

**THE MEDIATING EFFECT OF THE EMPLOYEE COMMITMENT ON
THE RELATIONSHIP BETWEEN RECRUITMENT PROCESS AND
ORGANIZATIONAL PERFORMANCE IN UAE ORGANISATIONS**

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DEDICATION

Dedicated to my father and my mother, who has always been my epitome of love and strength and continue to pray for my future success and happiness. Dedication extends to my family, who have supported me emotionally and spiritually through all phases of my life. My dedication extends to all my brothers, sisters, and friends who support me during my journey.



ABSTRACT

The UAE employment market has a higher rate of turnover; besides some studies revealed that the recruitment process is slow and weakly prepared. The high rate of turnover can negatively affect the organizations' performance in the UAE; therefore, revealing the causes can contribute to overcoming the problem and avoiding the weak recruitment practices, which will improve the performance and strengthen the UAE economy. Therefore, this study is an empirical examination by surveying the 34 companies of the Fujairah National Group (FNG) to examine the mediating role of employee commitment on the relationship between the recruitment process and organizational performance. Social exchange theory (SET) assumes that encouragement activities undertaken between an organization and its employees generate organizational commitment. The proposed conceptual model has the recruitment process as the independent variables, employees' commitment as the mediating variable, and organizational performance as the dependent variables. The quantitative research approach has been used, and the study applied a cross-sectional survey method; and the unit of analysis of this study is the companies of the Fujairah National Group (FNG), which includes 34 working companies. The population of the study is the employees who involve in the recruitment and selection process in all companies. This includes human resource employees, besides supervisors, managers, and senior managers in all departments, and the estimated population is 1075. The technique used for this study is quota sampling because the population is classified into nine different quotas. The face-to-face direct collection is applied by visiting the target companies and asks the available participants on the chosen companies to fill up a printed copy of the questionnaire. The final valid data set has 366 respondents. The proposed model of this particular study has four regression models, in which 15 relationships are tested by using the significance level value with the path coefficient analysis. Overall, 12 hypotheses are accepted, and three are rejected. The three rejected hypotheses are related to the variable job analysis. Future work is advised to explore why the job analysis is not an antecedent of organizational performance in the UAE.

ABSTRAK

Pasaran pekerjaan UAE mempunyai kadar pusing ganti yang lebih tinggi; selain beberapa kajian mendedahkan bahawa proses pengambilan pekerja adalah lambat dan kurang bersedia. Kadar pusing ganti yang tinggi boleh menjejaskan prestasi organisasi di UAE secara negatif; oleh itu, mendedahkan punca boleh menyumbang kepada mengatasi masalah dan mengelakkan amalan pengambilan yang lemah, yang akan meningkatkan prestasi dan mengukuhkan ekonomi UAE. Oleh itu, kajian ini merupakan pemeriksaan empirikal dengan meninjau 34 syarikat Fujairah National Group (FNG) untuk mengkaji peranan pengantara komitmen pekerja terhadap hubungan antara proses pengambilan dan prestasi organisasi. Teori pertukaran sosial (SET) menganggap bahawa aktiviti galakan yang dilakukan antara organisasi dan pekerjanya menghasilkan komitmen organisasi. Proses pengambilan pekerja yang betul akan menjadikan tempat kerja dalam keadaan lebih baik kerana amalan profesional HRM akan mendorong penyelesaian pekerja yang akan komited terhadap organisasi dan menyumbang kepada prestasi organisasi. Model konseptual yang dicadangkan mempunyai proses pengambilan sebagai pemboleh ubah bebas, komitmen pekerja sebagai pemboleh ubah pengantara, dan prestasi organisasi sebagai pemboleh ubah bersandar. Pendekatan penyelidikan kuantitatif telah digunakan dan kajian ini menggunakan kaedah tinjauan keratan rentas dan unit analisis kajian ini adalah syarikat Fujairah National Group (FNG), yang merangkumi 34 syarikat yang bekerja. Populasi kajian adalah pekerja yang terlibat dalam proses pengambilan dan pemilihan di semua syarikat. Ini termasuk pekerja sumber manusia, selain penyelia, pengurus, dan pengurus kanan di semua jabatan dan anggaran populasi adalah 1075. Teknik yang digunakan untuk kajian ini adalah pengambilan sampel kuota kerana populasi diklasifikasikan menjadi 9 kuota yang berbeza. Koleksi langsung tatap muka diterapkan dengan mengunjungi syarikat sasaran dan meminta peserta yang ada di syarikat terpilih untuk mengisi salinan soal selidik yang dicetak. Kumpulan data akhir yang sah mempunyai 366 responden. Model cadangan kajian ini mempunyai empat model regresi, di mana 15 hubungan diuji dengan menggunakan nilai aras keertian dengan analisis pekali jalan. Secara keseluruhan, 12 hipotesis diterima dan 3 ditolak. Ketiga-tiga hipotesis yang ditolak adalah berkaitan dengan analisis pekerjaan yang berubah-ubah. Kerja masa depan disarankan untuk meneroka mengapa analisis pekerjaan bukan anteseden prestasi.

