levels of commitment within the hotel industry and recommends that management of hotels should utilize behavioural interviews that assess candidates not only for skills but also for their alignment with the hotel values and culture. This approach helps ensure that new hires are more likely to integrate well into the existing team and stay committed in the long term.

Keywords: compensation**,** job satisfaction**,** organisational commitment**,** recruitment**,** training

INTRODUCTION

Human Resource Management (HRM) practices are of paramount importance in the hotel industry, as they have a significant impact on both employee job satisfaction (JS) and organizational commitment (OC) (Anning-Dorson & Nyamekye, 2020). In Ghana, the hotel industry is a significant contributor to the country's economy (GSS, 2021), but it faces various challenges such as low customer service quality, high employee turnover rates, and low job satisfaction levels, all of which can adversely affect the overall performance of organizations (Anning-Dorson & Nyamekye, 2020; Asimah, 2018; Nisar et al., 2021). To boost employee productivity, commitment, and job satisfaction, (Ashraf, 2020; Chong et al., 2020; Jawaad et al., 2019) indicated it is imperative to implement effective HRM practices. According to Otoo (2019), the competitive and dynamic nature of the hotel industry in Ghana necessitates a constant improvement in performance while reducing operational costs and HRM practices are instrumental in achieving this. They contribute to the generation of new knowledge, motivate employees, and enable hotels to maintain a

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competitive edge. Effective HRM practices, including recruitment, training and compensation are indispensable for the success and growth of the hotel industry (Jawaad et al., 2019; Manzoor et al., 2019).

Furthermore, Otoo (2019) postulates that in the context of the Ghanaian hotel industry, training plays a pivotal role in ensuring that employees acquire the necessary skills, knowledge, and competencies to provide top-tier service. Ghana is known for its rich cultural heritage and diverse tourist attractions, training is crucial for instilling a deep understanding of the hotel industry, traditions, and hospitality values among employees (Cherif, 2020; Muma et al., 2014). Therefore, HRM practices are essential in the hotel industry, enhancing employee productivity, commitment, and JS. Through implementing effective HRM practices, hotels can maintain a competitive advantage in the global tourism market and contribute to economic development (Jawaad et al., 2019).

HRM practices are especially vital for attracting and retaining skilled employees (Nor et al., 2020). Jawaad et al. (2019) indicate that providing fair and competitive compensation is crucial for maintaining staff morale, JS, and guest satisfaction, all of which contribute to the success of organizations. HRM practices are multifaceted and can help hotels achieve both organizational and individual objectives (Hamadamin & Atan, 2019; Mahapatro, 2022). The social exchange theory (SET) and the person-environment (P-E) theory are crucial in understanding the dynamics of HRM practices, which directly impact employee JS and OC (Blau, 1968; Vleugels et al., 2023). The combination of social exchange theory and P-E theory provides a comprehensive framework for understanding HRM practices, organizational commitment, and job satisfaction in the Ghanaian hotel industry (James, 2020).

Due to the constant change in the hotel environment, it is essential to examine how commitment to one's work develops among employees as highlighted by (van Rossenberg et al., 2018). Commitment is one of the bonds that employees can form at their place of employment (Storey & Wright, 2023). OC is the psychological attachment, loyalty, and dedication that employees feel towards their organisation (Farrukh et al., 2020). It reflects the extent to which employees identify with the goals, values, and mission of the hotel and are willing to invest their time, effort, and energy into contributing to its success. In the hotel industry, OC is crucial for creating a positive work environment, ensuring high levels of employee engagement, and delivering exceptional service to guests.

In light of these developments, the significance of OC as a subject of study continues to be significant in this study. In addition, the study of OC is particularly important in the context of the Ghanaian hotel industry, where there are currently thousands of hotels operating (Ampofo, 2021) and where faculty turnover intentions are extremely high (Coudounaris et al., 2020; Kingsley et al., 2019). To guarantee OC in Ghana, enhancing service quality through the use of prudent HRM practices has become an issue of utmost importance (Ahakwa et al., 2021).

Also, the relationship between HRM practices and OC is significantly influenced by JS (Jawaad et al., 2019). JS refers to individual positive or negative feelings about their job and is affected by various factors such as job characteristics, organisational culture, and social relationships (Mesfin et al., 2020). In the Ghanaian hotel industry, JS holds great importance and has an impact on different HRM practices (Ampofo, 2021). It serves as a motivation for employees to actively participate in

training programs, attracts high-quality candidates through positive word-of-mouth during recruitment, ensures fair rewards and increases overall employee satisfaction in compensation, creates a supportive work environment that encourages employee involvement, and contributes to commitment among hotel employees, ultimately leading to OC.

Additionally, HRM practices should prioritize challenging work assignments, recognize employee training, and provide opportunities for growth and autonomy in the hotel industry (Demir, 2020; Solnet et al., 2019). JS serves as a mediator between HRM practices that fulfil employees' needs and their subsequent commitment to the hotel (Aboramadan et al., 2020). By focusing on establishing a fair exchange relationship and providing training and compensation, hotels can enhance job satisfaction and ultimately increase organizational commitment among employees. The hotel industry in Ghana is a rapidly evolving sector, with HRM practices being crucial for creating an environment where employees feel valued, motivated, and committed to the hotel's goals and objectives (Ampofo, 2021; Otoo, 2019). This leads to a more engaged workforce, which in turn enhances organizational performance and success. The OC index, which measures HRM practices, confirms that strategic HRM should align with the hotel's strategies, and vice versa (Storey & Wright, 2023). JS, which refers to individual positive or negative feelings about their job, significantly influences the relationship between HRM practices and OC (Mesfin et al., 2020).

In the Ghanaian hotel industry, JS plays a significant role in HRM practices, motivating employees to actively participate in training programs, attracting high-quality candidates through positive word-of-mouth during recruitment, ensuring fair rewards, increase overall employee satisfaction in compensation, create a supportive work environment, and contribute to commitment among hotel employees, ultimately leading to OC (Ampofo, 2021).

The hotel industry in Ghana has witnessed significant growth due to the rise in tourism and business activities (GSS, 2021). However, this growth has been accompanied by high employee turnover rates, which negatively impact organizational commitment (GTA, 2022). Effective HRM practices are crucial for attracting, developing, and retaining a skilled and motivated workforce. In particular, HRM practices related to recruitment, training, and compensation are vital for the industry's success. Recruitment software, for instance, offers a centralized solution that enables hotels to efficiently identify potential candidates, monitor their progress, and onboard qualified personnel, ensuring a better fit for the industry (Hight et al., 2019; Michael & Fotiadis, 2022; Otoo, 2019).

Despite these advancements, the Chartered Institute of Human Resource Management (2022) reports that HR managers in the Ghanaian hotel industry face challenges such as a lack of comprehensive training programs, low compensation, and the dynamic nature of the industry. Inadequate training leads to operational inefficiencies, guest dissatisfaction, and decreased employee organizational commitment and job satisfaction (Chehab et al., 2021). Moreover, low wages contribute to a shortage of skilled and committed workers, further exacerbating these issues (Michael & Fotiadis, 2022). The resulting dissatisfaction among employees disrupts workforce stability and leads to inconsistent service quality. Job satisfaction plays a critical mediating role between HRM practices and organizational commitment. When employees

experience dissatisfaction due to poor training, inadequate compensation, or ineffective recruitment, their commitment to the organization diminishes. Therefore, improving HR practices to enhance job satisfaction is essential for strengthening organizational commitment. While many HR practices influence organizational commitment, this study focuses on recruitment, training, and compensation because these areas are directly linked to the most pressing challenges in the Ghanaian hotel industry.

