



NEAR EAST UNIVERSITY  
GRADUATE SCHOOL OF SOCIAL SCIENCES  
BUSINESS ADMINISTRATION PROGRAM

**HUMAN RESOURCE MANAGEMENT PRACTICES  
AND IT'S IMPACT ON EMPLOYEE ORGANIZATIONAL COMMITMENT  
AND EMPLOYEE INTENTION TO LEAVE**

**ISRAEL OCHIGBO**

MASTER'S THESIS

NICOSIA  
2019

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NICOSIA  
2019

## ACCEPTANCE/APPROVAL

We as the jury members certify the '**Human Resource Management Practices And It's Impact on Employee Organizational Commitment And Employee Intention to Leave**' prepared by the **ISRAEL OCHIGBO** defended on 20/01/2020 has been found satisfactory for the award of degree of Master

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## DECLARATION

I ISRAEL OCHIGBO hereby declare that this dissertation entitled 'Human Resource Management Practices and It's Impact on Employee Organizational Commitment and Employee Intention to Leave' has been prepared myself under the guidance and supervision of 'Prof. Dr. Şerife Zihni EYÜPOĞLU' in partial fulfilment of the Near East University, Graduate School of Social Sciences regulations and does not to the best of my knowledge breach and Law of Copyrights and has been tested for plagiarism and a copy of the result can be found in the Thesis.

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## **DEDICATION**

I dedicate this thesis to my parents, Dr. & Mrs. Ochigbo.

## **ACKNOWLEDGEMENTS**

First and foremost my profound gratitude goes to God Almighty for strength and wisdom in the completion of this thesis project.

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## **ABSTRACT**

### **HUMAN RESOURCE MANAGEMENT PRACTICES AND IT'S IMPACT ON EMPLOYEE ORGANIZATIONAL COMMITMENT AND EMPLOYEE INTENTION TO LEAVE**

This research was carried out to evaluate the dynamics that are inclusive in the relationship that exists between human resource management (HRM) practices and employee organizational commitment. The research also aims at evaluating the relationship between human resources management practices and also employee intention to leave the organization.

The target population for this study includes Nigerian employees in the civil service. At the time the study was conducted (2018-2019 Academic Year Spring Semester) there were a total of about 890,000 civil servants in Nigeria. According to this population, a sample size of 384 was discovered to be suitable.

The sample size of this research is made up of 200 employees. Cronbach alpha, Pearson correlation coefficient, descriptive statistics and also the multiple regression were utilized for different analysis in this research. Human resource management practices is the independent variable in this study. The human resource management (HRM) practices that are considered herein include; recruitment and selection, training and development, welfare activities, compensation and benefits and promotion and transfers. While the dependent variables in this research are; employee organizational commitment and employee intention to leave. The findings of this study reveal that human resource management (HRM) practices has a statistically significant positive relationship with employee organizational commitment. It also reveals that there exists a statistically significant positive relationship between human resource management (HRM) practices and employee intention to leave of the public sector organizations in Nigeria.

**Keywords:** Human Resource Management Practices, Employee Organizational Commitment, Employee Intention to Leave, Employee.

## ÖZ

### İNSAN KAYNAKLARI YÖNETİMİ UYGULAMALARI VE ÇALIŞAN ÖRGÜTSEL TAAHHÜT ÜZERİNE ETKİSİ VE ÇALIŞAN NİYETİ TERK ETMEK

Bu araştırma, insan kaynakları yönetimi (HRM) uygulamaları ile çalışan örgütsel bağlılığı arasındaki ilişkiyi kapsayıcı dinamikleri değerlendirmek için yapılmıştır. Araştırma aynı zamanda insan kaynakları yönetimi uygulamaları ve aynı zamanda çalışan amacı arasında ilişki organizasyonu terk değerlendirmek amaçlamaktadır. İkm uygulamaları ve bunun organizasyondaki çalışan bağlılığı üzerindeki etkisi hakkında çalışan algıları hakkında veriler toplanmıştır. Ayrıca, insan kaynakları yönetimi (İKM) uygulamaları ve çalışanların örgütten ayrılma niyeti üzerindeki etkisi ile ilgili olarak çalışanlardan toplanan veriler de toplanmıştır.

Bu çalışmanın hedef kitlesi, nijeryalı kamu hizmetlerini kapsamaktadır. Araştırmanın yapıldığı tarihte (2018-2019 Akademik Yılı Bahar Yarıyılı) Nijerya'da toplam 890.000 memur bulunmaktadır. Bu popülasyona göre, 384 örneklem büyüklüğünün uygun olduğu bulunmuştur. Örnek, memur olarak çalışan 200 çalışandan olundu. Cronbach alfa, Pearson korelasyon katsayısı, tanımlayıcı istatistikler ve ayrıca çoklu regresyon bu araştırmada farklı analizler için kullanılmıştır. İnsan kaynakları yönetimi uygulamaları bu çalışmada bağımsız değişkendir. Burada dikkate alınması gereken insan kaynakları yönetimi (HRM) uygulamaları şunlardır; işe alma ve seçme, eğitim ve geliştirme, sosyal yardım faaliyetleri, tazminat ve sosyal yardımlar ile terfi ve transferler. Bu araştırmada bağımlı değişkenler; çalışan örgütsel bağlılık ve çalışan niyeti terk etmek. Bu çalışmanın bulguları, insan kaynakları yönetimi (HRM) uygulamalarının çalışanların örgütsel bağlılığı ile istatistiksel olarak anlamlı olumlu bir ilişkisi olduğunu ortaya koymaktadır. Ayrıca, insan kaynakları yönetimi (HRM) uygulamaları ile Nijerya'daki kamu sektörü kuruluşlarının çalışma niyeti arasında istatistiksel olarak anlamlı bir olumsuz ilişki olduğunu ortaya koymaktadır.

**Anahtar Kelimeler:** İnsan Kaynakları Yönetimi Uygulamaları, Çalışanların Örgütsel Bağlılığı, Çalışanların Ayrılma Niyeti, Çalışan



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## ABBREVIATIONS

**HRM** : Human Resource Management

**OC** : Organizational Commitment

**IL** : Intention to Leave

**HPWS** : High performance work system

**OCQ** : Organizational commitment questionnaire

**POS** : Perceived Organizational support

**PSS** : Perceived supervisor support

## INTRODUCTION

Even though there has been quite a number of research and study carried out over the last 20 years with the goal of determining how commitment of employees in an organization is developed (Allen and Meyer, 1997), the impact and effect that human resource management practices stand to have on the level of employee commitment has not gathered as much recognition as deserved. Results from researches have shown that establishments and organizations can be influential in the commitment of employees especially through the practices of human resource management. Possibly, discoveries and findings also propose that the background and added advantage of the impact can also be realized by the manner at which those who are employed view such practices. For human resource management to be used in all effectiveness and facilitate commitment, a major requirement is a good comprehensive ability of the factors that these practices hinge on to wield influence on the commitment of the employee.

In previous times employers were majorly bothered in retaining their employed, in those times the type of commitment that was of much relevance said that those employed should look forward to remaining in the establishment and also stay in prepared state for diligence and hard work.

Literature that exists proposes that organizational commitment of employees in an organization and also intention to leave are both major relevant indicators of employee turnover (Griffeth and Hom, 1995; Hom, Griffeth and Gaertner, 2000). Specifically, employee intention to leave has been regarded as an antecedent because it shows forth the perceptions of employee and also evaluates alternatives in regards to job (Shore, Allen, and Griffeth, 2003; Griffeth, Mobley, Hand, and Meglino, 1979).

The relationship that exists between human resource management (HRM) practices and employee intention to leave an organization is critical because employees of an organization are seen as assets of great value to companies (Redman and Wilkinson, 2001). This means that the employee intent to leave the establishment can have an impact on its operations and effectiveness. In recent times, discovering skilled and talented workers in the labor market is

not that easy. Therefore, if any organization can reach for this height it has much advantage competitively in comparison to its competitors. This implies that managerial expertise and effectiveness is of much relevance in this regard. Organizations and establishments are able to retain, cater and manage those employed by setting up different human resource management practices (e.g., Boselie and Wiele van der 2002; Ferrat et al, 2005). These customs consist of the provision of development and training opportunities, setting in place proper job and performance appraisal systems, provision for compensation and bonuses and also good employee welfare.

### **Statement of the problem and purpose/ aim of the study**

This study is aimed at understanding how human resources management (HRM) practices affect commitment of employees in the organization. The study aims to also study how practices of human resource management influence the intention of employees to either exit or stay in the organization. For any organization to thrive employees must be committed to its progress and advancement. Certain factors play a role in ensuring that employees give their best to the organization. Managers and employers must be careful to setup these factors in place so as to ensure that employees stay committed to the organization. Some practices that are able to encourage and motivate employees which are considered in this study include training and development, compensation and bonuses, conditions of work and flexibility, promotions and transfers.

If employees are treated in the best way possible this will have a positive effect on their decision to either remain or leave the organization.

### **Significance of the study**

Management in any organization plays a crucial role in attaining objectives and goals. On the other hand, the role of employees cannot be underestimated as these goals will not be attained without hands on deck.

For organization goals to come to fulfilment both parties must be able to work cordially. There must be an understanding by management on the factors that motivate and propel employees to productivity.

Much of the responsibility lies on the management as they are front liners and drivers for attaining these objectives and goals.

One major reason employees from the public sector were selected for this research is the vast number of youths and citizens in the country that aspire to work with the government. By selecting employees from this sector, the mind and aspirations of a large populace can be captured in the selected sample size.

These study will reveal factors that lead to employee productivity from management. It will reveal information that can aid management in knowing and learning more of their employees which in turn will lead to more productivity. This knowledge is important especially with the increase in demand for quality management worldwide.

### **Research Questions**

This research is aimed at answering the following questions.

1. Do human resource management (HRM) practices have an effect on employee organizational commitment?
2. Do human resource management (HRM) practices have an influence on deterring employee intention to leave the organization?



## **CHAPTER 1**

### **A REVIEW OF THE LITERATURE**

In this chapter the literature review of human resource management practices, employee organizational commitment and employee intention to leave are provided.

#### **1.1 What is Human Resource Management?**

Human resources management can be defined as a system established in organizations with the aim of maximizing the performance of the employee while serving with the aim of attaining organizational goals and objectives. In other words, human resources is much more concerned with the management of individuals in an establishment, it focuses on the structures and policies that govern human resources management. The human resource management department in any organization is tasked with the responsibility of selection and recruitment of employees, development and training of organizational employees, welfare of employees, compensating and rewarding employees. Human relations is also armed with the responsibility of keeping relationships with other organizations, this implies that they aid in keeping a balance with the practices of the organizational practices and the regulations that arise from a general bargaining and laws of the government. (Ibrahim, 2009).