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LIST OF ABBREVIATIONS AND ACRONYMS

UAE	-	United Arab Emirates
HRM	-	Human Resource Management
ERG	-	Existence, Relatedness, Growth
USA	-	United State of America
UNDP	-	United Nations development Program
UM	-	University Malaya
IIUM	-	International Islamic University Malaysia
EFA	-	Exploratory Factor Analysis
DV	-	Dependent Variable
IV	-	Independent Variable
KMO	-	Kaiser- Meyer-Olkin
AVE	-	Average Variance Extracted
MSA	-	Measure of Sampling Adequacy
DF	-	Degree of Freedom
CR	-	Critical Ratio



PT TAAUTHM
PERPUSTAKAAN TUNKU TUN AMINAH

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PTTA UTHM
PERPUSTAKAAN TUNKU TUN AMINAH

CHAPTER 1

INTRODUCTION

1.1 Introduction

The United Arab Emirates is one of the leading countries in implementing professional managerial practices in the organizations (Al Aina & Atan, 2020). The federal government has special interest in the organizations performance for its importance to the economy and the society development (Al-Dhaafri & Alosani, 2021). For instance, the SMEs in Dubai employes 42% of the workforce and contributing around 40% to the GDP. The UAE Government has an motivation to enhance the contribution and performance of the organizations in all sectors including public, private, and non-profit (Eshtrefi, 2021). In particular, the workforce in the UAE is unique, because the majority are not local. The majority of labor forces in the UAE are on a contract basis and hired for the projects and fired after a certain period. The total labor force of UAE is more than 4.5 million, out of which 85% of the workers are from abroad (UAE-NBS., 2014). As contracts are given to employees, the turnover rate of the employees is high as well (Quratulain *et al.*, 2018). Therefore, this study is an empirical study in the UAE context to explore the cause-effect relational framework between the different practices of recruitment process, the employees' commitment, and the organizational performance. This chapter begins with the background of the research topic that includes the basic information that is needed by the reader. Next, the research problem is illustrated to show the gaps from the previous studies. The next part presents the research objectives shadowed by the raised research questions. Furthermore, it addresses the scope and significance of the study, as well as the outlines for structure of the study and summary of the chapter, which is the last section of this chapter.

1.2 Background of the study

Market dynamism and growing competition have been the driving force of organizations to shift their focus from the effectiveness of manufacturing to a much wider notion of organizational and operational efficiency. This trend has increased the significance of human resource management in attaining competitive benefits in the marketplace (Burke, 2018). Human resource management has emerged as one of the strategic tools for sustainable organizational performance. Given the strategic role of human resource management, organizations are striving to recruit the key valuable human capital. Therefore, organizations are devising various strategies to recruit the most suitable employees to maintain the working performance and enhance the level of innovation. Evidently, key personnel are the important resources for an organization (Leroy *et al.*, 2018) and are the valuable assets for the organization (Guenole *et al.*, 2017). The key employees help the organization to achieve a competitive advantage (Singh *et al.*, 2019). Finding and keeping the very best employees will continue to be one of the most important (and most difficult) challenges business leaders will come up against in 2020. Hiring the best people is not a new idea, but it is one that continues to grow in importance. The current environment of low unemployment and high competition means HR teams must be on their effectiveness in recruiting the best and brightest people; they must also be strategic and consider ways the company can make employees want to stay (Bilan *et al.*, 2020).

Recruitment is one of the most fundamental activities of the HR team. If the recruitment process is efficient, then the organization gets happier and more productive employees; attrition rate reduces, It builds a good workplace environment with good employee relationships, it results in the overall growth of the organization (Lasisi *et al.*, 2020). Employees are essential to every organization's operation because they generate value within the organization and develop organizational life and ethical climate (Guenole *et al.*, 2017), and they offer considerable benefits to the organizations. The recruitment process has gained main attention in the region of human resource management because each organization wishes to pick those staff who can perform their leading and effective part in organizational mission accomplishment. For this reason, organizations invest a lot in recruitment and selection procedures (Anand *et al.*, 2018). Some organizations hire a third party just to manage their recruitment process (Sarode & Deore, 2017). Most often, organizations have a concern

about how they can hire people based on merit when they focus on highly subjective involvement in the recruitment process (Brierley, 2021).