There is a pressing need for more empirical research to explore the mediating role of job satisfaction in the relationship between HRM practices and organizational commitment (OC) within the Ghanaian hotel industry. While studies conducted in emerging economies like Pakistan, Thailand, and Ghana (Appaw-Agbola et al., 2021; Ashton, 2018; Coudounaris et al., 2020; Frempong et al., 2018; Jawaad et al., 2019; Otoo, 2019) have provided insights into factors influencing turnover intentions and organizational commitment in hotels, they have not specifically addressed the mediating role of job satisfaction in this relationship.

Given that HRM practices in the hotel industry directly impact both OC and job satisfaction, it is essential to understand how job satisfaction mediates this relationship among hotel employees in Ghana. The study examines the mediating role of job satisfaction in the relationship between HRM practices and organizational commitment in Ghana's hotel industry. It also analyses the influence of HRM practices on organizational commitment and the mediating role of job satisfaction in this relationship. The findings are intended to help hotel administrators and management improve HRM policies, strengthen the link between HR practices, employee commitment, and satisfaction, and assist the Ghana Tourism Authority and the Ghana Hotels Association in formulating appropriate HR development policies. Additionally, the study contributes to existing literature and provides a foundation for future research.

LITERATURE REVIEW

Theoretical Review

The Social Exchange theory (SET) and Person-Environment (P-E) theory offer complementary perspectives on employee behaviour and organizational commitment in this study. SET, developed by Homans (year) and further expanded by scholars like Blau and Emerson (year), explains social interactions as a series of exchanges where individuals weigh the costs and benefits of their actions (Blau, 1964). This theory posits that people engage in relationships expecting rewards in return for their efforts, leading to a "norm of reciprocity" (Sungu et al., 2019). In the context of the hotel industry, employees expect fair compensation and benefits in return for their work, which fosters a sense of commitment to the organization. When employers meet these expectations, a strong and committed relationship is formed.

However, SET also highlights the challenges in this dynamic, as not all exchanges are balanced, and predicting outcomes can be complex. For example, an employee might leave despite receiving benefits, or they might not be adequately rewarded for significant contributions. This theory is particularly useful for understanding how HRM practices, such as training and compensation, affect job satisfaction (JS) and organizational commitment (OC).

On the other hand, the P-E theory, which has contributions from researchers like Lewin and Holland as highlighted by (Ostroff, 2012), focuses on the

interaction between individuals and their environments. It emphasizes the importance of the fit between an employee's characteristics and their work environment. In the hotel industry, where cultural values and service excellence are crucial, Vleugels et al. (2023) postulate that a good fit between employees and their work environment is essential for job satisfaction and commitment.

P-E theory suggests that when employees perceive a strong alignment between their personal attributes and the hotel's culture, they are more likely to be satisfied and committed. This theory provides a framework for understanding how recruitment practices can influence this fit, thereby impacting job satisfaction and organizational commitment. Together, these theories offer a comprehensive approach to analyzing the relationship between HRM practices and organizational commitment. SET explains how training and compensation influence job satisfaction and commitment through the lens of exchange relationships, while P-E theory highlights the role of recruitment in achieving a good fit between employees and their work environment, which in turn affects job satisfaction and commitment. These theories are chosen for their relevance and applicability to the study's focus on HRM practices in the Ghanaian hotel industry.

Human Resource Management Practices

HRM practices as defined by (Froidevaux et al., 2020; Wujarso & Dameria, 2023) constitute a strategic approach to the management of human resources within an organization, with the primary goals of attracting, nurturing, motivating, and retaining employees. These practices encompass various activities, such as recruitment, selection, training, performance management, and compensation. Their overarching aim is to build and maintain a high-performing workforce that contributes significantly to the organization's overall success Mahapatro (2022). In the specific context of the hotel industry, HRM practices should centre on the evaluation, enhancement, and cultivation of the skills, knowledge, and capabilities of the human resources involved (Pham et al., 2020).

Recruitment assumes a pivotal role within the realm of HRM. Pham et al. (2020) indicated that it is instrumental in ensuring that an organization assembles a workforce comprising individuals possessing the requisite skills, qualifications, and attributes to accomplish its objectives and align with its strategic goals. Effective recruitment strategies should encompass the attraction of a diverse pool of well-qualified candidates through a multitude of channels, including job advertisements, social media, recruitment agencies, career fairs, and employee referrals (Karim et al., 2021; Vardarlier & Zafer, 2020). Johansson and Herranen (2019) emphasize the critical nature of aligning recruitment endeavours with the broader strategic goals of the organization. Recruitment strategies should take into account long-term workforce planning, thus guaranteeing that the competencies and talents brought into the organization directly contribute to its competitive advantage and growth (Johansson & Herranen, 2019; Van Esch & Herranen, 2019).

Training stands as another vital facet of HRM practices, as it serves to cultivate and sustain a workforce that is skilled and motivated (Huang, 2019; Karim et al., 2019). Training plays an indispensable role in enhancing the effectiveness of an organization and fostering a high-performing workforce (Huang, 2019; Karim et al., 2019; Kuehnl et al., 2019). Training exerts a substantial influence on an

organization's reputation and brand image, thereby ensuring that it appeals to a high-quality workforce who are motivated by its values, culture, and reputation. Training constitutes a structured and planned process designed to enrich employees' knowledge, skills, competencies, and behaviours, ultimately enhancing their performance and effectiveness in their roles (Manzoor et al., 2019). It contributes to heightened productivity, elevated work quality, and, consequently, overall job satisfaction by equipping employees with the necessary knowledge and tools (Corradini & Corradini, 2020; Urbancová et al., 2021).

Corradini and Corradini (2020) postulate a variety of training methods are at the organization's disposal, including classroom training, on-the-job training, e-learning, workshops, simulations, mentoring, coaching, and more. According to Attri (2019), effective training entails continuous evaluation and feedback mechanisms, with an emphasis on assessing the impact of training programs on employees' performance and the organization's overall success. Therefore, training initiatives should be driven by the organization's specific needs, ensuring that the skills cultivated through training directly contribute to the attainment of business objectives (Attri, 2019; Corradini & Corradini, 2020). Compensation encapsulates the comprehensive package of rewards and benefits that employees receive from their organization in exchange for their work, skills, contributions, and commitment. A well-rounded compensation package should address both the financial and non-financial needs and preferences of employees.

Competitive compensation practices are imperative for attracting top talent and retaining their motivation to consistently provide their best efforts over an extended period (Chan et al., 2019). Several researchers advocate for pay-for-performance systems, where compensation is intrinsically linked to individual or team performance (Bucklin et al., 2022; Kang & Lee, 2021). Lee & Li (2021) indicate that transparent communication about compensation policies and practices is pivotal, and organizations should actively address issues concerning pay discrimination, equal pay for equivalent work, and the promotion of fairness and equality within compensation practices.

Organisational Commitment

OC holds a significant position in the domain of HRM and revolves around the degree to which employees are inclined to uphold their association with an organization, driven by their profound interest in and alignment with the organization's goals and principles (Guzeller & Celiker, 2020; Hendri, 2019; Kim et al., 2021; Meyer & Allen, 2001; Ridwan et al., 2020). OC is shaped by the attitudes and actions of employees, which mirror their emotional connection, sense of belonging, and allegiance to the organization (Ahad et al., 2021; Al-Jabari & Ghazzawi, 2019; Guzeller & Celiker, 2020). Affective commitment pertains to the emotional bond, sense of identification, and active involvement of employees with the organization, signifying their sincere desire to continue their affiliation with it (Albrecht & Marty, 2020; Bouraoui et al., 2019).