Human resource management is aimed solely at managing the necessities for the resources of humanity (not inevitably just the employees) to be allocated and offered. In it there is much insistence on monitoring, also the need to plan, control and not just solving problems or acting as middlemen. It can be spotted

out with managerial interests, it is an all-round managerial exercise and is a bit far-fetched from the labor force (Torrington and Hall, 1987).

For underpinning human resource management, individuals ought to be treated in dignity even while working and also that they are effective only necessities that are related to the job are provided. Underpinning human resources management is the belief that managing human resources is not different from any other area of management, also adopting the appropriate expertise and number of work force at the appropriate location is of much more relevance than tampering with individual's private activities.

In several of the much normative definitions and connotations studies have shown that there are some themes and matters that are obvious; this is seen in the suggestions that say that policies for the human resources ought to be related with business planning strategies and can also be utilized in the enforcement of a proper (and also adopted to switch or change) firm tradition or culture of the organizations, it also proves that resources for humanity are of immense value and offer an advantage in competition, also they suggest that the most can be gotten from it by similarly continuous policies that enhance organizational dedication and commitment which will then produce a drive for those who are employed to make flexible actions that favor the desires of the adaptive firm's quest which is after excellence.

The same way firms face inefficiencies at periods that they attempt to execute brand new strategies that have outmoded systems, they will also encounter difficulties when they try to make and legislate brand new strategies where there are improper human resource systems. A crucial task for the managers is to ensure that human resource systems such as appraisal, selection, development, and rewards are in line with each other, this must happen so that strategic objectives of the organization are reached (Devanna and Tichy; Fombrun, 1984).

Furthermore, taking a closer look at the definitions, there are two major points of emphasis which might not be really incompatible, they give an idea of what human resource management should stand for. Although they risk being stereotyped as being too simplified, they have been referred to as the 'hard'

model, which reflect a utilitarian instrumentalism, also a 'soft' model, that shows more reminiscence of 'developmental humanism' (Storey, 1987; Pettigrew and Hendry, 1990). The 'hard' calls for the attention human resource management's on how critical it is for its policies to be very much related with the systems and tasks with the strategy of the business, this is applicable in situations where such human resource management structures are useful in piloting the firm's objectives that are strategic as Fombrun et al., (1984) expresses. Definitions by Pettigrew and Hendry (1986), point to the fact that policies, practices and structures given by human resource managers are not just reasonably coherent with the objectives of the business, but can only reach set objectives while in alignment with these policies. From this point of view, the human resources which is the core of the manpower, plans and designs, can basically suggest that, all factors of production, which includes capital, land and costs should be engaged in the business, and not just a single resource. This will aid the business in transforming lifeless sources used in manufacturing to become gains and affluence (Fell and Tyson, 1986). Such perspective of the concept of 'resource' seem to affirm Hall and Torrington's descriptive-functional definition of human resource management, references to proper components necessary for manufacturing (skills & numbers) in its proper (least possible) price. In considering the structure, also, resources for human management seem to be passive (offered and also allocated) even beyond "sources of the emerging strength or energy is in whichever direction the firm choose and promote". (Fell and Tyson, 1986). In importance, the 'hard' model stresses the calculative, quantitative, and strategic areas in the business that manage the headcount resource in a rational path just like that of any economic source (Storey, 1987). The care and attention is primarily on human resource management.

On the other hand, the soft developmental humanism definition, although places emphasis on the necessity of combining the human resource policies with business aims and objectives, it views this as engaging and approaching employees as assets to the organization that should be valued. A solid advantage for the organization is employee dedication and commitment, flexibility, high standards of expertise and effectiveness (Guest, 1987).

Employees act as proactive and not just passive inputs in the production process; they have the capability to be developed, they are also worthy of trust and can collaborate and co-operate, goals are attained through involvement and choices that are well informed (Spector and Beer, 1985). Where the stress lies is in the process of stirring employees up towards dedication and commitment through communication, leadership and also motivation (Storey, 1987).

In most cases the normative statements include ingredients from both the soft and hard definitions. In a case where a firm chases after a strategy that encourages the production of goods and services inclusive of great value, in an industry driven by, where policies are created for the sole purpose of adding value, development is attained and not that of the management of assets (McKersie and Capelli, 1987), and employees (at least its major) are treated as much productive and are developed by establishing humanistic policies. It is shown in the expression of Pettigrew and Hendry (1986) and also of Spector and Beer (1985), Walton (1985) and by Guest (1987). But what happens to the firm that decides to be in competition in a labor intense, voluminous, industry with low cost that generates profits and gains by an increase in the market share making use of the cost leadership? For this type of organization the type of policies that might be most fitting to piloting the strategic aims are most probably to include catering for those employed as a variable input and also on an expense that can be brought to minimal. This is distant from the philosophy or idea in the, this is shown in the model of Spector and Beer (1985), Walton (1985) and also Guest (1987).

### **1.1.1 The Nature of Human Resource Management**

The peculiarity of human resource management practices are different and unique across researches (Boselie et al., 2005; Dyer and Reeves, 1995; Wall and Wood, 2007). To a degree this is shown in a variety of concepts of the basic and primary work system. The systems of work have been put together as 'high involvement' (Lawler, 1986), with information, that shares key features, also as 'high commitment' (De Menzies and Wood, 1998), with their

relevance of coming as a work system that its goal and objective is to point out the objectives of the company and also to motivate them to put in efforts towards the accomplishment of the set goals and objectives. Of recent, a high performance and effective work system approach has started to take over human resource management researches. This can be seen as a concept of activities that are interrelated in human resource, which are designed to see to it that those who are employed possess a vast scale and range of abilities and skills that are superior to norm, these are used in the attainment of organizational goals, and they also make provision for competitive advantage that can be sustained overtime (Way, 2002; Wall and Wood, 2002).

It seems that an agreement is beginning to surface on the scope of the highly functional work structure construct. Boswell and Wright (2002) have been able to point out three extensive categories of concepts of human resource management practices.

Firstly, has to do with the skills of the employee, with the activities of the human resource management geared towards bringing employees that are talented and also aimed at improving the skills of these employees.

The second has to do with motivation, that is the practice like performance or related pay which is aimed at stirring or encouraging high levels of work and labor.

The third has to do with utilizing programmes that empower which enable those employed to have influence and also have a voice. It seems there is a growing support empirically for the effect of human resource management's activities on the programmes which have been conceptualized in these path (Combs, 2006). Human resource activities can also be seen as non-dependent bundles, so much that the utilization of one human resource activity will most times lead to the addition of the others, which includes performance-contingent compensations and also appraisal of operations.

Suggestions exists that personal employee-rated measurements for human resource management might be better indicators and make better predictions of employees behavioral or attitudinal results than are the employer/managerial level human resource management measurement

(Geare and Edgar, 2005; Wang and Khilji, 2006). Human resource management gives account for a significant level of variations in attitudes of the employee can be pointed to the commonality of bias in the different methods. Moreover, there are some authors who have discovered some little and small distinctions between the ratings of a manager and the ratings of the employee in regards to making measurement for the impact that human resource management on the behavioral results and also outcomes (for example Takeuchi et al., 2007). In this particular research, because of the need to reduce the concerns for the common bias methods, a human resource manager rating of human resource practices is utilized with analysis at work place.

In many instances, studies and researches on the effect that human resource management tend to give much attention and time to a particular analysis level, on many occasions at the organizational stage (Combs, 2006), although with a fast rising amount of personal-level research (Allen, 2003; Zacharatos, 2005; Kuvaas, 2008). Even with some of the theories of the human resource management models (Arthur and Boyles, 2007; Ostroff and Bowen, 2004; Bowen and Ostroff, 2000; Nishii and Wright, 2007), few empirical materials exists that utilize a multi-level perspective. Partly, such can be a reflection of some of the real difficulties of attaining pass way to research a massive number of recipients internally who are spread across many workplaces and organizations (Boswell and Wright, 2002).

Only a few studies have typically pointed to human resource management as an organization or unit as a business variable. Sun et al.'s (2007) research carried out in hotels in China discovered that efficient functionality and performance human resource practices, examined at the hotels by the managers, have been positively linked to service-oriented employee commitment in the organization, although examined by the supervisors at hotel level, it also shows that this mediated the connections between the human resource practices, voluntary exit of employees in labor and also efficiency with productivity. This study was carried out in different levels, with the number of hotels reaching 81 in 12 cities, but analysis was not made at the level of employment. However, other researches made use of the data evaluation of

employee nested in higher level units. Take for instance, in a study of 257 employees who were in 25 units of a restaurant chain in the US, Chuang and Liao (2004) evaluated the impact of a three manager-rated store level human resource practices, involving the employees, training and tutoring also motivations for efficient performance and also personal employee service efficiency. They discovered that on its own practices of employee involvement had a positive relationship with the commitment and also performance of the employees. In a research that was carried out on 522 employees in over 76 Japanese organizations, Takeuchi et al., (2009) brought report that thoughts on the climate for employees, a sum total of the establishment-level measurement of the degree to which those who are employed feel and sense that the organization has them in high esteem and also show concern towards them, wholly mediated the connections among manager-level, organizational-level high efficient systems of work and the employee's personal-level satisfaction from the job and also commitment to the organization. Chaturvedi and Wu's (2009) cross-level research of 1383 employees in 23 different Asian production and service organizations discovered that the individual level procedure for justice served in the middle for the cumulative of the employee-level test of establishment-rated high performance work system (HPWS) and also for the individual employee in one hundred and eighty (180) US cities discovered that the establishment level (Human resource management, manager-rated) practices of human resource management in regards to equitable compensations moderated the personal-level presumed establishment support-organizational commitment connection, in so much that it was more in companies with much equity in rewards system. Furthermore, the connections among the presumed and sensed support for the organization and trust in the management became much stronger in establishments that had much developmental appraisal practices, but was weaker in certain establishments that possessed a high level of comprehensive and limited operational and training chances.

### **1.1.2 Human Resources Management Practices**

Practices of human resources management have been discovered to be among some of the most effective instruments for advancements in organizational commitment (Ulrich, 1997). Ogilvie (1986) views human resource management practices as solid, visible programs that have been planned and designed to improve and enhance commitment. Among many of the human resources practices, discoveries have been made that compensations and rewards have much impact on employee organizational commitment. (Mottaz, 1988; Angle, 1983; Mowday Porter, & Steers & Spencer, 1977).

It has been discovered that activities in regards to training do not only advance those that are employed, improve their crafts and abilities, but it also advances the fulfilment that they derive from their job and also the employee commitment towards their work place (Harel and Tzafrir, 1999; Kalleberg and Moody, 1994; McEvoy, 1997). Laabs (1997) discovered that a program for training at Bell Helicopter led to a decrease in the intention to quit of employees. Singh (2000) discovered that appraisal of employee performance in the establishment had much correlation to the intention to quit of employees. The development of the career adds to the strength of the psychological contract and also aids in the motivation of employees in regards to commitment in the firm (Harel and Tzafrir, 1999). Compensation practices that are advanced have the potency to enable the establishment to keep relevant employees for longer durations (Lawler and Jenkins, 1992; Mobley, 1982). In a situation whereby profit is shared it leads to enhancement in cooperation, it also advances communication, it also improves participation (Weitzman and Kruse, 1990). Instances where gain is shared and there is ownership of stock, team members are all encouraged to identify with the establishment and to put in hard work for the sake of the organization (Pfeffer, 1998).