Recruitment and selection play a crucial role in the shaping of an organization's effectiveness and performance, ensuring workers' performance and positive organizational outcomes. Recruitment of workers occurs not just to replace outgoing employees or add to the workforce but is also aimed at filling positions with people who can perform at a higher level and commitment. Being the primary mode of attracting quality applicants by organizations, the recognition of recruitment is so wide that manufacturing companies seek to have a competitive advantage over their competitors. This is a means of responding to the shift in the conditions of the labor market

Concisely, the recruitment process has a significant role in organizational performance (Rana & Malik, 2017). Organizational performance can be of different types (Locke, 1970), such as job performance, financial performance, and operational performance. Each type of organizational performance is necessary for an organization to sustain itself in a highly competitive environment (Muthuveloo *et al.*, 2017), and the recruitment process is important for each type of organizational performance. The recruitment process also has different dimensions that include the job description, job evaluation, and job analysis, and every step has linked with the other step. For example, a well-defined job description helps the HR managers to judge the applicant skills based on the job requirements (H. H. Chen *et al.*, 2014). While; job evaluation is the criteria to determine the employees' performance whether these employees are performing excellent or not (Pawirosumarto *et al.*, 2017). Similarly, job analysis is also important to place the right person at the right place (Morgeson *et al.*, 2019). Prior studies have shown that an effective recruitment process helps the managers to manage the organizational performance and achieve the organizational goals (Abubakar *et al.*, 2019). Therefore, with the help of the recruitment process, the managers are well versed with the approach of professionalization while selecting the employees. Numerous studies have noted a positive relationship between the recruitment process and organizational performance (Fathin *et al.*, 2019).

Specifically, the United Arab Emirates is a fast-developing country in many aspects of industry and services, where organizational performance is to be considered as one of the key success factors for the organizations. With Expo 2020 on the horizon for Dubai, Abu Dhabi and other Emirates are expecting to outperform in the mid-term.

However, UAE has become the business hub, and numerous organizations from different industries such as retail industry, tourism, apparel and home textile, information technology, electronics, and real estate have started the business in UAE (Delgado, 2016). Due to globalization and internationalization, many multinational firms are available in the market, and the intensity of competition is high in the dynamic environment of the UAE. In this dynamic environment, organizational survival highly depends upon efficient human resource management (Perovic, 2019). The organizations are highly concerned about how to manage and enhance their organizational performance in such a competitive environment. Therefore, this study is proposing here for these organizations that efficient and effective employees can play their role to generate the high quality of product and services to increase the organizational performance. This study is conducting to provide a solution to these organizations to enhance understanding of the factors which can lead to high performance. From the theory of organization and human resource management, we propose here that an efficient recruitment process can be helpful for organizations to improve their performance. The recruitment process can be designed in a way by which a maximum number of potential clients may get informed. The applicant may be able to compare the requirements and his/ her own abilities in an easy way (Shailashree & Shenoy, 2016).

In addition, the significance of employee commitment is quite evident if we consider previous research regarding the relationship between the commitment of employees and the performance of organizations (Nazir & Islam, 2017). Most often, it is necessary for every organization to hire employees who can work beyond their regular job description and perform extra roles as needed. Therefore, it is also the part of every organization to hire employees who possess the capabilities of multiple tasks and extra activities (Leroy *et al.*, 2018). Therefore, in today's globalization era and the rapidly changing working environment, job performance has become an important criterion to determine an organization's reputation, employees' job efficiency, and outcome.

In the same manner, the demand of the workplace is changing dynamically, as now, most often markets need high-quality services as well as products. In order to produce such services and products, employees need to be very high skillful and committed as business activity cannot be improved without the commitment of the employee. Without commitment, employees treat the job merely as a book activity

without doing anything extra. By this act, competitors can get a lot of competitive advantage in a highly dynamic market (Kotabe & Kothari, 2016). Therefore, the main purpose of this study was to determine the effect of the recruitment and selection process in the UAE organizations on the employee's commitment and their contribution towards the overall performance of the organization. The research would also assess the factors affecting employee commitment, its importance as well and the ways to build the commitment among employees. The recruitment and selection process are closely inter-related to the commitment and overall performance of the organization, so this study has to assess this concept as well in terms of commitment and performance. However, the aim of this research was to fill the gap in the literature, in particular approving the mediating effect of employee's commitment on the relationship between the recruitment process and organizational performance. Furthermore, this study proposes that an efficient recruitment process may increase the employee's commitment, such as affective, normative, and continuous commitment, and as a result, the employees are ready to achieve the organizational goals, which ultimately increase the organizational performance.