Conversely, Nassar (2018) postulates that continuance commitment is typified by employees recognizing the costs and risks associated with departing from the organization, as well as the financial benefits of remaining. According to Al-Jabari and Ghazzawi (2019), this form of commitment tends to be less strong, especially when multiple other

employers are offering similar external rewards. On the other hand, normative commitment as described by Nassar (2018), refers to the feeling of duty and responsibility that compels individuals to maintain their existing employment. Employees remain devoted to the organization because they perceive it as the morally right course of action, even in the face of dissatisfaction (Ridwan et al., 2020). Both affective and normative commitments are closely intertwined (Herrera & De Las Heras-Rosas, 2021), underscoring the significance of comprehending and nurturing OC within the realm of HRM.

Job Satisfaction

Employee JS stands as a pivotal component of HRM practices, exerting an influence on how employees perceive and feel about their roles (Huang, 2019; Spector, 1985). It is shaped by both internal and external factors, encompassing elements like job security, recognition, skills, and self-esteem (Mardanov, 2020). Elevated levels of JS are linked to a reduction in the desire to leave one's job, decreased absenteeism, heightened employee efficiency, and enhanced financial outcomes (Al-Ali et al., 2019; Fukui et al., 2019; Labrague et al., 2020). HRM practices have undergone extensive scrutiny on a global scale, with numerous scholars characterizing job satisfaction as the fulfillment of employee needs regarding the work environment, assessments, management approaches, and job prospects (Eliyana & Ma'arif, 2019; Pratama et al., 2022; Saridakis et al., 2020). In the hotel industry, HRM practices exhibit a positive correlation with job satisfaction and work contentment, with age emerging as a noteworthy factor. Furthermore, research has validated the connection between job satisfaction and organizational commitment (Jawaad et al., 2019; Norbu & Wetprasit, 2021).

Recruitment and organisational commitment

Recruitment plays a significant role in shaping an organization's culture and its workforce, ultimately affecting employee commitment, often referred to as OC (Vardarlier & Zafer, 2020). OC comprises several dimensions, including affective, continuance, and normative commitment (Jaros, 2007). According to Karim et al. (2021), a well-executed recruitment process aligns potential candidates with the organization's values, mission, and culture, thereby enhancing affective commitment and fostering a sense of belonging. Providing accurate information about job roles and responsibilities during the recruitment phase can also result in higher OC (Aboramadan et al., 2020). Various recruitment sources, such as employee referrals and internal promotions, may attract candidates with differing levels of commitment (Karim et al., 2021; Schlachter & Pieper, 2019). Johansson and Herranen (2019) posit that a carefully structured and well-managed recruitment process, characterized by transparent communication, timely follow-ups, and respectful treatment of candidates, can positively influence candidates' perceptions of the organization. Furthermore, Johari et al. (2019) indicate the nature of a job, including factors like autonomy, variety in tasks, and the significance of the role, can impact OC. Recruitment processes that are perceived as equitable and impartial contribute to heightened levels of OC, as candidates view the organization as dependable and ethical (Karim et al., 2021). Research has consistently shown a positive correlation between recruitment practices and OC (Al-Jabari & Ghazzawi, 2019; Bisharat et al., 2017; Kim et al., 2019). Considering

the aforementioned literature, the objective of this study is to examine the following hypothesis:

H_1: Recruitment has a significant positive effect on organisational commitment in the hotel industry.

Training and organisational commitment

Training programs have a significant impact on OC, as they play a critical role in enhancing employee skills, knowledge, and job satisfaction (Rahayu et al., 2019). These programs contribute to an increased commitment across various dimensions, resulting in a more engaged and committed workforce. Training initiatives that provide opportunities for career advancement can influence employees' commitment levels, as they feel more proficient and confident in their respective roles (Kuehnl et al., 2019).

Moreover, training programs that establish clear expectations and guidelines for job performance can lead to improved role clarity and reduced ambiguity, ultimately contributing to higher levels of OC (Wang, 2020). Effective training fosters a stronger connection between employees and their roles, further enhancing their commitment (Marescaux et al., 2019). Training that underscores the organization's values, mission, and culture can cultivate a sense of identification among employees, thereby boosting affective commitment (Akdere & Egan, 2020).

According to Ghasi et al. (2020), fair and equitable access to training opportunities can influence how employees perceive organizational justice, which, in turn, contributes to higher levels of OC. Ali et al. (2020) posit that training programs, administered by qualified managers, have the potential to increase and improve employee OC. Numerous studies have consistently demonstrated a positive association between training and OC (Bisharat et al., 2017; Mansour et al., 2022; Rahayu et al., 2019). Based on the above discussion, the study will test the following hypothesis:

H_2: Training has a significant positive effect on organisational commitment in the hotel industry.

Compensation and Organisational Commitment

Compensation plays a vital role in shaping employee commitment and overall job satisfaction (JS). When compensation is perceived as fair, it tends to result in higher levels of OC, whereas feelings of inequity or being underpaid can diminish commitment (Adikoeswanto et al., 2020). Adil et al. (2020) postulate that offering a competitive salary and benefits packages can instil a sense of financial security among employees, which, in turn, reduces turnover rates. Merit-based pay systems have the potential to motivate employees to excel in their roles, thus enhancing their OC (Nigusie & Getachew, 2019).

According to Adil et al. (2020), non-financial incentives, such as recognition and flexible work arrangements, also contribute positively to OC. A well-designed compensation strategy can lead to increased OC among employees who view the organization as an appealing and gratifying place to work. Satisfied employees are more likely to develop stronger OC, as they find contentment in their work conditions and the rewards they receive (Nigusie & Getachew, 2019). Transparency in the compensation structure fosters trust and fairness, ultimately resulting in higher OC (Al-Jabari & Ghazzawi, 2019; Purwanto, 2020). Furthermore, long-term incentives like stock options or retirement benefits serve as motivators for employees to stay loyal to the organization (Kong et al., 2023). It is important to note that economic factors, including inflation and the cost of living, can influence how employees perceive their compensation

(Purwanto, 2020). Human resources practices, encompassing benefits, are closely tied to the levels of commitment and job satisfaction experienced by employees (Cherif, 2020; Lambert et al., 2020; Purwanto et al., 2021). Hence, this study aims to test the following hypothesis:

H_3: Compensation has a significant positive effect on organisational commitment in the hotel industry.

Mediating role of JS in the nexus between HRM practices and OC

Hassan et al. (2022) posit that organisations, including those in the hotel industry, place significant reliance on the performance of their workforce, and HRM practices are indispensable for improving employees' skills, motivation, and dedication. These practices are instrumental in cultivating high levels of commitment among employees, who actively strive to achieve the organization's goals (Elrehail et al., 2019). Employee commitment signifies the readiness of employees to wholeheartedly contribute to the organization's mission (Dahmardeh & Nastiezaie, 2019). HRM practices yield positive effects on OC, resulting in improved job performance and heightened job satisfaction (Al-Asadi et al., 2019; Faizah & Chablullah Wibisono, 2022). Employee commitment and job satisfaction hold pivotal importance for the overall performance of an organization (Singh et al., 2019). To foster OC and JS, organizations should implement incentives that not only motivate employees but also enhance their commitment (Aboramadan et al., 2020; Gao & Liu, 2021). HRM practices serve as significant indicators of employee commitment, and they play a partial mediating role in the relationship between HRM practices and employee engagement (Aboramadan et al., 2020). A mutually dependent cycle exists between HRM practices, job satisfaction, and organizational commitment, where HRM policies and practices are prone to elevate employees' satisfaction levels, ultimately strengthening their commitment to the organization (Aboramadan et al., 2020; Cherif, 2020; Saridakis et al., 2020). These HRM practices exert a considerable influence on employee attitudes and behaviours, ultimately shaping the outcomes and performance of the organization. Therefore, as a result of the above discussion, this study tests the following hypothesis:

H_4: Job satisfaction has a mediating effect on the relationship between HRM practices and organisational commitment in the hotel industry.