Tremblay, Pare, and Lalonde (2000) discovered that some human resource management practices such as empowerment, recognition, development in regards to competence had much positive effect on commitment in the organization especially between the IT experts. Greenhaus and Igbaria (1992)



were able to discover that opportunities for promotion and salary both can have a positive impact on the commitment in the organization of experts laboring in the information system. A research that was carried out in India led to the discovery that some core motivations for these persons include work environment, money, development in career and also training. For many who are experts in IT, a core part of the motivation that they receive is stirred up from the acknowledgement and recognition that they receive from managers when they do an outstanding work. (Gomolski, 2000; Ferratt and Agarwal, 1999).

Even though the general thoughts and theory claim that persons who are well trained eventually end up being more sellable and at the end might end up leaving the establishment at the first case, contemporarily, research has proven that development and training influences employee's attitudes and approach towards their job. Take for instance, the research and studies carried out among hospital administrators, which include nurses, workers in the service departments, clerical unit staff, scientists and the engineers showed that companies that fulfilled employee aspirations in regards to career made an evident mark in commitment to the organization (McCabe and Detoro, 1997; Wilkinson and Marchington, 1997; Sisson and Story, 1993). In continuity with this discovery, research and study that had to do with a manufacturing firm, mobility internally and also promotion that existed from within, development and training that was sponsored and powered by the company, job security inclusive were all relevant and core determinants of commitments of the employee in an organization. (Van Buren and Bassi, 1999). Furthermore, when development and training necessities of employees eventually materialize, there is a great likeliness that those who are employed will remain in the establishments (Van Buren and Bassi, 1999; Sheridan, 1992; Wood, 1999).

### **1.1.2.1 Recruitment and Selection**

The processes of selection and recruitment can be separated into a number of distinct levels and also operations or activities. When human resource (HR) managers were questioned in regards to the relevance of these operations, they confirmed that making plans for staff necessities with the present and future in mind, making analysis on the job, preparing employee job description and job specification were all relevant considerations.

Selection and recruitment is a key role assignment of management in any kind of business establishment. These terms are used in reference to the entire procedure for deciding and bringing forth individuals interested in being employed. The effectiveness of both factors is key in determining the quality of human resource in the firm. Selecting and recruiting the wrong candidates in the employment process can be a great negative cost to the organization. The primary objective and goal of selection and recruitment in a small and medium enterprise is to be able to attain the desired quality. It also aims to recruit a particular number of individuals who meet the requirements of the strategic goals of the establishment, at a lesser cost (Aryeetey and Ofori, 2011). Many small and medium establishments confess that discovering suitable and competent personnel is a major issue (Golhar and Deshpande, 1994; Storey and Atkinson, 1994; McEvoy, 1984).

Recruitment and selection has to do with the entire process that involves discovering and drawing forth the most suitable individuals to make application for employment vacancies in the establishment (Opatha, 2010). In it is a group of operations utilized by an organization for the purpose of attracting work candidates who possess the necessary expertise and character. It is the process of drawing forth individuals who are competent for the purpose of making application for enrollment and employment into an organization (Aryeetey and Ofori, 2011). Generally the aim of recruitment is to make provision for the potential work candidates in the establishment. Quality of the personnel in the establishment is greatly dependent on the standard and quality of those who apply, this is because the establishment will only choose suitable candidates from those who were called and attracted.

### 1.1.2.2 Training Opportunities

Due to the rate of rapid growth and advancement in the labor market there is a necessity for workers to continuously improve on their skills, and also to maintain adjustability and flexibility, the ability to adapt to changes in conditions of work (Rafuse and Maurer, 2001). Even though it is critical for all of those who are employed to be allowed access for training and development, researches done in prior times propose that opportunities for training are not always allocated in an equitable and fair manner (Barth, McNaught, and Rizzi, 1993; Saba and Guerin, 2005). Certainly, a lesser degree of training is given to workers who are from age 55 and above (Simon, 1996; Barth et al., 1993). Such kinds of situations might lead to a decrease in employee commitment. However, opportunities given for the development of competencies and skills may enhance commitment in the older workers (Maurer and Rafuse, 2001) this is because when training is available and functional in an organization this is a good indicator that the establishment is desirous to invest in work force group that is aging. Smith and Meyer (2000) discovered that analysis and examinations of practices in regards to career development which include opportunities and chances for individual advancement, were the major predictors of the affective commitment among the employees generally. In relation to this, there is much probability that persons who have worked for longer duration would see the availability of training opportunities as an opportunity that they might miss if they take the decision to leave, this in turn induces high-sacrifice commitment. Preserving and improving individual craft and expertise is, for sure, of great value by workers that are more aged (Kooji et al., 2008). At the same instance, workers who are older have the chance to preserve their competitive advantage which may lead to the development if a much better perception and sense of job security (Brotheridge and Ito, 2005; Sterns, 1986) and might not be able to perceive their continued membership in the organization as an outcome of a foreseen insufficiency in alternatives.

Activities that involve training are a kind of 'best practice' (Huselid and Delaney, 1996). With training, the skills and abilities of the employee are developed thereby bringing about much more commitment and satisfaction in their places of work and in their jobs this happens through the development of

the individual and also personal esteem that is organization centered (McEvoy, 1997). There has been a connection and linkage between employee commitment reflected in form of performance of an organization and strategy. Training ought to be aligned to human resource practices and corporate strategy. Several facets of development and training are often associated with the performance of an organization. In situations where finances are put in as investments for development and training it leads to growth in productivity (Bartel, 1994). Meanwhile the percentage of employees that are trained have an impact and effect in the commitment of employees thereby having an impact on their performance in the firm (Terborg, Russell and Powers, 1985).

The importance of employee development and training overtime has been seen and viewed as an essential part of quality and best human resources management practices. Development and training are usually seen as the various kinds of investment in human capital investment for the improvements of both the individual and the organization (Goldstein, 1991; Wetland, 2003). Training is mostly used in regards to the specifications of job skills. One other area where the training is highly essential and where the organization can give attention to is in the adjustment of inadequacy in performance of assignments and also improvement and enhancement that can be given to those that are employed with potentials that the company might have need for in the time to come (Gold, 2001; Gomez-Mejia et al., 1995; Wood and De Menezes, 1998). Discoveries made by Lynch and Black (1996) prove that many of those who are employed, and also organizations with structures that are productive, also those that utilize much more physical capital are most probable to equip and train their employed. Furthermore, organizations that make provision for more welfare and make for an atmosphere that enhance work practices that are innovative and have the more tendency to make investment in those that are employed (Wiens-Tuers, 2001).

#### **1.1.2.3 Welfare activities and Flexible working Conditions**

The contents of a job are dynamic and the advancement in the environment where work takes place are seen to contribute to the extension in the work life

of workers that are older (Schmidt and Lee, 2008; Taylor and Walker, 1998). Likewise, this type of practices such as flexible scheduling and phased retirement (Peterson and Spiker, 2005) can be seen as strategies in regards to retention for workers who are older. This happens because, just as pointed out by McGoldrick and Arrowsmith (1997), workers who are older on many occasions desire for adjustable and flexible arrangements of work that provide more time for their own individual lives and also aid in the reduction of work pressure (Atchley, 1993; Siegrist, Wahrendorf, Knesebeck, Jurges, & Borsch-Supan, 2007). Therefore, people who have the chance to work for fewer time and also to gain from adjustable work or job sharing may stand at an advantaged position to sustain balance in work-life and also in return may have a stronger affective commitment to the establishment. Adding to this, work conditions that are flexible might be seen as giving access to advantages (take for instance, the life and work balance) this can be lost in a situation of departure. However, because of the positive impact this can have on motivation at work (Hornung, Rousseau, & Glaser, 2008) such conditions have the ability to keep away managers who are older in age from thinking about alternatives of employment.

#### **1.1.2.4 Compensation and Benefits**

Performance management (Compensation), appraisal of employee performance and also systems of compensations are key in rewarding and also acknowledging employees that have outstanding performances and these make up the relevance of practices of performance management (Marshall, 1998). Quite a number of researches have evaluated and analyzed the impact that appraisal of performance and also compensation can have in regards to the organizational performance. The integration of systems for payment, proper feedback and accurate aligning with the corporate strategy affects the financial and productive measures of the establishment (Milkovich and Gerhart, 1992; Osterman, 1994; Huselid, 1995; Smith & McDonald, 1995). When compensation is appropriate it aids in attracting better and even more employees to substitute highly performing employees, thereby adding to

increased performance of the employee (Huselid and Delaney, 1996), it also leads to less absenteeism (Kaufman, 1992) and leads to greater productivity (Milkovich and Gerhart, 1992). Generally speaking the core role of the human resources unit in the formulation of strategies and the extent of formalization adds to the utilization of payment and appraisal of performance schemes in the attainment of the objectives of the organization.

(Remuneration and recognition) Recognition is a major part of the agreement between the employee and the employer. In accordance to Willis (2000), compensation can be defined as “the most critical issue when it comes to attracting and keeping talents.” Due to its importance, companies in some cases may even make provision for packages and bonuses that are even above the market rate, they do this to retain and also attract core talents (Wright and Parker, 2000), and in most cases this includes payment of premiums, bonuses or stock options. In addition, there are leading edge establishments that have adapted both the group-based incentive payment and also the profit sharing (Van Buren and Bassi, 1999). Even though in compensation there is provision for recognition (just like in the situation of payment for functionality), recognition in ways that are not monetary is of great importance (Park et al.1997). Some instances of compensation in non-monetary ways also include encouragements received from the management, group members and also the clients.

Even though pay is viewed to be a potential factor for employee commitment to organization and also intention to leave, we understand that payment on its own is not sufficient enough. Take for example, low payment might lead an employee out of an organization, on the other hand high payment might not necessarily make them stay in the organization. There might be some other extrinsic and also intrinsic factors that have an influence on decisions of the employee to put in more commitment or instead remain with their employer. A primary basis on which relationship between job attitudes (which includes employee commitment to the organization and also employee intention to leave) and payment is built in the view of compensation and equity (Roberts et al., 1999). Therefore, a major and core ideology in the utilization of rewards state that finances possess the capacity to impact attitude (Wright and Parker,

2000). In addition, those who are employed may display and express much more commitment and will tend to stay in the organizations especially if they perceive that their abilities, endeavors and meaningful additions are acknowledged and recognized (Mercer Report, 2003; Davies, 2001).