Effective recruitment means more than hiring the right person for the job. A fast and efficient recruitment process can reduce costs, enhance a company's reputation both from a market and candidate perspective, ensure that the very best talent is identified, engaged, and brought into the business, and assuring the harmony of the workforce and work environment (Dean, 2017). A lack of targeted talent management skills and demanding pressures from other parts of the business can mean that hiring managers are often left stuck with a situation in which the process becomes long, drawn-out, and disengaging (Wadewitz, 2020). In order to avoid the recruitment minefield, many organizations turn to specialist recruitment consultancies in order to not just expedite and take the stress out of the process but also to ensure that the recruitment process and selection will be transparent and assure the application of best practices hire the suitable employees and decrease the turnover process (Acikgoz, 2019).

1.3 Problem statement

In the dynamic environment of UAE, the organizations are facing a different type of issues. Firstly, the problem of these organizations is to survive in the competitive world. Due to this reason, organizational performance is an important indicator of

organizational survival. Because of the poor performance, many organizations fail, which causes the loss of investment and capital. It has been assumed that these failures are happening in the organizations due to the lack of employee commitment. Another cause of poor organizational performance is the traditional recruitment process adopted by many organizations. Therefore, to address these issues, this study was proposing the improvement in the recruitment process, which may ultimately influence the commitment and then the performance of employees.

Concisely, extensive research has been done to explore the determinants of organizational performance. Such as, Mutua (2019) has conducted a study on human capital and demonstrated that human capital has a positive effect on organizational performance. Inversely, Puni *et al.* (2016) have presumed that high turnover is the indicator of the poor performance of an organization. At the same time, Mira *et al.* (2019) have demonstrated that human resource practices influence organizational performance through the mediation of port supply chain integration. Likewise, Fu *et al.* (2019) have revealed that employees' high-performance work systems play an important role in organizational performance. In contrast, Ismail *et al.* (2019) have conducted a study in Kenya and demonstrated that the relationship between the HR practices and firm performance is moderate, d by management support. Kundu *et al.* (2019) have explained that diversity-focused HR practices are important factors for organizational performance. Hanci-Donmez & Karacay (2019) have also found that high-performance human resource practices are important for organizational performance.

Moreover, Adeyemi *et al.* (2015) have assessed the impact of recruitment and selection on the organizational performance of the banking staff, and a positive relationship was found between these variables. Significant results were found by Ekwoaba *et al.* (2015), who also have examined the relationship between the recruitment process and organizational performance. On the other hand, positive results were found between the recruitment process and organization performance by Karia *et al.* (2016); and Ntiamoah *et al.* (2014). In contrast, George & Slabbert (2014) have revealed that only the recruitment and selection process does not have a positive impact on organizational performance.

The impact of HRM practices including recruitment process on the employees' commitment, performance, and other measures are differ between countries such as USA, UK, Japan, South Korea and others. For instance; the recruitment and retention

in Japan emphasis on the college recruiting and long-term employment, in South Korea emphasis on the entry and mid-career recruiting, and in USA besides to UK are more flexible and emphasis on the specialist skills. In addition, the compensation and rewards practices are different as well; in Japan based on seniority and ability, but in USA and UK based on performance and job (Froese *et al.*, 2018). The employment market in the western countries is more attractive than the Japan and Korean; Japanese and Korean enterprises need to find ways to attract a sufficient number of highly and lowly skilled employees, in order to remain competitive in the long run. Homogenous societies, male-dominated cultures, centralized, unique, and ethnocentric management styles present a difficult starting point for Japanese and Korean companies to meet the demands of global talent (Froese *et al.*, 2018). In the UAE, the situation is different because the UAE is one of the world's fastest-growing economies and oil-rich countries that hosts more than five million labors from developed and developing countries. The majority of labor forces in the UAE are on a contract basis and hired for the projects and fired after a certain period. The total labor force of UAE is more than 4.5 million, out of which 85% of the workers are from abroad (UAE-NBS., 2014). As contracts are given to employees, the turnover rate of the employees is high as well (Quratulain *et al.*, 2018). Therefore, the unique features of the UAE labor force have been one of the reasons for low development in the recruitment processes and advancement in HR practices.