Conceptual Framework

The Figure 1 is the conceptual framework illustrating the mediating role of job satisfaction in the relationship between HRM practices and OC

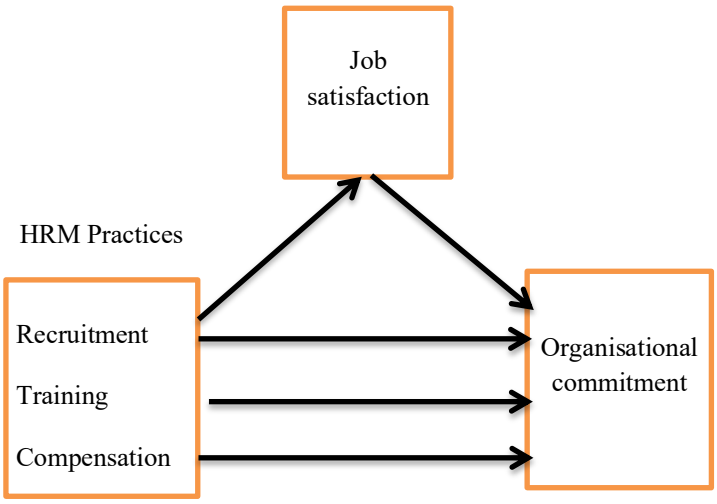

Figure 1: Conceptual framework
Source: Author construct (2024)

RESEARCH METHODS

Research Design

According to Bell et al. (2022), the concept of research design refers to an overall plan and strategy for carrying out a research study. Also, Pandey and Pandey (2021) postulate that the selection of an appropriate research design should consider the nature, purpose, and characteristics of the study. In this case, since the objective is to investigate the relationship between HRM practices and OC, the chosen research design is explanatory. While both descriptive and explanatory research designs have their merits, an explanatory research design was the best choice for this study because the primary goal of an explanatory research design is to establish causal relationships between variables. In the context of this study, the research aimed to investigate the mediating role of JS in the relationship between HRM practices and OC. An explanatory research design enables the researcher to systematically manipulate and control variables, allowing for the identification of causal links between HRM practices, JS, and OC. This is crucial for understanding the mechanisms through which HRM practices influence employee commitment and the role of JS in this process.

Moreover, explanatory research design involves the testing and validation of existing theories. In the study of HRM practices and OC, the researcher would build upon existing theoretical frameworks related to HRM, JS, and OC. In addition, explanatory research design often requires sophisticated data analysis techniques, such as regression analysis, structural equation modeling (SEM), or mediation analysis. These analytical methods allow the researcher to quantitatively assess the strength and direction of relationships, test hypotheses, and establish the mediation effect of job satisfaction. Rigorous data analysis enhances the robustness and validity of the study's findings. Furthermore, while explanatory research design focuses on establishing causality, it also has practical implications. The insights gained from identifying causal relationships can inform HRM strategies and interventions aimed at enhancing OC through targeted improvements in JS and HRM practices. An explanatory research design often involves the collection of data from diverse sources and contexts, enabling researchers to generalize findings beyond the specific sample or setting. In the case hotel industry in the New Juaben Municipal, establishing causal relationships between HRM practices, JS, and OC can provide insights applicable to similar industries and contexts, contributing to broader knowledge.

Additionally, explanatory research design is particularly useful when addressing gaps in existing literature. If there is a lack of empirical evidence on the mediating role of JS in the relationship between HRM practices and OC in the G hotel industry, an explanatory design can provide much-needed insights to fill this gap. Therefore, an explanatory research design was the most appropriate choice for this study because it aligns with the research objectives of establishing causal relationships, testing hypotheses, conducting rigorous data analysis, offering practical implications, and addressing research gaps.

Population and Sampling Procedure

The study includes 208 employees working in the hotel industry, selected for their ability to provide valuable insights into the study. The participants consisted of both male and female employees within the hotel industry. Most participants hold educational qualifications ranging from WASSCE to higher degrees such as a Master's degree.

The participants' work experience varied, with the majority having between two to ten years in the hotel industry. The age range of respondents was mainly between less than 20 to 49 years, reflecting the active working-age population in the industry. The study included respondents from various levels, including managers, senior staff, and junior staff, to capture a comprehensive view of HRM practices across the organizational hierarchy.

The focus of the study is on HRM practices and OC within the hotel industry. However, guesthouses and budget hotels were excluded due to staffing limitations, and the study concentrated solely on one- to three-star hotels based on the classifications provided by the Ghana Tourism Authority (GTA, 2021) for hotels in the study area. Preliminary research conducted by the researcher suggests that most guesthouses and budget hotels in the municipalities are operated by their owners with a staff of fewer than two employees. This limited staffing situation hinder their ability to participate in the questionnaire because there were no proper HRM structures and policies.

According to the Ghana Hotel Association (GHA, 2021), there are a total of 21 licensed one- to three-star hotels in the New Juaben municipalities. For this study, the population involved all employees working in these hotels. Therefore, the target population comprised 433 hotel employees according to HR managers of the various hotel establishments. The choice to focus on the hotel industry in the New Juaben municipalities was due to the significant role that hotels play in the economic development of these areas. Hotels contribute significantly to job creation, attract tourists, and generate revenue for the local economy. Understanding the factors that impact OC among hotel employees, such as HRM practices and JS, can have a substantial influence on the success and competitiveness of hotels in these municipalities.

The simple random sampling technique was employed to select 208 employees from a targeted population of 433. The sample size at each level was determined using a census sampling, proportional sampling, and lottery sampling. Firstly, for the selection of hotel establishments, the census sampling technique was employed to include all 21 hotels classified by the GTA in the study area. This technique involves encompassing all subjects within a population and is particularly suitable for smaller populations (Stratton, 2021). Regarding the employees, a proportional sampling approach was used.

To determine the specific sample size of employees for each hotel, the size of the hotel within the population was divided by the total population and then multiplied by the expected sample size. This calculation was performed using the equation $n/N \times S$, where n represents the size of the hotel, N represents the population size, and S represents the sample size. Finally, within each hotel, the sample unit was selected using the simple random technique, specifically the lottery method. The researcher obtained the employees list from the HR records unit of each hotel establishment. Each employee in the sampling frame was assigned a unique identity number randomly. These identity numbers were placed in a box and thoroughly mixed. The researcher then randomly selected respondents until the desired sample size of 208 was achieved. The simple random sampling technique ensures that every element in the sampling frame has an equal chance of being chosen.

To determine the sample size, the Slovin (1973) formula, commonly used in social science research, was applied.

$n = \frac{N}{1+Ne2}$

n = sample, N = population, e = margin of error (5%)

$n = \frac{433}{1+433(0.05)2}$

n = 433 ÷ 2.0825

n = 207.92

n = 208

Therefore, the sample size for the study was 208 respondents.

The distribution of the population and sample size is represented in Table 1 below.