#### **1.1.2.5 Promotion and Transfers**

Promotion and transfers make room for employees to carry out more tasking and demanding responsibilities. Theorists in regards to organizations have proposed that for a productive work environment to be in place there must be job enrichment compensations. Persons who have more preference for challenging and tasking exercises and assignments have the tendency to have much cognitive capabilities (Trank et al., 2002). A major way in which this is achieved is by giving much attention to rapid promotion so as to give these high achievers opportunity to carry out more challenging tasks (Cook and Frank, 1995; Heggstad and Kanfer, 1997). Also, making provision for sufficient feedback of performance is critical in the establishment of an environment that enhances productivity, in such an environment those who are employed are able to attain their individual and organizational goals and objectives (Furnham, 2002). Career development is another factor, which aids those who are employed to gain much experience in assuming roles of leadership in the organization (Ferguson, 1990). This endeavor begins with job planning and design, where the length and breadth of goals in career are properly stated, and where there is also an adjustable, flexible job description, and also a case where much orientation and training and also where opportunities for career developments are given. Opportunities to give much attention to challenging assignments has been proven to be positively related with employee commitment to organization and employee intention to exit the organization. Take for example, studies that have been conducted (e.g. Drasgow and Idaszak, 1987; Pil and Macduffie, 1996; Mueller and Price, 1981; Udo et al., 1997; Bommer and Workman, 2004) that involved laborers full of technic made discovery that persons who are employed and are given tasks that are demanding, interesting, exciting have more tendency to be much more

involved and gain more satisfaction, and also turn out to show much more organizational commitment and less probable to exit the organization. One of the many probabilities that employees might cling to this type of behavior and attitude is that the management of career makes way for the fulfilling of the psychological legal agreement (Sturges et al., 2005). Theory of social exchange is the idea in which this principle is built on (Blau, 1964), which presumes that for the duration in which an establishment has the ability to satisfy the expectations of the employees in regards to development and mentoring, those that are employed will return this by displaying more commitment and also lesser turnover intention (Chen et al., 2004).

## **1.2 Organizational Commitment**

In the last three or four decades the concept of organizational commitment is one that has become really fashionable to discuss. Just like any other psychological setup it is a bit difficult to reach a generally acceptable definition. Nonetheless, it has now been defined and estimated in a number of different ways. All these expressions and estimates point towards one common fact that commitment to the organization is reckoned to be bound up or be a connection between company and the individual (Zajac and Mathieu, 1990). Commitment in an organization or rather organizational commitment can also be defined as the force or strength to which a person can identify with and be engaged with a particular organization. It has to do with three features; (1) A solid and firm trust in the organization and also embracing the principles of the organization; (2) The desire and drive to put in a degree of efforts in the organization; and (3) A solid willingness to continue as a member in the company. (Porter, et al., 1974). Majority of the interest in commitment in the organization has to do with the firm ideology that employers who are show a high level of commitment most often get involved in activities of citizenship, which in turn results to a higher level of performance in assignments and tasks in the organization etc. (Jaros, 1997) and with other of such attitudes which are desirable.

Steers (1977) started a research to get into previous researches and also the results of organizational commitment. He discovered that researches



conducted earlier on were of much importance and was greatly related to employee commitment to the organization, in either of the samples. The researches can be spread in three different categories, as follows: the individual features, the occupations features also the experiences at work place. In regards to the outcome for in the organization, research showed that there's a strong positive relationship to the decision either to stay in the company for both of the samples. Thus, it can be said that commitment has a strong and negative impact in relation to the turnover intention. Also, commitment was discovered to have an inverse relationship to employee turnover by making use of the sample gotten from the hospital sample. A major contributor and plus for materials and research in regards to employee commitment to the organization is that of Allen and Meyer (1990), who took further the definition and expression of the setup and also carried out more study on the subject matter.

Organizational commitment can come in different forms they include: the nature and scope of organizational commitment which links among those employed as well as the establishment (which is the organization in this case) and it can differ. The second form has to do with investments and efforts aimed at being distinct from other entities to which the employee has become committed to (Allen and Meyer, 1997).

Meyer and Allen, in the 90's suggested that organizational commitment be viewed from an analytic perspective, which can be categorized into three-continuance, affective and the normative commitment. Affective commitment can be seen as attachment emotionally to the values of the organization in other words the degree to which the employee likes the company. Continuance commitment has to do with the degree of willingness by the employee to continue to work for that same company. Normative commitment has to do with that feeling of compulsion, or even the sense of responsibility that those employed have towards the company. Although each of these ingredients or components of the organizational commitment might have an effect on the other, because of designing managerial strategies, it is less stressful to group and picture these three forms of organizational commitments for the purpose of strengthening them in accordance to the necessities.

### 1.2.1 What is commitment?

The concept of 'commitment' is one that has been broadly studied in the last twenty years. Research shows that employees who show more commitment to the organization add more value to the establishment than employees who show little commitment, it also shows that there is no distinction in employee commitment both for male and female (Aven et al., 1993). Many times commitment is assessed by requesting for the employee to finish a valid tool; the organizational commitment questionnaire (OCQ). In it is vested commitment in three other concepts that form two sub types of commitment (Mowday et al., 1979). Firstly, is the desire of the employee to stay in an organization (referred to as continuance commitment); the desire to put in efforts in its stead; and belief in, also to embrace the values and the aims of the company (attitudinal/affective commitment).

In simple terms, it is the extent of attachment that an employee has in regards to the organization. It can only be estimated by the degree that an individual is ready to adapt goals and objectives of the company. Ways in which it can be measured is to what extent employees execute their tasks and assignments. It can also be estimated by observation of behaviors and attitudes at workplace.

In real life, the word 'committed' is often used loosely to some extent by the management to show commitment level in a work situation or setting, either company wise and/or in the place of work and dedication to career dedication or commitment in accordance to Morrow (1983). The research is uses the expression 'commitment' to imply commitment of employees in a work scope as a holistic concept that encompasses organizational career and commitment on a professional level, as used by engineering managers.

Research in prior times suggests that same operationalization of the idea of commitment has lasted for about 30 years (Guest, 1992). But since from that time the environment where work takes place has experienced great change. In prior times, those employed were bothered about how to preserve all those employed in the organization thereby the type of commitment that mattered then is most probably that individuals should remain in their companies, also

to be prepared and alert to put in much work. Right from past times, there has been quite a drastic change; the discipline has experienced many more women coming into work force full-time, there has also been a conversion in the responsibility of career management from the companies to individuals in modern times of corporate outsourcing and also downsizing- the new type of contract between the employer and the employees (Stiles et al., 1997; Rousseau, 1995). While there are expectations on the employees, especially women, in relations to family-friendly or accustomed work and duty arrangements and settings, on the other hand there are demands from the companies for people to welcome and embrace contracts that are flexible (take for example part-time, short-term, with few benefits and gains). While people may continue to labor with dedication and commitment, there are definitely going to be changes in trust worthiness with the employer.

Many times organizations act differently, they do this by maybe giving out a formal set or package of adjustability generally or in some other cases they can customize personal packages to the people that they desire to keep optimally dedicated and committed using certain deals and agreement negotiated at review of performance or performance appraisal alongside the line managers, this in turn puts a certain expectation on their human resource expertise. Persons may respond by making the best of their changed situations which all depends on the individual's work ethics, career grounds (Sparrow, 1998). This type of change comes along with its own set of difficulties. People who operate using work contracts that are family- friendly might later realise how they are viewed as showing little commitment to their jobs by their management, they may now begin to feel that they are on the losing end specifically in areas such as centrality, low visibility, low networking also little investment in their training (Simpson, 1997). Guest (1998) claims that there will be newly existing spheres of labor, which are enhanced by a new technology and system, these may bring forth an opportunity to bring along the community into dedication and commitment, that allows for several simultaneous commitments internally and externally in the organizations. Brand new technology (e-mails, faxes etc.) has switched dimension in regards to the time of work to stay committed, Guest also notifies us on the effect of

work addiction, this is because professionals and managers work for longer hours, even with some regulations that restrict and tame such types of practices. Both Simpson and Guest indicate the control ingredients of dedication and commitment, because technology facilitates and advances monitoring, and presentism at the places of work and then turn out to become almost like an obligatory and compelling sign that shows how committed employees are to the organization.

In the aviation industry, workers are open to multiple chances for development in personal job experiences and portfolios, but they must not be expectant of their current company offering them a lifetime employment. Families in which both couple pursue their careers may not want to give their employers the flexibility which was most times present when either of them stayed back in the house. Does the term 'commitment' pass across the same message to both the employees and employers as it did in previous times, in such an industry where companies invested in a long term career development for engineers who just graduated? It is of immense importance that the term commitment is evaluated of how it has been conceptualized so far.

#### **1.2.1.1 Definitions from researchers versus employees**

A common characteristic of the body of research and study done in regards to employee commitment to the organization is that only a few of those carrying out the research have of recent asked persons in their companies for their understanding of the concept 'commitment'. Some of the renowned definitions, specifically those of Mowday et al. (1979) and Meyer et al. (1993), are looked on lightly. Experiences of those who are employed is of immense importance, nevertheless, as put across by Reichers (1985) and continued again by Randall et al. (1990). Their goal was to go through how those employed (not with managers) expressed and showed forth commitment in by themselves, both in regards to how they behaved and also by their deeds, they did this by asking them such questions directly. These employees actually had a little different expression and definition to the renowned managerial definitions; specifically the desire for a high standard, an orientation for sacrifice and also

a desire to pass across information. These relevant characteristics are misplaced whenever commitment is only quantified and measured just by using the organizational commitment questionnaire (OCQ), and this shows that some more or even other types of approaches for exploring and accessing commitment are important. Randall et al. (1990) approve of more qualitative studies in this sphere of bringing forth the employee commitment and dedication to the organization.

#### **1.2.1.2 Employee Commitment: Academic versus Practitioner Perspectives**

Some writers in the united kingdom that were concerned with the commitment of the employees, which include Guest (1995), Storey (1995) and Tyson (1995), points out that the employee commitment to the organization is a major part of human resource management, also a major characteristic which differentiates human resource management from the customary idea of management (Guest, 1995). Likewise, Legge (1995) mentions that commitment of the employee is differentiated favorably to behavioral compliance viewed as a character of relations in regards to employment under the traditional personnel management. Compliance is upheld using external enforced bureaucratic systems of control that are able to bring about reactive and not proactive employee attitudes or behaviors. On the other hand, commitment is also an inward belief by the employee, which is often connected with soft human resource management and a high level of trust in the culture of the organization.

Human resource management has also been explained as a philosophy or concept which focuses on affirming and emphasizing the mutual relationship that exists among the employer and the employee in their place of work (Pimlott and Farnham, 1990; Walton, 1985; Legge, 1995). Its popularity has levelled up in recent times, since the goal of just handling management of individuals at work place does not appear to be just of adherence (enlightenment and awareness) but of competitive advantage and employee commitment (Pimlott and Farnham, 1990).