The UAE market is attractive to employees from all over the world but has a serious problem in the easy to transit from one company to another. A recent study in the UAE published by TFG (Tetragon Financial Group) Asset Management revealed in Dubai stated that the UAE hospitality industry experiences the highest turnover rates in the country. The study approximates the overall turnover within the sector to be between 25 percent and 30 percent per annum (Qasim, 2020). In another study in 2018, the findings show that 56% of employees in UAE would like to be working for a different employer within the next 12 months as compared to 38% in 2014 (Cherian *et al.*, 2021). However, in another report prepared by the recruitment firm Nadia's annual GCC Salary Report 2018-19, findings revealed that actual staff turnover was down from 11% to 8% in one year, with many employers starting to realize the value of building staff commitment (Guerra-Papellero, 2019). Alshanbri *et al.* (2015) conducted a study in the Nitagat group and provided an insight that improper recruitment and selection is the main reason for the high turnover in the UAE.

Therefore, different studies from different sources revealed that employees have a high intention to turnover, and the actual rate is higher than other countries. This facts provide and evidence for the importance of this study because the recruitment process could hire suitable staff, decrease the turnover, and increase performance.

Exactly, a large number of expatriates are working in the companies of UAE. So, there is a need to train and educate HR managers to understand the recruitment process and select employees who show a high degree of commitment to their organizations. It has been found that many HR managers are not able to measure employee's commitment during the recruitment and selection process (Waxin *et al.*, 2018). Additionally, the poor recruitment and selection process is affecting the commitment of the employees as well. Therefore, this study assumes that inefficient recruitment and selection of employees is one of the main issues that hinder the development of organizations because the recruitment process affects organizational performance in a direct relationship. The recruitment and selection process is also having an impact on organizational commitment as well. So, by using the social exchange theory, this study will examine the direct impact of the recruitment and selection process on organizational performance. Moreover, the mediation role of organizational commitment will be examined as well.

The inefficient recruitment process is one of the prime reasons for poor organizational performance in the UAE (Alsharari *et al.*, 2020). The informal recruitment process is being practiced in UAE organizations and particularly in the FNG group of UAEs. Despite one of the UAE's largest groups, FNG is striving to get the desired amount and quality of human capital. Earlier the recruitment process in UAE was mainly the job of recruitment agencies (Waxin *et al.*, 2018), but recently organizations in UAE are establishing their own HR departments, but still in many organizations, including FNG, the main function of the HR department is to predict the demand and supply of labor force and very little attention has been given on the up-gradation of HR practices particularly in the recruitment process. In addition, these studies also paid less attention to the role of commitment as a mediator between the relationship of the recruitment process and organizational performance. Therefore, this study has noted a gap of knowledge and tries to determine the effects of the recruitment process on the organizational performance in the UAE context based on social exchange theory. In addition, it tests the mediating role of commitment between the relationship of recruitment process and organizational performance. Specifically, this

study has conducted in UAE, where the organizations are facing the problem regarding their performance in competitive environment as UAE has become a business hub where majority of the international companies are offering their products and services. In these organizations, 85% workers are expatriates. This study has carried out in FNG group of UAEs, which is one of the largest and a well-diversified business groups in UAE (Alansaari *et al.*, 2019b).

From the previous discussions, we can conclude that UAE is an attractive environment for international business and international employees. Therefore, there is high competition between organizations. And performance becomes very important. 85% of employees are international and easy to transit from one employer to another. Therefore, high turnover reveals a commitment problem that caused low performance. Many organizations closed for that reason. In addition, many studies explore the impact of HRM practices on performance and commitment (such as incentives, structure, leadership, and empowerment). However, recruitment process factors have not been studied in the UAE context and few studies over the world.

1.4 Aim of the study

The aim of this study is to examine the mediating role of employee commitment (affective, normative, and continuous) on the relationship between the recruitment process (job description, job specification, job evaluation, and job analysis) and organizational performance in UAE organizations.

1.5 Research objectives

- 1) To determine the effect of the recruitment process (job description, job specification, job evaluation, and job analysis) on organizational performance.
- 2) To examine the effect of employee's commitment (affective, normative, and continuous) on organizational performance.
- 3) To assess the effect of the recruitment process (job description, job specification, job evaluation, and job analysis) on employee's commitment.

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