Table 1: Population and Sample Size Distribution

No	Name of establishment	Grade	Target population	Sample size
1	Capital View Hotel	3 star	70	34
2	Eastern Premier Hotel	3 star	56	27
3	Mac-Dic Royal Plaza Hotel	3 star	45	22
4	Bedtime Hotel	2 star	42	20
5	Canadian Dreams Hotel	2 star	19	9
6	Capital View Hotel - Annex	2 star	25	12
7	Dear Home Hotel	2 star	14	7
8	Empire Court Hotel	2 star	8	4
9	Freden Hotel	2 star	15	7
10	Koforidua Guest Hotel	2 star	16	8
11	Nasco Hotel	2 star	9	4
12	Tonyx Hotel, Suites and Spa	2 star	9	4
13	Filifaf Hotel	1 star	10	5
14	Kof - Royal Touch Hotel	1 star	12	5
15	Oyinka Hotel	1 star	10	5
16	Partners May Hotel	1 star	18	9
17	Safegold Hotel	1 star	12	6
18	Translinks Hotel	1 star	9	4
19	Marshals Lodge	1 star	10	5
20	Kingsville Guesthouse	1 star	9	4
21	Baca Guesthouse & Events Centre	1 star	15	7
Total			**433**	**208**

GTA (2021)

Instrument for Data Collection

To gather data from respondents, a structured questionnaire was developed. The questionnaire consists of five-point Likert scale questions, ranging from 1 (strongly disagree) to 5 (strongly agree). The structured questionnaire was considered the most suitable data collection instrument for this study because, it allows for efficient data collection from a large number of respondents (Sileyew, 2019). Furthermore, in the hotel industry, employees often have busy schedules, and it may be challenging to coordinate and conduct in-person interviews. The questionnaire allows respondents to independently read, comprehend, and respond to the questions at their convenience, eliminating the need for direct interaction. The structured questionnaire provides

standardized questions and response options for all respondents. This ensures consistency in data collection, making it easier to compare and analyse responses across participants. It also minimizes the potential for interviewer bias that could arise in interviews, where the interviewer's influence may affect responses. Respondents may feel more comfortable providing honest and unbiased responses when using a structured questionnaire, as it offers a level of anonymity. Participants are more likely to express their true opinions and experiences without fear of judgment or reprisal. This can lead to more accurate and reliable data regarding HRM practices, OC, and JS. The structured questionnaire simplifies the process of data coding and analysis. With standardized response options, data can be easily categorized, quantified, and entered into statistical software for further analysis. It facilitates the application of appropriate statistical techniques to examine relationships between variables and test hypotheses.

Measurement of Variables

The study used various scales to measure different aspects of the hotel industry. For recruitment, a 6-item scale created by Edgar et al. (2005) was used, with questions like "In my hotel, interviews were used during the recruitment process." The training section utilized a five-item scale from the same source, with a sample item such as "In my hotel, employees are trained and oriented properly once they join the hotel." Compensation was measured using a five-item scale originally developed by Malhotra et al. (2007) and validated by Newman et al. (2012), with an example item being "In my hotel, I am satisfied with the compensation I received for the work I do." Organisational commitment was assessed using a 9-item scale developed by Allen et al. (1990), and job satisfaction was measured using an 8-item scale developed by Hanaysha et al. (2016).

Data Collection Procedure

The researcher was granted ethical clearance by the UCCIRB (University Cape Coast Institutional Review Board). This document was presented to the hotel managers to allow the researcher to conduct the study. This served as a legal method of introduction to the sample respondents. The primary goal of the research was conveyed to the respondents while ensuring their anonymity and confidentiality. The questionnaires were self-administered by the researcher through the help of HR managers of their respective hotels. The respondents received the questionnaires in their departments and offices. This approach facilitated effective communication with all sampled respondents and enabled the researcher to provide further clarification where necessary.

Data Processing and Analysis

The analysis of the participants involved the application of both descriptive and inferential statistical techniques. The data was coded before entering it into statistical software for analysis. To minimize data entry errors, the researcher employed the double entry technique, which is a highly effective method, despite its potentially time-consuming nature. Structural equation modelling (PLS-SEM) was employed in the study. The decision to employ structural equation modelling was because the study aimed to examine the relationships between multiple variables of HRM practices and OC with, JS as the mediating variable. SEM allows for the examination of complex relationships by simultaneously assessing

direct and indirect effects, providing a comprehensive understanding of the interconnections among these variables. Also, SEM is well-suited for investigating mediating effects, as job satisfaction is hypothesized to mediate the relationship between HRM practices and OC. Furthermore, SEM enables the researcher to test the indirect effects and determine the extent to which job satisfaction mediates the relationship between HRM practices and OC. Hence, utilizing SEM in this research enhanced the understanding of the interplay between these variables.

RESULTS

Demographic Characteristics of Respondents

From Table 2, more than half of the respondents were females (58.2%). In terms of education, 31.7% and 20.2% respectively had completed senior high school and first degree respectively. Half of the respondents (50%) were between the ages of 20-29 years with most of them (79.3%) haven worked for up to five years.

Table 2: Demographic Characteristics of Respondents

Variables	Options	Frequency	Percentage (%)
Gender	Male	87	41.8
	Female	121	58.2
	Total	**208**	**100.0**
Highest qualification	PhD	00	0.0
	Masters	13	6.3
	First degree	42	20.2
	HND	30	14.4
	Diploma	29	13.9
	WASSCE	66	31.7
	Professional certificate	16	7.7
	Basic	10	4.8
	None	2	1.0
	Total	**208**	**100.0**
Working experience	Less than 2 years	87	41.8
	2- 5 years	78	37.5
	6 – 10 years	33	15.9
	Over 10 years	10	4.8
	Total	**208**	**100.0**

Age	Less than 20 years	17	8.2
	20 – 29 years	104	50.0
	30 – 29 years	64	30.8
	40 – 49 years	19	9.1
	Above 50 years	4	1.9
	Total	**208**	**100.0**
Position	Manager	18	8.7
	Senior staff	100	48.1
	Junior staff	90	43.3
	Total	**208**	**100.0**

Source: Author construct (2024)

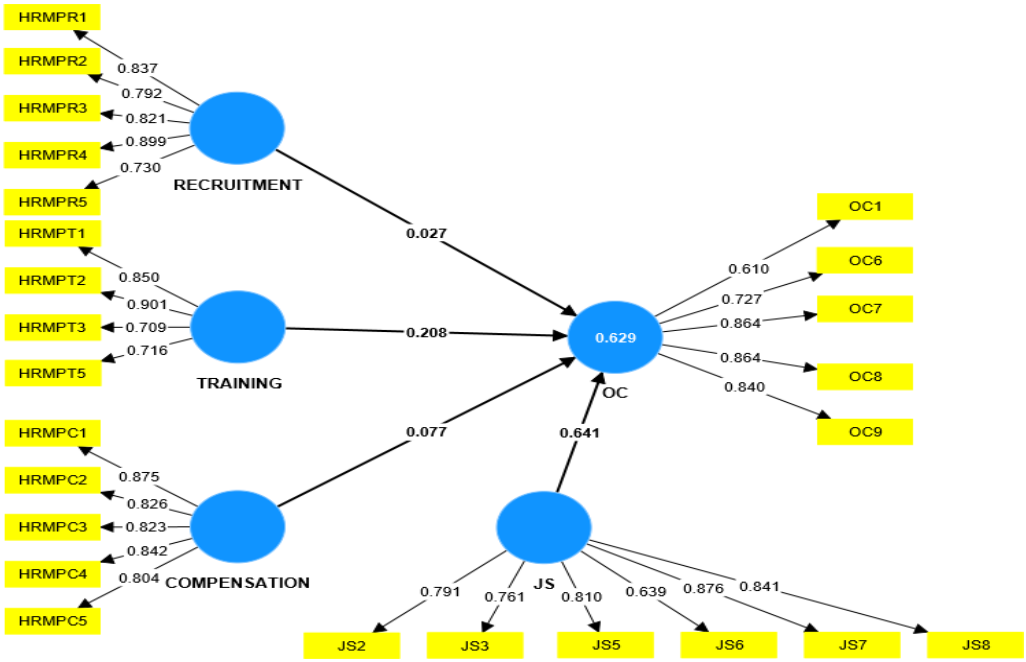

Figure 2: The Measurement Model

The results of the study in Table 3 demonstrate that the constructs used have high internal consistency and reliability, as indicated by Cronbach's Alpha values exceeding 0.7 and good composite reliability. The AVE values are also relatively high (>0.5), indicating good validity. The study confirms the robustness of both convergent and discriminant validity of its constructs, with no issues found in Table 4.