Beer et al.'s (1985) compass for the territory of Harvard is a broad causal mapping underlying the causes of human resource management regulations, that display the implicit theory in outlining and advocating for the four human resource results. Organizational commitment is birthed from making the most of the human resources and also increasing in the extent of employee loyalty, this in return causes less absenteeism at the place of work and reduces the turnover of labor. These ingredients, when they are brought together, solely and greatly causes an improved organizational performance.

The commitment of the employee has been much more pointed out in the most recent researches and materials of Storey (1995) Tyson (1995) and Legge (1995; 1995). All these have added to the relevance of commitment and the position which it holds in the framework of the human resource management.

### **1.2.2 Stages in the Development of commitment in organizational commitment**

There are five stages in the development of commitment in an organization (Sorrentino and Wortman, Brickman, 1987). These stages show the features of a person's dynamic relationship with their environment, they include; testing, exploration passion, quiet boredom and also correlation or integration. Each level sets the new for the next levels criteria, but a consciousness of these five stages provide enlightenment for how people become committed to the organization.

First of all these levels is the exploratory stage for commitment, in this stage individuals explore the effects that a positive relationship has with the company. Commitments are started when such explorations result in a positive knowing and notion toward the company or organization.

The second stage is one that tests the commitment. People figure out all elements of negativity about the organization and then begin to measure their desire and capability to handle these elements. Individuals can decide to pursue for much information that can aid in determining whether to carry on in their employment relationships.

The third level is the passionate level of commitment. When the positive and negative ingredients have been integrated and synthesized from the previous stages 1 and 2, people then come up with a positive behavior towards their organization and then voluntarily and cheerfully stay committed to the organizational values and goals. They do not only accept the organization, but they are also willing and desirous to add to its well-being. The fourth stage is the quiet-and-bored level of commitment. People feel that company exercises have sank into boredom for reasons such as routine procedures in organizational tasks and assignments. Persons may then begin to seek for tasks and assignments that are challenging and tasking. Fifth of these stages is that of integrated commitment. Individuals have been able to correlate both the negative and positive ingredients of the company into a commitment that presently has more flexibility, complexity and has more withstanding ability than previous methods of bonding. Persons in this case can now express their commitment and dedication as a matter of practice or even habit. In addition to this, their goal to preserve a proper and healthy relationship with the organization is heightened.

### **1.2.3 The attributes that Define Commitment**

In reality, people do not just offer commitment to someone or something, or the both; there is also a psychological attachment. Commitment, therefore can possess some contexts, some have been studied in the nursing setting. Because of the focus and attention of commitment in the organization, the term 'someone' is used to make reference to the organizational entity as a whole and the other term 'something' is used to make reference to the goals or the values which are upheld by the organization.

In accordance to the literature, commitments refers to a dynamic process of action interrelated between a person and their organization. As employees get more acquainted to the company or organization, the nature and scope of their commitment changes. Firstly commitment passes through the various development stages and then secondly commitment differs in extent or degree (Manion, 2004; Brickman et al., 1987). For an individual to stay committed to

something or to someone or the both of them, for sure the individual must be welcoming towards that something or even someone. Such acceptance which takes place in both the first and second stages (testing and exploring) of development of commitment, plays the first major role in giving expression to commitment. The desire and willingness to make contribution, this happens in the third level (passion) of development of commitment, only resurfaces after an individual has accepted the organization and is then willing and desirous to make contributions to the operations and functions. As people become more acquainted in the organization life and have some good time to be able to observe, learn and affirm the values, goals and objectives of the organization, they display a strong zeal and desire to advance the organization and its goals and objectives. Individuals reach the top stage of commitment (integration) only when the goals and values of the organizations have been completely internalized into the individual's cognitive habits and patterns. Nevertheless, commitment, has to do with more than just a belief, which is a static definition of individual judgement on a matter (Merriam-Webster, 2005); instead it is the aggregate of solid belief and actions taken on purpose (Mowday; Manion et al., 1979).

Consistent in the different definitions and expressions of commitment is that it is birthed from a person's behavior towards something or someone. Attitude can be referred to as "a position taken mentally in regards to a fate or a fact or even a state; an emotion or feeling geared towards a particular fact or state" (Merriam-Webster, 2005). In other terms, attitude can be referred to as an effect- a feeling that contains real effects- which is stirred up from a person in the direction of something or someone. Furthermore, in accordance to the literature, commitment is sealed by space and time. Therefore commitment to an organization is developed slowly, it is consistent in its development through the process of time. Organizational commitment can be summarized into six defining attributes or characteristics, which proposes that organizational commitment;

1. Includes a sense of attachment towards the organization and its objectives and goals;
2. Has the ability to express itself through an interactive process;



3. Implies an acceptance of the organization and its objectives;
4. Involves a desire and willingness to add value to the well-being of the organization and the pursuit of organizational goals and objectives;
5. Has an impact on the behaviors and attitudes towards the aims and objectives of the organizations;
6. Is bonded by space and time.

On the basis of this defining features, a definition from a theoretical perspective of commitment to organization or organizational commitment is as follows;

Organizational commitment is a behavior or an attitude, that is bonded by space and time and is preserved through processes of interaction, this processes rise up from a person's embrace to the organizational goals, organization objectives, also the desire for adding value to the affairs and activities of the organization, and also a great willingness and desire to sustain a healthy relationship with the company or organization.

### **1.3 Intention to Leave**

Intention to leave can be seen as the extent and estimate of a person in regards to the possibility of exiting the organization in the coming time (Mowday, Pooter and Steers, 1982). It is seen as an intentional and deliberate longing to exit the establishment in the times to come and as the last stage of this order in the backing out of the processes of cognition (Mobley, Hollingsworth and Horner, 1978). Weisberg and Carneli (2006) carried out a research on three ingredients in the withdrawal cognition process, thoughts that have to do with quitting, intentions to seek for job somewhere else, the intent to quit, but not the ingredient of turnover on its own. Researches done in previous times show proof of continual support and backing for employee intent to exist the organization as the major of all predictors of the actual turnover (Meyer and Tett, 1993). An analysis carried out did not only show forth a strong and positive connection among actual turnover and intention to leave but it also showed that the employee intention to exit the organization was much of a preferred predictor for the real turnover attitude than the variables that were affective which included the general satisfaction from job

(job satisfaction, satisfaction derived from the work on its own and also organizational commitment).

One of the major problems encountered by the managerial team of the call centers in India is that of increased turnover of labor (Taylor and Bain, 1999; Bain and Taylor, 1999). Some reasons for this include the pressures of the job, little opportunities for promotion, work hours, job and life, and also the scope of job assignments which is repetitive (Houlihan, 2004). It is also explained by Bhudwar et al. (2006) that allocation of work is not manual but automatic and is supervised also directed by the managerial team (i.e., the time allocated on every call is recorded and supervise; adding to this, the real log-in time of every worker is saved and this conversations and interactions are guided), which brings about more pressure on those that are employed and thereby leads to turnover in labor. Bhudwar et al. (2006) suggests that for these problems to be countered the management must pay close attention to practices of human resources which can also include financial incentives, strategies for recruitment and also opportunities for proper promotions and career advancement, h also proposes that the decisions taken by the employers to treat these issues are worth evaluating.

In times when persons who are employed exit an establishment, either by their choice or by that of the organization, the effect of their exit can be substantial. Turnover is usually connected and linked to increasing recruitment of employees and also the perceptions that come along for the quality of service in the establishment (Gray et al., 2000). Many researches have tried to discover the major factors that affects why persons in the industry of hospitality exit their work and make recommendations that counter issues that are related to turnover (Dermody et al., 2004; Hogan, 1992; Stalcup and Pearson, 2001; Macaulay and Woods, 1989). Although much research has been carried out in regards to turn over the concern continues to gain attention as a key issue in the industry of hospitality (Hinkin and Tracey, 2008; Woods, 2001).

The term “intention to leave” can be defined as the intention of the worker to exit their current establishment. The concept is often used with ‘turnover

intention'; nonetheless, the employee intention to exit the organization is differs from the expression of actual turnover (Yoshimura, 2003). Particularly, intention to leave can be defined as the subjective estimation of a person in regards to the possibility and probability of their exiting the establishment in the coming future (Mowday et al., 1982). Employee intent to leave can be viewed as a deliberate willingness to exit an organization in the forthcoming future and also the last stage of the processes in withdrawing the process of cognition (Mobley et al., 1978). Researches done in previous times in regards to the factors that determine retention of employee or even employee turnover does not out of necessity distinguish and differentiate among the effect of the factors that determine in form of impact to either leave or stay in the organization. It is also perceived that employee intention to either leave or stay culminate both faces of a coin. An example, perceived organizational support (POS) was discovered to be of great relevance in predicting employee behavior intentions, which also implies an increased perceived organizational support (POS) will also make way for intention to stay and a decreased perceived organizational support (POS) will make way for intention to leave (Johnston, 1995). Nonetheless, the implications of this must be empirically tested. Take for instance, individuals were of the opinion that points that influenced job satisfaction for employees would have the same impact on job dissatisfaction. The same idea can be applied logic in literature of customer behavior. An example is the quality of service and its determinants have also been broadly researched, and this has been discovered to possess an impact on the extent of satisfaction of the consumer. In this case assumption shows that the fulfilment and non – fulfilment of consumers were both faces of this coin (i.e., reliability, which is a key determinant of the quality of service, was discovered to be the top relevant parameter by Berry et al. (1985), that has also created a door way for the discovery that reliability leads to fulfilment and on the other hand, where there is no reliability there will be less fulfilment (Johnston, 1995). In the passing of time, scholars have come to the knowledge of the difference that exists among the satisfaction gotten by the consumer and also consumer dissatisfaction, this has created way for identification of the various predictors of satisfaction and dissatisfaction (Turgeon and Cadotte, 1988).

As much investigation is carried out in regards to why persons who work in the industry of hospitality make a choice to leave has been carried out, investigation has also been carried out on why individuals decide to remain in their organizations has been on the minimum. Specifically, in the restaurant sector, major variables which have left an impression on the turnover of managers based on the intention of managers to exit the organization have been discovered (Crandall et al., 1996). Crandall et al. (1996) displayed a role which separates the stayers and the leavers and also made conclusion that both of the variables, which are distinct in the restaurant industry ('the predicted danger and threat of physical hazard' also 'extensive schedule of work in the weekend'), looked down upon among either the stayers. Researches published in prior times that evaluate the factors that cause non-supervisory turnover intention has examined and researched in regards to the determining factors like the connection that exists among promotional opportunities of those employed in the hotel and also their intents depart from the establishments (Shaw and Deery, 1999; Nasurdin and Hemdi, 2006) also with the turnover cultures in the hotels (Deery and Iverson, 1997). Cho et al. (2006) also came to the discovery that there are 3 human resources management (HRM) practices (incentive plans, management- labor program of participation and tests carried out prior to employment) that were in use with non-managerial hotel employees led to a decrease in real turnover rates for employees who were not in the management while no practices in human resource management had influenced the turnover rate of those employed in the management of the hotel. Sun et al. (2007) looked into the effect that increased performance in human resource management activities has on the real turnover and discovered that increased performance human resource management practices led to a reduction in turnover for those employed in the Chinese hotels.

