



Ben-Gurion University of the Negev
The Ben-Gurion Research Institute
The Center for Israel Studies



The "Journey to Poland" as a tool for strengthening organizational commitment

Conferences on Urban Challenges and Sustainable Technological Revolution

Dr. Tali Applboim-Hazan, Ben-Gurion University

Prof. Poria Yaniv, Ben-Gurion University

Prof. Raz Aviad, Ben-Gurion University

Examples of organizations participating in the journey to Poland

Public organizations			Business organizations		Non-profit organization
IDF	Israel Airports Authority	Police	Hapoalim Bank	Teva	Ben-Gurion University
Mossad	Israel Railways	Israel Prison Service	EL AL	Intel	College of Management

The journey includes three stages:

1. **Preparation (1-3 days)** - Includes a tour in a Holocaust Museum.
2. **The journeys (4-6 nights)** - Almost all journeys take place in Poland (a few organizations travel also to Prague or Budapest). The journey includes visit to Warsaw Ghetto, Treblinka, the Auschwitz death camp, and more.
3. **Close up meeting** - Discussing the meaning of the journey, viewing the film of the delegation and distribution of souvenirs from the journey.



Ben Gurion University
preparatory day
2016



Israel Railways
Jewish cemetery
in Warsaw
2016



General director of the
Jewish National Fund
Close up meeting
2014

Background

Literature
review

purpose study

Methods

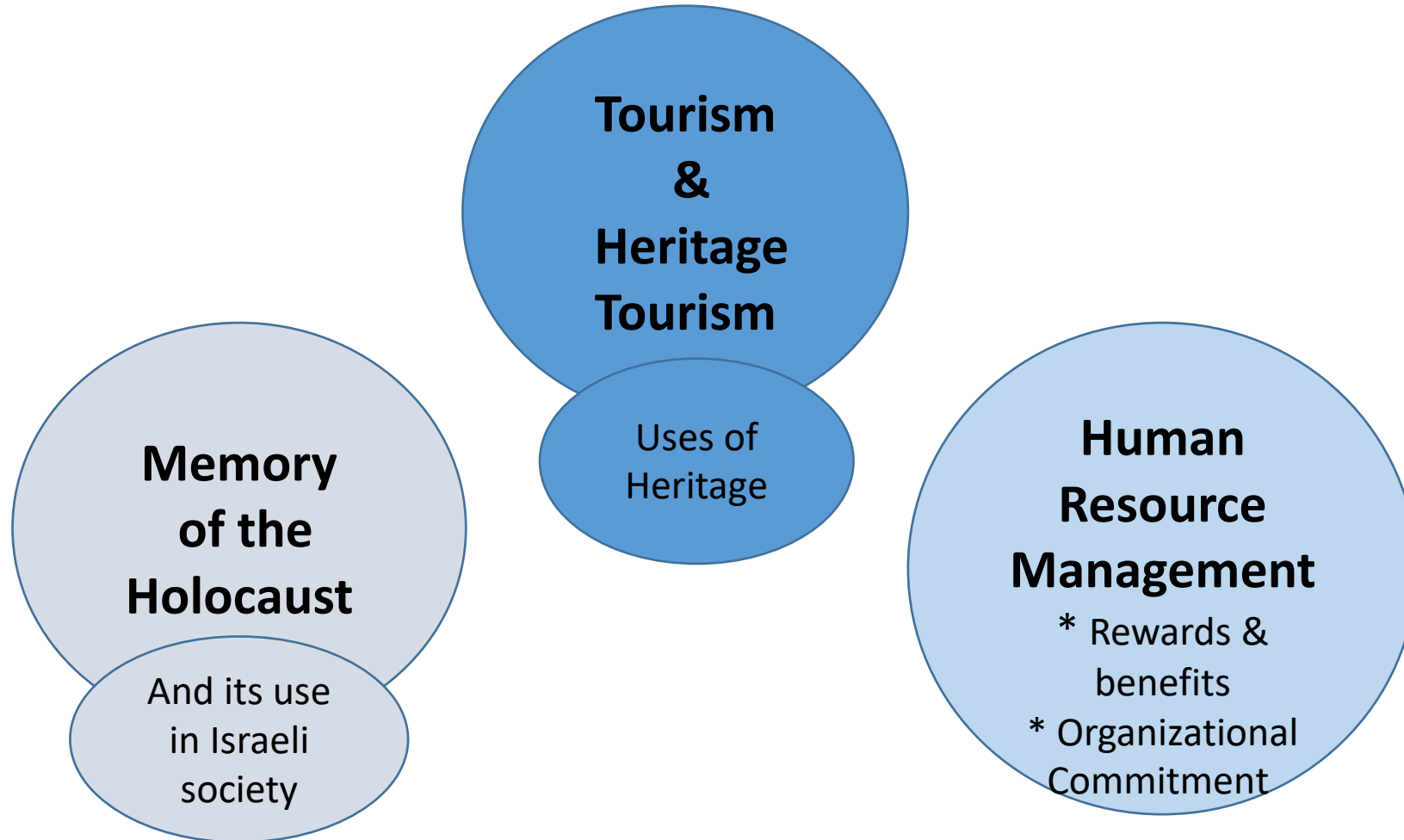
Findings

Contribution

Background - Organizations' journey to Poland

- Organizations usually fund one-third of the cost of the journey (\$400 per employee).
- The delegations usually consist of 40 employees.
- Sometimes a Holocaust survivor join and share with his personal story.
- Most of the members of the delegation are Jews, from all departments and ranks in the organization.
- In most organizations, the decision, who of the employees can join the Journey, is made by human resources managers based on indices such as: seniority in the organization, a "clean personal" portfolio and executive recommendations.