Table 3: Construct Reliability and Validity

	Cronbach's alpha	Composite reliability (rho a)	Composite reliability (rho c)	Average variance extracted (AVE)
Compensation	0.892	0.908	0.920	0.696
JS	0.878	0.891	0.908	0.624
OC	0.842	0.845	0.889	0.620
Recruitment	0.885	0.987	0.909	0.669
Training	0.805	0.819	0.874	0.637

Table 4: HTMT Ratio Result: Discriminant Validity

	Compensation	JS	OC	Recruitment	Training
Compensation					
JS	0.699				
OC	0.655	0.845			
Recruitment	0.077	0.109	0.082		
Training	0.589	0.387	0.557	0.080	

Table 5: Inner VIF Values

	VIP
Compensation -> OC	1.960
JS-> OC	1.653
Recruitment -> OC	1.024
Training -> OC	1.348

Table 6: Path Coefficient

Variable	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Compensation -> OC	0.479	0.474	0.055	8.729	0.000
Recruitment -> OC	0.062	0.077	0.064	0.971	0.332
Training -> OC	0.246	0.252	0.061	4.034	0.000

According to the results displayed in Table 6 of this study, it is evident that compensation plays a crucial role as a positive predictor of employee OC (T-statistic >8.729 and p<0.000). In other words, an increase of one unit in compensation scores results in a 0.474 increase in the OC levels of hotel employees.

Furthermore, Table 6 revealed that training also significantly contributes to the positive variation in employee OC among hotel employees (T-stat > 4.034 and p<0.000). It means that a one-unit increase in training scores leads to a 0.252 increase in employee OC among hotel employees. However, the results in Table 6 indicate that recruitment has no significant effect on employee OC. This suggests that recruitment does not contribute positively to significant variations in employee OC among hotel employees. The path coefficient is visually represented in Table 6.

Hypothesis Testing

The study examines the relationship between HRM practices (recruitment, training, and compensation) and organisational commitment within the hotel industry in the New Juaben Municipal.

Table 7: path coefficient (direct effect)

Path	Beta	STDEV	T statistics	P values	Hypothesis testing
Compensation -> OC	0.479	0.055	8.729	0.000	Supported
Recruitment -> OC	0.062	0.064	0.971	0.332	Not supported
Training -> OC	0.246	0.061	4.034	0.000	Supported

Effect of Recruitment on Organisational Commitment

The results in Table 7 indicate that, in the context of the hotel industry in Ghana, the relationship between recruitment and Organisational Commitment does not appear to be statistically significant. The p-value (0.332) is relatively high, indicating that there is no strong evidence to suggest a meaningful relationship between recruitment and OC among hotel employees.

Effect of Training on Organisational Commitment

Also, the result in Table 7 shows a statistically significant relationship between training and Organisational Commitment in the Ghanaian hotel industry. Employees who receive effective training tend to exhibit higher levels of commitment to their hotel. The low p-value (0.000) indicates that there is a significant positive effect of training on employee organisational commitment in the hotel industry.

Effect of Compensation on Organisational Commitment

Furthermore, the result in Table 8 above indicates a significant relationship between compensation and organisational commitment in the hotel industry of Ghana. Specifically, employees who perceive favourable compensation practices tend to have higher levels of organisational commitment. This significant relationship is justified with t-statistics greater than 8.729 and a p-value less than 0.05 (0.000).

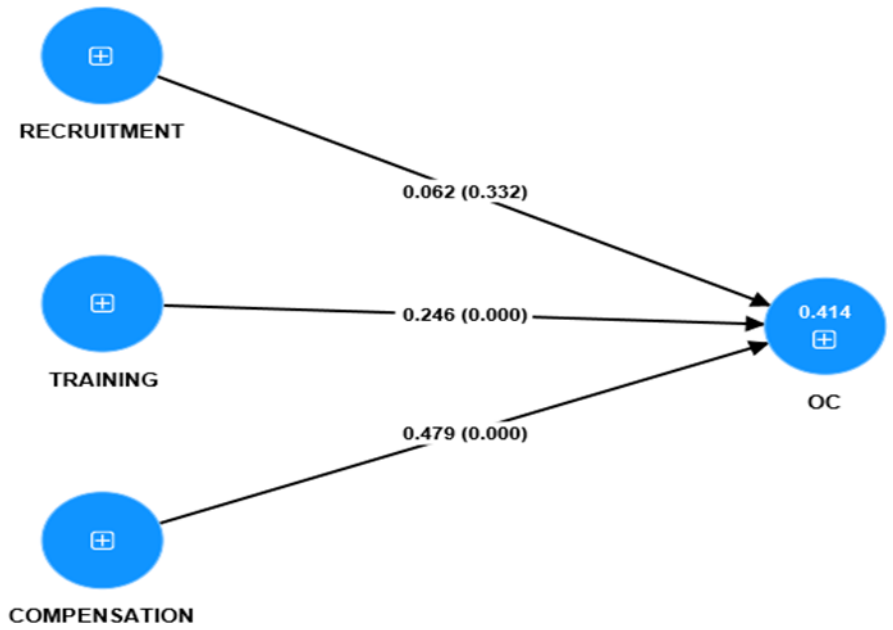

Figure 3: Structural model showing the effect of HRM practices on OC of hotel employees

Table 8: Mediation Analysis

Hypothesis	Indirect effect	P values Bootstrapping	LCI (2.5%)	UCI (97.5%)	Mediation
Training -> JS->OC	0.020	0.582	-0.052	0.089	Not supported
Compensation -> JS -> OC	0.383	0.000	0.286	0.486	supported
Recruitment -> JS -> OC	0.042	0.279	-0.050	0.111	Not supported

Mediating effect of job satisfaction on the relationship between recruitment and organisational commitment

In Table 8, the researcher hypothesized that recruitment would affect OC through its influence on JS. However, the analysis suggests that the indirect effect is not statistically significant, as the confidence interval includes zero. This implies that recruitment does not significantly affect OC through JS in the study as indicated by Preacher et al., (2004) method. This method was employed in this study for its robustness and accuracy, particularly due to its use of the bootstrap method for estimating confidence intervals. This approach offers greater statistical power and does not assume normality in the sampling distribution, making it more reliable, especially in studies with smaller sample sizes like this. Unlike traditional methods like the Sobel test, which can be limited by low statistical power and assumptions of normality, Preacher et al.'s method provides more precise estimations of indirect effects. The widespread use and empirical validation in various research fields further underscore its reliability. This result is consistent with the idea that while the recruitment process can contribute to initial JS, its long-term impact on OC may be less pronounced (Aboramadan

et al., 2020). Other organisational factors and job experiences can play a more substantial role in shaping commitment over time as emphasized by (Elrehail et al., (2019).