More literature has shown forth the impact of human resource management activities (e.g. Chow et al., 2007; Cho et al., 2006; Shaw and Deery, 1999), much antecedents are now discovered in business related literature generally to possess a direct connection with employee intention to depart their current places of work. Perceived supervisor support (PSS), perceived organizational

support (POS), and employee commitment to the organization (OC) are studied by academics through the years and have been discovered to wield much impact on employee intention to leave. Roy and Iverson (1994) discovered that attitudinal commitment, physical work circumstances and also security increases the employee willingness to stay for those employed while on the other hand hazards at work places decreases employee intent to exit the organization. Kuto et al. (2006) discovered how work situations led to an increase of employee intent to remain in the organization. Mayfield and Mayfield (2007) made a discovery which shows that when leaders make use of motivating languages with those employed, there is a tendency to stay much longer in the organization.

## **CHAPTER 2**

### **THEORETICAL FRAMEWORK AND HYPOTHESIS DEVELOPMENT**

Researches have been conducted that evaluate the linkage and connection among human resources management (HRM) practices and organizational commitment. Take for instance on an individual basis analysis, Paul and Anantharaman's (2004) research on software experts revealed that human resources management (HRM) practices were positively related with organizational commitment. In a study carried out on a unit-level, Gardner, Wright, and Moynihan (2003) discovered that there was a positive correlation among human resources management (HRM) activities and also employee commitment to the in a research that was executed in 50 business divisions in a food service establishment.

Three major themes surface from this work of reconciling human resource practices to commitment to the organization. Firstly the focus is on the concept of organizational commitment. The forms in which organizational commitment takes shape have also been utilized in this study. One of which is the affective form of organizational commitment. Such a commitment implies a positivity in affection and attitude towards the establishment, this is often displayed by a longing for organizational goals to be attained and also a sense of pride as being a part of the establishment (Cohen, 2003). As much as the affective commitment to the organization can have these good sides, it may also be limited.

Secondly, the research aims at evaluating the effect of human resource management activities on employee commitment to the organization as a door to employee intention on whether to leave or stay.

Thirdly, the approach seem to be from a stand point and desire for a universal set of positive relationships (i.e. human resource practices has a positive impact on employee commitment to an organization, and also commitment then has a positive relationship on intention to leave). Because propositions and ideologies for both the HR practices and organizational commitment are growing in complexity, this kind of assumption can be misleading. Having a solid understanding and comprehension of these concepts will lead us to have a firmer grasp on how HR practices can affect employee intentions either positively or negatively.

It is safe to say that previous studies and also meta-analysis researches that evaluate the relationship among human resource management activities and employee commitment to the organization are positive. In the light of the empirical and theoretical context, it could be stated that there exists positive relations among Human Resources Management activities and how committed employees are to the organization.

## **2.1 Human Resource Management Practices and Organizational commitment and intention to leave**

Research persons have pointed out clearly that an increase in labor turnover and also in rate of absenteeism affects the effectiveness of the establishments, but not much attention has been paid to the functions of human resource practices in the reduction or increment (Bhudwar et al. 2006). On the basis of the theory of social exchange and the norm of reciprocity (Tetrick and Shore, 1991), when employers are able to acknowledge the endeavors and efforts of those that are employed by giving benefits and also opportunities, those who are employed may also feel an obligation to repay by committing ore to the establishment (Cohen and Tensky, 2001). The psychological and financial are enlarged and maximized only by staying put with the establishments when the general personal interests are properly utilized by remaining with the establishments when the general benefits are used to the fullest by remaining, and there is much more possibility that the employee leaves the establishment when this transaction is not as favorable to the employed rather than the employer (Pearce, Tsui, Porter and Tripoli, 1997). Researches carried out in

past times have pointed out indicators and predictors of employee intention to leave and also turnover. From some of these studies that evaluated issues on human resource turnover in call centers. Thompson and Callaghan (2002) paid much attention on the training and selection operations in the centers for call. Rouzer (2002) showed support for the claim that practices of human resource had much and great relevance to fast rising businesses, but gave much attention to the training of the employed. Budhwar et al. (2006) highlighted that most researches done in prior times to making research on human resource management practices in call centers gave much attention to the single human resource practices. Budhwar et al. (2006) also proposed that the centers for calling where complicate establishments and as a result of this they need a wide variation of skills. This means that the centers for call do not only need to call forth but also ensure that skilled employees are retained especially for their specific requirements. Therefore, it was proposed by Budhwar et al. (2006) that the centers for call had need to give much attention to the core human resource practices which include: selection, recruitment, development, retention of employees and compensation.

A linkage among works of high involvement (Human resource management) practices in relation to turnover has been carried out (Huselid, 1995: Arthur, 1994), also scholars have been able to provide reasonable proof that relates a low turnover with increased involvement human resource practices (Huselid, 1995). Moynihan and Batt (2004) discovered that establishments that made much investments in much systems of involvements (establishments with increased input and investments in development and training, more carefulness at duty posts, and better utilization of inducements) had remarkably increased quality in service and also increased net revenues. Though, research persons have been able to make commendable advancements in pointing out the connection that exists among this types of systems of human resource management practices and also turnover, many questions are still yet to be answered (Verburg and Den Hartog, 2004). Verburg and Den Hartog (2004) made a report of this type of issue, as pointed out by Purcell (1999), is insufficient in cordiality on the particular number of practices that should be inclusive. Systems of high involvement have been



stated and pointed out in a number of different ways but overall has three basic dimensions: requirements for much skill; jobs and assignments that have been structured and planned in such a way that those who are employed have the carefulness and also chance to make of their skills in cooperation with coworkers; and also a type of motivation system that advances commitment and also motivation (Batt, 2002). Budhwar and Katou (2006) talked about numerous human resource management systems that were used by research persons (Huselid, 1995; Delaney and Huselid, 1996; Snell, Youndt, Dean and Lepak, 1996; Jackson, Huselid and Schuler, 1997) and also discovered that the number and kind of human resource management systems were different in accordance to the objectives and aims of all the individual effort, two of the human resource management systems were normally available in virtually all the labor. The first of all the human resource management policies that had to do with development and resources that were intended at developing and also attracting the employed; the second on the other hand had to do with policies of human resource management with regards to connections and rewards that were intended to serve as a motivation for employees also to retain them.

## **2.2 Evidence for relationship between Human Resource Management Practices and Organizational Commitment**

Although the evidence is not so sufficient there are actual and real empirical proofs that connect the commitment of the employee to real and presumed human resource practices (Gaertner and Nollen, 1989; Kinicki, Carson, and Bohlander, 1992; Ogilvie, 1986). Ogilvie found out how private work and assignments with their features controlled, the perceptions of the employees can be in two categories for the human resource management practices- the accuracy for the system of merit for ratings and also the equity and fairness in regards to promotions and marketing- this had some contribution to the predictions made about commitment. Nollen and Gaertner discovered that the commitment of employees had some connection to both the real and perceived human resource management practices, which includes promotion internally, also opportunities to be trained. Kinicki et al. discovered some distinctions in

the commitment-related work behavior of those employed in two organizations which were concluded by authors for distinguishing them in grounds of their human resource management practices standard.

Furthermore to the aforementioned, which takes quite a general approach in its inquiry and research on human resource management practices and also commitment, the concept of commitment has so far been evaluated as a most probable result or outcome variable in studies that focus on particular human resource management activities. Outcomes of the study shows connections among activities that pertain to recruiting employees and also to commitment (e.g., Allen and Meyer, 1990a; Ashforth and Saks, 1996), training (e.g., Saks, 1995; Tannenbaum, Mathieu, Salas, and Cannon- Bowers, 1991), promotion and also assessment (e.g., Robertson, Gratton, Iles, and Sharpley, 199; Schwarzland, Koslowsky, and Shalit, 1992), employee ownership (e.g., Buchko, 1993; Florkowski and Schuster, 1992), and also benefits (e.g., Godberg, Greenberger, Koch-Jones, O'Neil, and Hamill, 1989; Grover and Crooker, 1995).

Though through this study it has been discovered that human resource activities are somewhat connected to the commitment level of employee, few researchers are able to note that these connections are not always direct, straight or without conditions. Take for instance, Kinicki et al. (1992) discovered that this relationship between the actual human resource management activities , behaviors at work (which includes the pride that comes with working in an organization) were all mediated by the presumptions and perceptions of the commitment of the organization to activities of the human resource management that is beneficial to the employees (take for example promotion, training). Commitment had no relationship with the perceptions and presumptions that human resource management practices were birthed from a willingness to add and heighten double efficiency and also to align with the laws of employment. In view of all this discoveries, it cannot be presumed that the execution of a specific activities (e.g., training) will of necessity advance employee commitment. Instead, the fulfilment of training might make the employees to consider the motivations of the organization: whether commitment is modified or not might have to do with the results of the

attributional analysis. This implies that commitment might be modified the more by the information that human resource practices pass across those that are employed rather than the activities on their own (Guzzo and Noonan, 1994; Mabey, Iles, and Robertson, 1990). Prior to going into more detail on what this message may suggest, note that the commitment of the employee can come in various forms, also that the systems by which human resource management activities can modify the other spheres of commitment may also be differ.

## **2.4 Purpose of the study**

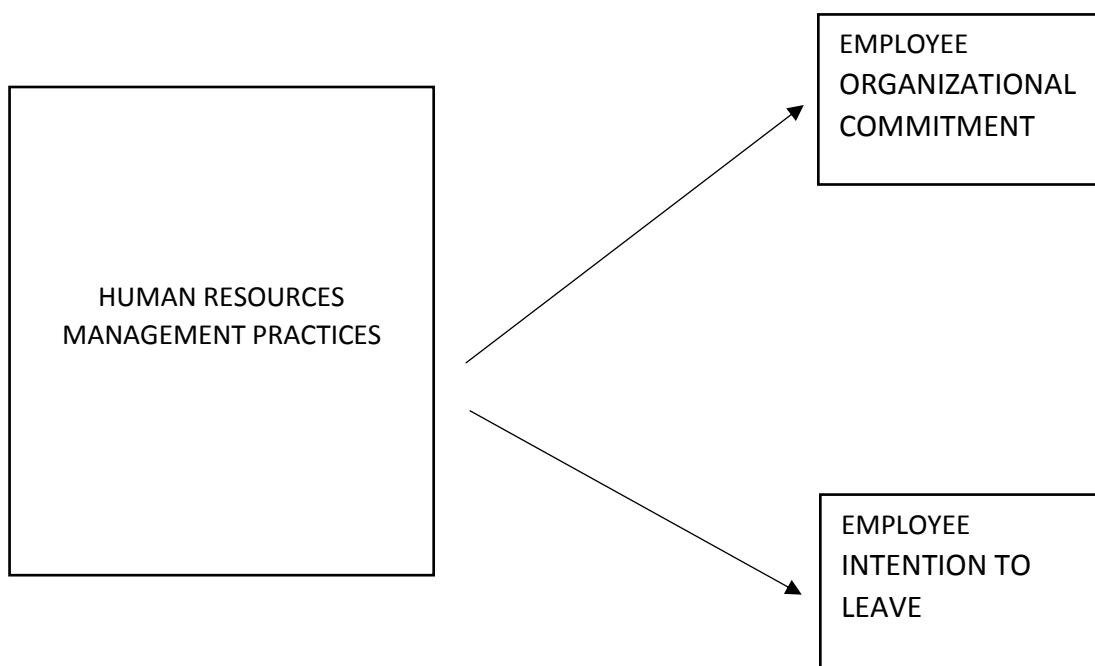
The study aims at studying the impact that human resource management activities have on the commitment of employed individuals in the organization. This study also aims at examining the impact that human resources management practices have on the employee intention to leave the organization.