The body of knowledge relevant to this study



Background

Literature review

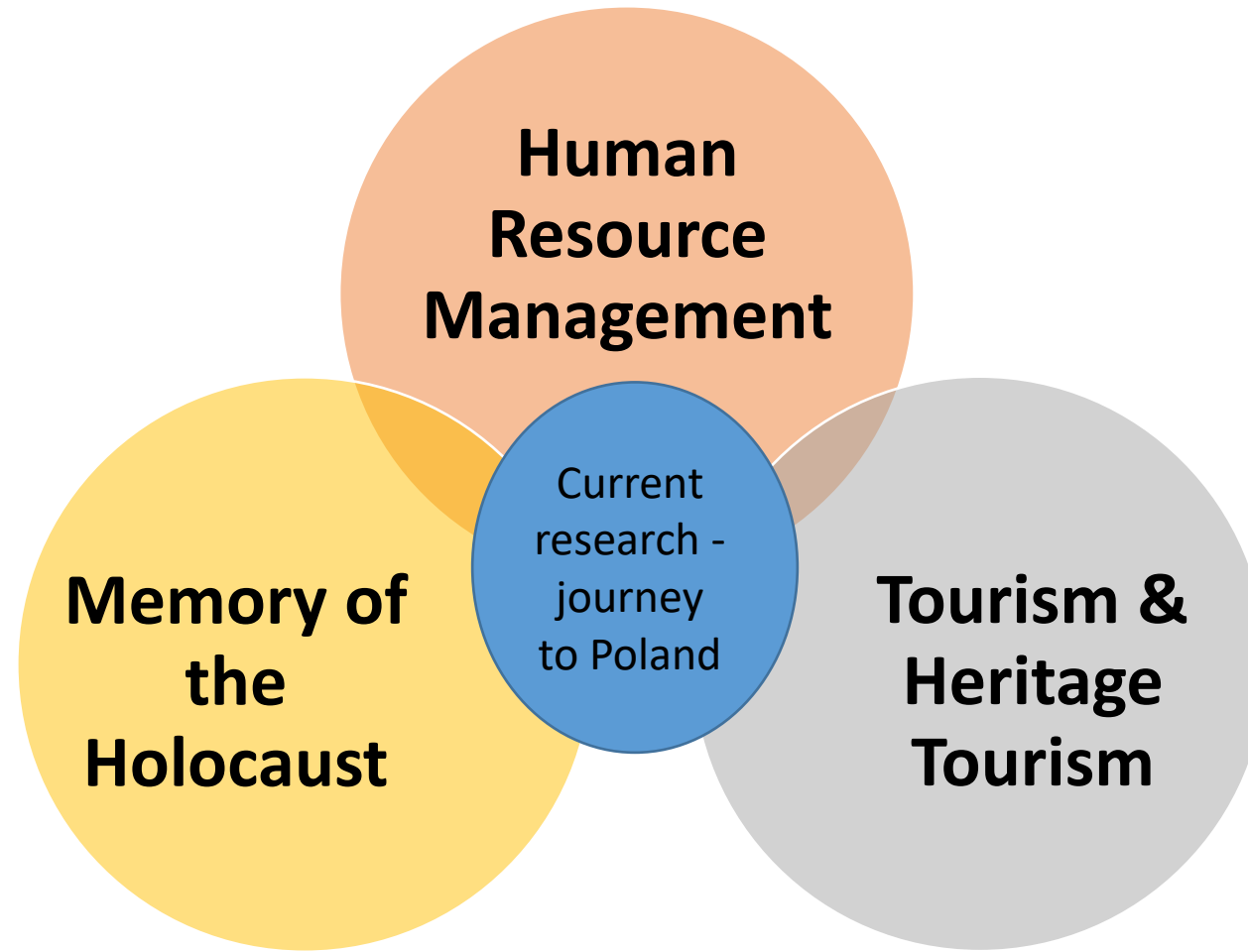
purpose study

Methods

Findings

Contribution

The body of knowledge relevant to this study



Background

Literature
review

purpose study

Methods

Findings

Contribution

Definitions of Organizational commitments

Organizational commitments (Meyer & Allen, 1991)

- Affective Commitment
- Normative Commitment
- Continuance Commitment

Benefits of using heritage

- No literature was found on the impacts of tourism activity on employees.
- The research literature focused almost entirely on youth journey to Poland (Feldman, 2001, 2008).

Social Exchange Theory (Blau, 1964)

In light of this theory, participation in the Journey to Poland will be perceived as an investment of the organization (reward unrelated to the employee's role in the organization) ,thereby increasing their organizational commitment and citizenship.

Background

Literature review

purpose study

Methods

Findings

Contribution

The purpose of the study

Investigating the impacts of participation in heritage tourism activities on organizational commitments.

Background

Literature review

purpose study

Methods

Findings

Contribution

Research Method

Research strategy	Quantitative
Study population	Participants who participated in the journey
Sample size	304 employees
Research tool	A structured questionnaire using common and valid measurement scales
Sampling strategy and sampling process	The organizations - a non-probabilistic sampling (Purposeful sampling) Employees - random probability sampling (Random sampling)