Mediating effect of job satisfaction on the relationship between training and organisational commitment

In this hypothesis, the study expected that training would influence OC through its effect on JS. However, the analysis shows that the indirect effect (the influence of training on OC through JS) is not statistically significant. The confidence interval includes zero, suggesting that training does not affect OC through its effect on JS according to Preacher et al., (2004) method. This finding is in line with the literature that suggests that the relationship between training and OC is often more complex (Albrecht & Marty, 2020). While training can enhance JS by improving employees' skills and confidence, it may not be the sole determinant of OC. Other factors, such as workplace culture, leadership, and job roles, can also play significant roles in influencing OC (Akdere & Egan, 2020; Baruch et al., 2019).

Mediating effect of job satisfaction on the relationship between compensation and organisational commitment

In hypothesis 6, the researcher posited that compensation would influence organisational commitment through its effect on job satisfaction. The analysis in Table 9 indicates a statistically significant indirect effect, with a substantial p-value (0.000). The 95% confidence interval does not include zero, affirming that compensation has an effect on OC through the mediation of JS. This finding aligns with extensive research highlighting the significance of compensation as a motivator that affects employee JS and subsequently OC (Adikoeswanto et al., 2020). Competitive compensation packages can enhance job satisfaction by meeting employees' financial needs and expectations, which, in turn, fosters their commitment to the organisation (Adil et al., 2020).

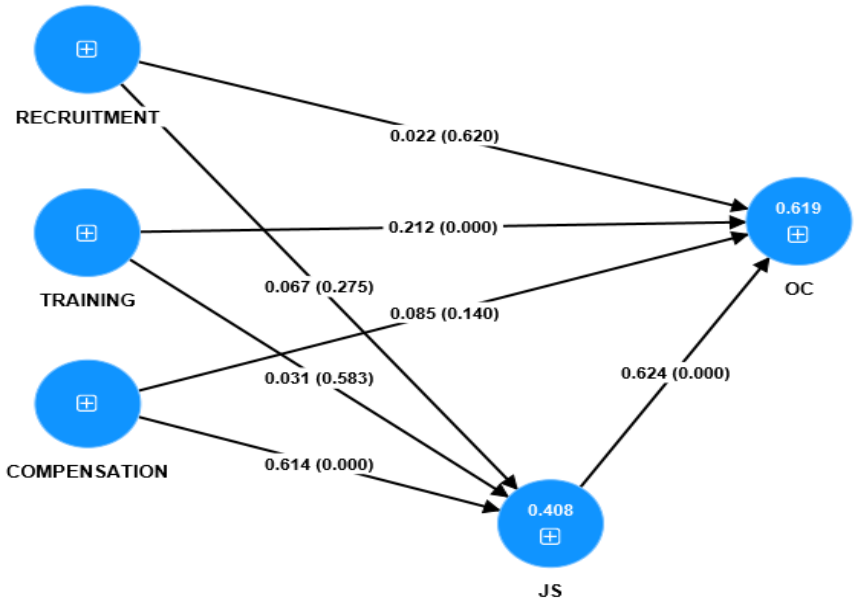

Figure 4: the mediating role of job satisfaction in the relationship between HRM practices and OC

Table 9: Confirmatory Factor Loading

	Compensation	JS	OC	Recruitment	Training
HRMPC1	0.876				
HRMPC2	0.826				
HRMPC3	0.823				
HRMPC4	0.842				
HRMPC5	0.804				
HRMPR1				0.838	
HRMPR2				0.789	
HRMPR3				0.824	
HRMPR4				0.899	
HRMPR5				0.734	
HRMPT1					0.848
HRMPT2					0.900
HRMPT3					0.713
HRMPT5					0.716
JS2		0.792			
JS3		0.762			
JS5		0.809			
JS6		0.638			
JS7		0.876			
JS8		0.840			
OC1			0.637		
OC6			0.709		
OC7			0.862		
OC8			0.861		
OC9			0.839		

The assessment of the measurement model involved performing confirmatory factor analysis (CFA) and eliminating items with loadings below 0.7. The findings presented in Table 5 demonstrate that the majority of indicators surpassed the recommended 0.7 threshold for factor loadings, with the exceptions being JS6 and OC1. As a result, items with loadings below 0.7 (HRMPR6, HRMPT4, JS1, JS4, OC2, OC3, OC4, and OC5) were excluded to improve the reliability and validity of the constructs. This indicates that the factors successfully measure the intended constructs. A summary of the CFA results can be found in Table 9.

DISCUSSION

This research investigated HRM practices and OC in the hotel industry of Ghana: The mediating role of job satisfaction. The study was guided by three

main objectives, which were further broken down into six hypotheses. This section of the study delves into the hypotheses derived from the study objectives. Based on the results presented above, this section discusses the findings and implications derived from the study.

The findings which pertain to the relationship between recruitment and OC in the hotel industry of New Juaben Municipality, indicate that this relationship is not statistically significant. The p-value associated with this relationship is relatively high at 0.332, suggesting that there is insufficient evidence to support a meaningful relationship between recruitment and OC among hotel employees. This finding can be contextualized and linked to the existing literature on the recruitment process and its effect on OC. Recruitment, as described by Pham et al. (2020); Karim et al. (2021), and other HRM scholars, involves the systematic process of identifying, attracting, and hiring suitable individuals from the external labour market to fill vacant positions within an organisation. Therefore, the lack of HR managers within the hotel industry to identify, attract, and hire suitable individuals to fill vacant positions may lead to an insufficient relationship between recruitment and OC. Recruitment is a crucial HRM function and it should aim at ensuring that HR managers hire individuals who best fit the hotel setting with the requisite skills, qualifications, and attributes to achieve its objectives and ensure OC.

Also, effective recruitment strategies should aim to attract a diverse pool of qualified candidates through various channels such as job advertisements, social media, recruitment agencies, career fairs, and employee referrals to ensure a sufficient relationship between recruitment and OC. The goal is to create awareness among potential candidates who understand the hotel environment to apply for available positions. However, the finding that the relationship between recruitment and OC is not statistically significant suggests that merely hiring candidates through the recruitment process may not directly translate into higher levels of OC among hotel employees. This result highlights the importance of not only recruiting candidates with the right skills but also ensuring that they align with the hotel's values and culture.

The results indicate a statistically significant relationship between training and OC within the New Juaben Municipality hotel industry (p-value = 0.000). This finding supports Rahayu et al., (2019) assertion that training programs play a critical role in enhancing employee skills, knowledge, and overall OC. Such programs are shown to contribute to increased commitment across various dimensions, ultimately leading to a more engaged and loyal workforce. Training programs that emphasize skill enhancement, tend to result in higher job satisfaction leading to OC. When employees feel more competent in their roles, it is likely to lead to higher levels of affective commitment, with employees becoming more attached to their jobs and the hotel due to a sense of achievement and personal growth. Additionally, training initiatives that offer opportunities for career advancement and progression can significantly influence employees' commitment levels. Employees who have a clear path for experience within the hotel through training may develop stronger continuance commitment, as leaving the hotel might entail the loss of these advancement opportunities.

The results revealed a statistically significant relationship between compensation and OC in the New Juaben Municipality hotel industry (p-value = 0.000). Compensation, encompassing both financial and non-financial rewards, holds a complex and

multifaceted relationship with OC. Employees' perceptions of the fairness and adequacy of their compensation significantly impact their commitment to the hotel. When employees believe they are fairly compensated, they are more likely to develop higher levels of OC. Conversely, perceived inequity or underpayment can lead to reduced commitment and feelings of resentment, underscoring the importance of fair compensation practices. In the Ghanaian hotel industry, economic factors, such as inflation and cost of living, also influence how employees perceive their compensation. In challenging economic conditions, employees feel less committed if they perceive that their compensation is not keeping up with their needs. Moreover, hotel managers must involve employees in the allocation of compensation and rewards to create a strong sense of satisfaction, leading to increased OC at work. When employees are allowed to provide input on rewards and recognition, it further strengthens the positive relationship between compensation and OC.