## **2.5 Hypotheses**

*Hypothesis 1: There is a statistically significant positive relationship between Human resources management (HRM) practices and employee organizational commitment.*

*Hypotheses 2: There is a statistically significant negative relationship between human resources management (HRM) practices and employee intention to leave.*

In an endeavor to examine the relationships on the basis of the hypotheses developed in the literature review, a conceptual model is developed as displayed in the diagram below.



## 2.6 The Conceptual Model

## **CHAPTER 3**

### **RESEARCH METHODOLOGY**

In this chapter the procedures and methods that were utilized in analyzing and researching the connection that exists between human resource management (HRM) practices and employee organizational commitment are explained.

Also, methods and procedures used in evaluating human resource management practices and how it affects employee intention to either leave or stay in the organization in this research are analyzed.

Inclusive in this chapter are discussions on samples involved in study, the data collection processes and procedures, research design, evaluations and analyses.

The questionnaire used in this study are in line with the research's variables; human resource management (HRM) practices, employee organizational commitment and employee intention to leave.

#### **3.1 Research Design**

The quantitative design method was adopted in this research. This research design aims at evaluating the relationship that exists between the human resource management practices, and employee organizational commitment. It also aims at examining the relationship that exists between human resource management and employee intention to leave.

The independent variable in this study is Human resource management practices. On the other hand the dependent variables are: (1) Employee organizational commitment (2) Employee intention to leave. The five practices of human resource management considered in this research include- (1)

Recruitment and Selection, (2) Training and development, (3) Welfare activities and flexible working conditions, (4) Benefits and Compensation, (5) Transfers and promotion.

As put by Ary et al. (2002) correlational research (a research that examines the relationship between two different variables, such as in this case) can also be used in diverse studies and researches. It is important to make use of the correlational research design because (1) It aids in determining relationships and connections (2) It aids in measuring and testing consistency (3) It aids in making predictions. It can be useful in determining the relationships and also patterns of this connection in the midst of variables in just one range of subjects. If there are two variables that are correlated, then one of the variables can be utilized in predicting each other.

### **3.2 Population and Sample**

The target population for this study includes Nigerian employees in the civil service. At the time the study was conducted (2018-2019 Academic Year Spring Semester) there were a total of about 890,000 civil servants in Nigeria. According to this population, a sample size of 384 was discovered to be suitable (Uma Sekaran, 2013).

384 questionnaires were distributed to these governmental agencies and a sum total of 200 questionnaires were received.

The target respondents for this survey and study are the low and middle level employees (civil servants) in Nigeria. The employees that participated in this study aid in carrying out day to day services needed to run the affairs in the work system, including areas of talents such as: administration, clerk services, and management of events, services in regards to finances, management of facilities, IT, security and a few more.

Data was collected using close-ended structured questionnaires. The non-probability sampling method, using the purposive style for a homogenous sample was adopted in the collection of data using questionnaires. Employees, had equal chances of being selected for response. This

questionnaires were distributed and spread among the respondents in Nigeria in the form of hard prints.

Participation in this survey was voluntary and participants were assured of confidentiality.

### **3.3 Questionnaire Designs and Measures**

Primary data were collected to study the impact of human resource management practices on employee organizational commitment and employee intention to leave.

Secondary data were also used for the literature review.

Structured questionnaires consisting of 23 closed-ended questions were utilized for the collection of data from respondents.

It is structured in two sections, first section required the respondent's demographics inclusive of age, marital status, gender, educational qualification, length of service in the organization.

The second section of the questionnaire had to do with questions in regards to the three variables in this study; human resource management practices, employee organizational commitment and employee intention to leave.

The first part of section two asked questions that had to do with human resource management practices, a total of 15 questions are provided (3 questions for each of the 5 human resource management practices).

Questions in regards to employee organizational commitment were provided. 3 questions from this variable were utilized in this study. All questions were centered at examining the commitment level of the employees in the organization as an outcome of human resource management practices.

Questions in regards to employee intention to leave were also provided. A total of 5 questions were asked. All questions were aimed at examining the intent of the employees as an outcome of the human resource management practices.

The five point Likert scale has been made use of in section two of the questionnaire. It is used in the measurement of the impact that human resources management practices has on employee organizational commitment and intention to leave in an organization. Scaling is: 5 – strongly agree, 4 – Agree, 3 – Neutral, 2 – Disagree, 1 – Strongly disagree, these have been given to make analysis on the data collected from respondents.

Questions from the questionnaire were adapted from Raigama Rathnaweera, (2007).

Questions for the questionnaire were also adapted from Priyanko Guchait, (2010).



**Table 1.**

*Cronbach Alpha Value, Human Resources Management Practices, Organizational commitment and Intention to leave.*

The table below shows the Cronbach alpha value for each of the variables.

	Number of Items	Cronbach's Alpha ( $\alpha$ )
Overall measurement instrument	23	.832
Human Resource Management Practices	15	.840
Organizational Commitment	3	.728
Intention to Leave	5	.837

The overall scale measurement is .832 which is within the scale  $0.80 \leq \alpha < 1.00$ . This means that it is in the high reliability range.

Cronbach value for human resource management (HRM) practices is .840, employee organizational commitment .728 and intention to leave .837, all three are in the high reliability range. Inclusive in this study are 23 questions in regards to human resource management practices, employee organizational commitment and also employee intention to leave.

The Likert scale scored from 1 to 5 was also utilized in this study "1: Strongly Disagree" and "5: Strongly Agree".

The information from the scales were inputted into the SPSS program for reliability and validity test. Numerically speaking, results for reliability can be expressed as Cronbach's Alpha ( $\alpha$ ) and can be examined as  $0.00 \leq \alpha < 0.40$  (Not reliable),  $0.40 \leq \alpha < 0.60$  (Low reliability),  $0.60 \leq \alpha < 0.80$  (Quite reliable), also  $0.80 \leq \alpha \leq 1.00$  (High reliability) (Kalayci, 2009).

### **3.4 Data Processing and Analysis**

Data that was collected from respondents was processed and the descriptive statistics test was carried out. In this statistics was presented the mean scores, the tables, percentages and figures. Analysis on data was also carried out using the Pearson correlation test, the linear regression analysis, and the reliability analysis test.

The predictability of employee organizational commitment by human resource management practices was evaluated using the linear regression analysis, it was also analyzed using the Pearson Correlation. Also, the predictability of employee intention to leave by human resource management practices was analyzed using the linear regression analysis and the Pearson Correlation.

All tests and analysis were carried out using the statistical package for social science (SPSS) software (IBM Armonk, New York).

### **3.5 Ethical Considerations**

This research titled “Human Resources Management Practices and Its Impact on Organizational Commitment and Intention to Leave” with the application number YDÜ/SB/2019/475 has been evaluated by the Scientific Research Ethics Committee and granted approval.

## **CHAPTER 4**

### **RESULTS**

In this chapter analysis is carried out on the data gotten from respondents using the structured questionnaire. General information asked to respondents includes questions in regards to their age, gender, marital status, educational qualifications and length of service in the company.

In this chapter, the hypotheses are tested. The conceptual model has enabled the testing of the two hypothesis. Pearson correlation analysis and also the multiple regression analysis were used in testing both hypothesis.

The correlational analysis is a statistical instrument utilized in studying the level of closeness that exists between two or even more variables. Variables are said to be correlated only when the movement of one variable is accompanied by the movement of another.

In this study, human resource management (HRM) practices was tested using 15 items (questions); 3 items were for each of the five human resource management practices. Organizational commitment was evaluated using 3 instruments (questions) and for employee intention to leave 5 instruments (questions) were used.

#### **4.1 Demographical Variables**

In this section analysis is carried out on the data gotten from respondents using the structured questionnaire. Five questions have been put in place to collect the general information of respondents, which include age, gender, marital status, educational qualifications, and length of service in the company.

Below is the demographic profile of the respondents.

**Table 2.***Demographic Profile of Respondents*

<b>Variables</b>		<b>F</b>	<b>%</b>
<b>Age</b>	Under 21	3	1.5
	21-30	107	53.5
	31-40	42	21.0
	41-50	36	18.0
	51 and older	12	6.0
<b>Gender</b>	Male	112	56.0
	Female	88	44.0
<b>Marital status</b>	Married	133	66.5
	Not married	66	33.0
<b>Educational Qualification (s)</b>	GCE O/L	13	6.5
	GCE A/L	3	1.5
	Degree	84	42.0
	Diploma	38	19.0
	Professional qualification (s)	18	9.0
	Postgraduate qualification (s)	44	22.0
<b>How long have served in the company?</b>	Less than a year	34	17.0
	1-2 years	22	11.0
	3-5 years	44	22.0
	6-10 years	41	20.5
	More than 10 years	59	29.5

The table above shows that the majority of respondents were aged 21-30 (53.5%) years old. Majority of the respondents were male (56%). The majority of the participants were married (66.5%). Most of the respondents are degree holders (42.0%) in regards to their educational qualification. The table above shows that majority of the respondents have served for nothing less than 10 years (29.5%) in the organization.

## **4.2 Descriptive Statistics for Human Resource Management Practices, Employee organizational Commitment and Employee Intention to Leave**

In this section of the research, we will be considering the descriptive statistics for our independent variable; human resource management practices and then the dependent variables; employee organizational commitment and employee intention to leave.

Below, data gotten from respondents that have to do with human resource management practices are analyzed. Statistics for describing each question is also evaluated, the measures used include; the standard deviation, mean, maximum and minimum values. Following this is an explanation of the data implications.