Data collection	Preparation days / Close up meeting

Background

Literature review

purpose study

Method

Findings

Contribution

Findings - Organizational Commitments

Dimension	Before the journey		After the journey		df	t
	M	Std	M	Std		
Affective Commitment	3.38	0.51	3.48	0.47	302	-2.89**
Normative Commitment	3.32	0.46	3.44	0.45	301	-4.91***
Continuance Commitment	2.99	0.66	3.19	0.71	301	-3.29**
Organizational commitment	3.23	0.35	3.37	0.39	302	-5.66***

*** $p < 0.001$ ** $p < 0.01$

Background

Literature review

purpose study

Methods

Findings

Contribution

Contribution of research – Theoretical contribution



Background

Literature review

purpose study

Methods

Findings

Contribution

Theoretical contribution

- The study sheds light on a new type of benefit that (the use of heritage as a reward for employees) ignored in the heritage literature, however, "in the field" is extensively utilized (Beam & McFadden, 1996; Dressler, 2008).
- The research findings pave the way for further research on other possible impacts of the involvement of heritage tourism on employees (such as: motivation at work, stress and burnout at work, etc).

Practical Implications

Organizations can impact the performance of their employees by involving their employees in heritage tourism activities.

Background

Literature review

purpose study

Methods

Findings

Contribution

Thanks for listening!

Dr. Tali Applboim – Hazan
applboim@bgu.ac.il

<https://www.youtube.com/watch?v=elqQO26rWrY>