The mediation analysis using Preacher et al., (2004) method examined the specific relationship between recruitment and OC within the hotel industry of the New Juaben Municipality. The study aimed to determine whether JS played a mediating role in this relationship. The results indicated that the indirect effect of recruitment on OC through JS was not statistically significant, as the confidence interval included zero (Preacher et al., 2004). This implies that in the Ghanaian hotel industry, recruitment does not significantly influence OC through JS. This finding suggests that while recruitment may contribute to initial JS among employees, it does not have a substantial long-term impact on employees' commitment to the hotel. The lack of significant mediation between recruitment, JS, and OC underscores the complexity of these relationships within the hotel industry of Ghana. It implies that factors beyond the recruitment process play a more significant role in shaping employees' long-term commitment to their hotels. These findings emphasize the need for the hotel industry to adopt a more comprehensive approach to employee management beyond the recruitment phase. While recruitment is a crucial initial step, long-term OC is influenced by various other factors, such as leadership, values, hotel culture, career development, and work experiences. Therefore, hotels should consider these factors to maintain and enhance employee commitment over time.

In the hotel industry of the New Juaben Municipality, the study aimed to explore the mediating role of job satisfaction in the relationship between training and OC. The study tested the hypothesis that training would impact OC through its influence on JS. However, the results indicated that the indirect effect, representing the influence of training on OC through JS, was not statistically significant. This means that training does not significantly affect organisational commitment through its impact on JS as indicated by Preacher et al., (2004) method for determining mediation. This finding can speculate the absence or ineffective implementation of Herzberg's Two-Factor theory within the study area which centres on elements that impact JS and dissatisfaction within the workplace may cause JS insignificant relationship between training and OC. The theory posits the existence of two distinct sets of factors that influence employee motivation and job satisfaction: hygiene factors and motivators. Hygiene factors pertain to the work environment and involve elements like salary, benefits, working conditions, and organisational policies while motivators are inherent to the work itself and include aspects like recognition,

accomplishment, growth prospects, and responsibility suggesting that the relationship between training and OC is multifaceted and influenced by various factors beyond JS.

Hypothesis 6 posited that compensation would influence OC through its impact on JS. The analysis revealed that there is indeed a statistically significant indirect effect, supported by a low p-value of 0.000 and a confidence interval (CI) that does not include zero (0.286 to 0.486). This finding suggests that compensation plays a significant role in influencing OC through the mediation role of JS. This result aligns with existing research in the field of HRM and organisational commitment. Compensation, including competitive salary and benefits packages, has long been recognized as a crucial factor that affects employee JS. When employees perceive that they are fairly compensated for their efforts and contributions, it positively impacts their JS. This, in turn, fosters a stronger commitment to the hotel.

The implications of this mediation analysis are profound for the hotel industry in the New Juaben Municipality. It emphasizes the importance of offering competitive and equitable compensation packages to employees in the sector. A well-structured compensation strategy that ensures fairness and minimizes pay disparities can positively influence job satisfaction. Moreover, this finding emphasizes the interconnected nature of HRM practices, JS, and OC. In the context of the hotel industry in the New Juaben Municipality, where employee turnover and JS are critical concerns, hotels should focus on not only providing competitive compensation but also ensuring that their compensation policies are transparent and aligned with employee expectations.

In this study, the result analysis indicates that compensation significantly influences OC through the mediating role of JS in the hotel industry of the New Juaben Municipality. This finding highlights the importance of adopting effective compensation strategies and policies to enhance JS, ultimately leading to higher levels of OC. This aligns with the broader literature on HRM practices, job satisfaction, and organisational commitment, emphasizing the critical role compensation plays in fostering a committed and satisfied workforce within the hotel industry.

CONCLUSIONS

Regarding hypothesis 1 which answers research objective one, the study finding indicated that there is no statistically significant relationship between recruitment and OC in the Ghanaian hotel industry. This study concludes that while recruitment is undoubtedly a vital aspect of HRM practice, it may not be the primary driver of OC among hotel employees in the New Juaben Municipality. In essence, merely attracting and hiring candidates through the recruitment process may not directly translate into higher levels of commitment within the hotel industry. This emphasizes the need for a more holistic approach to HRM strategies, where other factors beyond recruitment play a significant role in shaping long-term commitment. Also, the study strongly supports the hypothesis that training programs have a substantial positive impact on OC in the Ghanaian hotel industry. The study concludes that effective training initiatives contribute to higher OC levels among employees. Therefore, training enhances skills, knowledge, and confidence, leading to increased JS and career advancement opportunities. Additionally, the study concluded that when employees perceive that their hotel invests in their professional growth through training, it fosters a sense

of loyalty and commitment. Therefore, the findings emphasize the pivotal role of training programs in creating a more engaged and committed hotel workforce. Furthermore, the study unequivocally supports the hypothesis that compensation practices significantly influence OC in the New Juaben Municipality hotel industry. This study concludes that compensation, which includes financial and non-financial rewards, plays a multifaceted role in shaping employees' commitment levels. When employees perceive that they are fairly compensated and provided with competitive salary and benefits packages, it positively impacts their JS. This, in turn, fosters higher levels of OC. Therefore, the finding highlighted the importance of fair compensation practices, transparent compensation structures, and non-financial rewards in creating a sense of financial security, value, and satisfaction among hotel employees, all contributing to OC.

Practical Implications

The study proposes several implications for hotel management and owners to enhance employee commitment and job satisfaction. Firstly, the study suggests using behavioural interviews to evaluate candidates for their alignment with the hotel's values and culture, as well as their skills, to ensure long-term commitment. Additionally, it recommends developing a comprehensive onboarding process that introduces new employees to the hotel's values, mission, and culture to create a sense of belonging from the beginning. Secondly, the study advises tailoring training programs to align with individual career goals and organizational objectives, providing opportunities for skill acquisition and advancement within the hotel. It also suggests establishing feedback mechanisms within training programs and investing in leadership development programs for managers and supervisors to foster a positive workplace culture and enhance employee organizational commitment.

Furthermore, the study suggests implementing a total rewards approach to compensation, including competitive salaries, benefits such as health coverage and retirement plans, and performance-based bonuses. It emphasizes clear communication of rewards and transparency in compensation policies to contribute to perceived fairness and job satisfaction among employees. Finally, the study recommends regularly soliciting feedback from employees through surveys or one-on-one discussions to gauge job satisfaction, address concerns, and implement recognition and rewards programs to celebrate employee achievements. These actions are seen as significant contributors to enhancing job satisfaction and reinforcing a sense of commitment among employees.

Limitations and Suggestions for Further Research

This study focused on three HRM practices namely: recruitment, training, and compensation. While many HRM practices influence organizational commitment, this study focuses on recruitment, training, and compensation because these areas are directly linked to the most pressing challenges in the New Juaben Municipality hotel industry. Hence, the study recommends that further research could investigate the effect of other HRM practices, such as performance appraisal, employee engagement initiatives, and talent management, on OC within the New Juaben Municipality hotel industry. Also, the study adopted the quantitative research approach to examine the relationship between variables, the study recommends future researchers complement quantitative research with qualitative studies to gain

deeper insights into employees' perceptions and experiences related to HRM practices and their influence on OC and if possible, conduct longitudinal studies to track changes in OC over time in response to various HRM practices. This could involve assessing how employees' commitment levels change as they progress through their careers within the hotel industry to enhance the degree of generalizability.

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