### **4.2.1 Measurement of Human Resource Management Practices**

For the purpose of this study, five dimensions of human resource management practices were utilized in the measurement of human resource management (HRM) practices. These five human resource management practices are: recruitment and selection, training and development, welfare activities and flexible working conditions, compensation and benefits, promotion and transfers. Thus, making use of a five-point Likert scale from 1- strongly disagree to 5- strongly agree, recipients (employees) indicated their views on the human resource management practices.

**Table 3.***Descriptive statistics for the Human Resource Management Practices*

The table below gives the descriptive statistics for human resource management data. Descriptive statistics are short coefficients that describe and give summary to a set of data.

		N	Min.	Max.	Mean	Std. Deviation
1	<b>Training and Development</b>					
	I get good training in regards to my job	200	1.00	5.00	3.7750	1.17100
2	Opportunities for training is available	200	1.00	5.00	2.2250	.66073
3	This training matches with my job	200	1.00	5.00	3.7250	1.04154
4	<b>Recruitment and Selection</b>					
	Favoritism is not shown in the recruitment process	200	1.00	5.00	2.9600	.58318
5	Appointments are based on merit (i.e. the best individual for the job is selected not considering their personal features)	200	1.00	5.00	2.9950	.58022
6	This company needs to pay attention to the way it recruits people	200	1.00	5.00	3.8300	1.06148
7	<b>Compensation and Benefits</b>					
	The benefits are appropriate for my necessities	200	1.00	5.00	3.2800	1.13492
8	My pay is fair enough for my duties and responsibilities	200	1.00	5.00	3.0800	1.14022
9	If I carry out my duties properly I can be sure of earning more money (i.e. commissions and bonuses)	200	1.00	5.00	3.0900	1.16993
10	<b>Promotion and Transfers</b>					
	There is an operational promotion policy	200	1.00	5.00	3.5450	1.15527

11	Job promotions are fair	200	1.00	5.00	3.4600	1.11563
12	Promotion based on merit is a company priority	200	1.00	5.00	3.5350	1.13367
<b>Welfare Activities</b>						
13	Duration for sick leave is sufficient	200	1.00	5.00	3.4050	1.15657
14	A work friendly environment is provided	200	1.00	5.00	3.5650	1.05420
15	Flexible work hours are provided to meet my personal needs	200	1.00	5.00	3.2250	1.17528

The expression with the highest average for the human resources management practices question in the descriptive statistics is the question six “This Company needs to pay attention to the way it recruits people” 3.8300. On the other hand the expression with the lowest value is question two “Opportunities for training is available” 2.2250.

The figure ‘3.8300’ shows that majority of employee in these organizations desire that more attention and care be given to the manner at which management employs individuals in the organization. In view of recruitment and selection as a human resource management practice, the organization should improve and pay attention to its mode of recruitment and selection of employees in the organization as this has an impact on the employee commitment to the organization. In regards to the lowest mean in the questionnaire which has to do with employee training and opportunities, those employed have indicated that the management in the organization has some work to do in view of training employees.

The figure ‘2.2250’ shows that majority of the employees disagree to the fact that organizations provide them with training opportunities. This implies that employees desire more training and expertise, this can also mean that

management can improve its training and development scheme so as to meet the desires of the employees as this can result in higher employee organizational commitment.

#### **4.2.2 Measurement of Organizational Commitment**

In this section, questions from the questionnaire in regards to organizational commitment are analyzed. Firstly, descriptive statistics are provided showing the standard deviation, mean, maximum, minimum values for each question alongside its implication.

To test employee commitment in the organization three (3) questions are asked in the questionnaire. This, just as in the case of the independent variable, the five-point Likert scale was utilized, the scale ranges from 1- Strongly disagree to 5- Strongly agree. Data was used to test commitment level of employees resulting from the impact of human resources management practices.

The table below provides descriptive statistics in regards to employee commitment in the organization.



**Table 4.***Descriptive statistics for Organizational Commitment*

	N	Min.	Max.	Mean	Std.Deviation
1. I feel a strong sense of belonging in this organization	200	1.00	5.00	3.7100	1.08248
2. The organization has great regard for me	200	1.00	5.00	3.5050	1.05620
3. One major reason that I am still in this organization is that another might not provide the benefits that I enjoy here	200	1.00	5.00	1.7150	1.10475

The expression with the highest average for the organizational commitment descriptive statistics is question one “I feel a strong sense of belonging in this organization” 3.7100. From this figure, we can conclude that majority of the employees in the organization agree to it that they feel a strong sense of belonging in the organization. This implies that management is doing a good job in regards to their practices as the employees feel a strong sense of belonging in the organization, this is a plus for the management.

On the other hand the expression with the lowest value is question 3 “One major reason that I am still in this organization is that another might not provide the benefits that I enjoy here”, 1.7150. This figure shows that in comparison with the other questions, employees quite disagree to the fact they are in the establishment because another will not provide the benefits that they enjoy in their current work place.

### **4.2.3 Measurement of Employee Intention to Leave**

In this section, measurement is carried out in regards to questions from the questionnaire that have to do with employee intention to leave. The descriptive statistics that show the mean, maximum, minimum and standard deviation values and their implications are given below.

To test the impact of human resource management on employee intention to leave the organization, 5 questions are asked in the questionnaire section for employee intention to leave. The five-point Likert scale is used, ranging from 1- strongly disagree to 5 – strongly agree. Respondents indicated their perceptions in regards to leave the organization as a result of the human resource management practices in their organizations.

The table below provides descriptive statistics in regards to employee intention to leave the organization.

**Table 5.***Descriptive statistics for employee Intention to leave*

		<b>N</b>	<b>Minimum</b>	<b>Maximum</b>	<b>Mean</b>	<b>Std. Deviation</b>
1.	In these last few months I have been thinking of searching for same job in the same industry/sector	200	1.00	5.00	3.3250	1.07478
2.	In the last few months I have been thinking of searching for another job in the same industry/sector	200	1.00	5.00	3.4100	1.04275
3.	In the last few months I have been thinking of searching for same job in a different industry/sector	200	1.00	5.00	3.2550	1.14741
4.	In the last few months I have been thinking about searching for a different job in a different industry/sector	200	1.00	5.00	3.2300	1.11954
5.	Most probably I might find a new job somewhat next year	200	1.00	5.00	2.9950	1.18405
	Valid N (listwise)	200				

The expression with the highest average in employee intention to leave is the second question “In the last few months I have been thinking of searching for another job in the same industry/sector” with a mean value of 3.2550. This

implies that majority of respondents agreed strongly to the fact that they are thinking of searching for another job in the in the same industry/sector.

The least of the average is question five “Most probably I might find a new job somewhat next year” with a mean value of 2.9950. This implies that majority of the respondents have not been thinking in this regard.

### **4.3 Analysis of data for Human Resource Management practices and employee organizational commitment**

The tests in the tables below were used to show the relationship that exist among human resource management practices (independent variable) and employee organizational commitment (dependent variable).

Hypothesis 1 states that “there exists a statistically significant positive relationship between human resource management practices and employee organizational commitment” Using Pearson correlation, the test aims at finding out if data will support this hypothesis.

To test the relationship that exists between both variables, first, the Pearson correlation test is conducted to find out the status of the variables.

Following this, the regression analysis will be carried out. This test is also aimed at proving the validity of the hypotheses.

#### **4.3.1 Hypothesis testing for human resource management practices and employee organizational commitment**

The tests carried out between human resource management practices and its impact on employee organizational commitment is evaluated in the table below.

The table below shows the Pearson correlation test carried out between human resource management practices and employee organizational commitment. This test will show the relationship that exists between both variables.

**Table 6.**

*Pearson Correlation test between Human resource management practices and organizational commitment*

		OC_SCORE	HRM_SCORE
OC_SCORE	Pearson Correlation	1	.553
	Sig. (2-tailed)		.000
	N	200	200
HRM_SCORE	Pearson Correlation	.553	1
	Sig. (2-tailed)	.000	
	N	200	200

From the Pearson Correlation analysis, Correlation value between human resource management practice and employee organizational commitment is 0.553. ( $r=0.553$ ,  $p<0.05$ ) implies that there exists a statistically significant positive relationship between both human resource management practices and employee organizational commitment.

The simple linear regression analysis was conducted and the results are shown below. Table 7 below presents the regression model summary.

**Table 7.**

*Regression Model Summary test for Human Resources Management Practices and Organizational Commitment.*

Mode	R	R Square	Adjusted R square	Std. error of the estimate
1	.553 <sup>a</sup>	.305	.302	.52127

a. Predictors: (Constant), HRM

b. Dependent Variable: OC

As seen in the table above the value for *R* square (the coefficient determination) shows how much of the total variation in the dependent variable can be explained by the independent variable. It shows that 30.5% of the variation in employee organizational commitment can be explained by human resource management practices. Therefore 69.5% of the variation is caused by other factors other than human resource management practices.

This implies that including other independent variables in other studies could advance research topics in this area.

Table 8 below is the analysis of variance (ANOVA) table. The ANOVA table presents reports as to how accurate the regression equation aligns with the data in view.

**Table.8**

*ANOVA for Human resource management practices and employee organizational commitment*

Model		Sum of Squares	Df	Mean Square	F	Sig
1	Regression	23.646	1	23.646	87.024	.000
	Residual	53.800	198	.272		
	Total	77.447	199			

a. Predictors: (Constant), HRM

b. Dependent Variable: OC

Table 8 above shows that *F*-value is statistically significant (typically  $p < .05$ ). The model explains a statistically significant amount of variance in the dependent variable (organizational commitment).

From table 9 below, the *t*-test value shows that the beta coefficient is statistically significant; that is the independent variable does significantly predict the dependent variable.

**Table 9.**

*Coefficients for Human Resource Management practices and Employee organizational commitment.*

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig
	B	Std. Error	Beta		
(Constant)	1.006	.214		4.690	.000
HRM	.595	.064	.553	9.329	.000

a. Dependent Variable: OC

The beta coefficient is the degree of change in the dependent variable for every 1-unit of change in the independent variable.

The beta coefficient is positive (.553). The interpretation of this is that for every 1 – unit increase in the independent variable, the dependent variable will increase by the same coefficient value. Therefore for every 1-unit increase in human resource management practices there will be an increase of .553 in employee organizational commitment. Likewise, for every 1-unit decrease in human resource management practices there will be a decrease in employee organizational commitment by .553 units.

To summarize, the regression analysis indicates that human resource management practice and employee organizational commitment is expected to be positively related. Therefore H1 is supported.

Using the regression analysis, overall, the regression was significant ( $P < 0.05$ ,  $F(1.198) = 87.024$ ,  $R^2 = .305$ ).



#### **4.4 Analysis of data for test for human resource management practices and employee intention to leave**

In this section, tests carried out between human resource management practices and employee intention to leave are statistically analyzed and interpreted.

Hypothesis 2 states that “*there is a statistically significant negative relationship between HRM practices and employee intention to leave*”. The tests carried out below will either support or nullify this proposition.

Pearson correlation test will be used to prove the status that exists between both variables. Following this, the simple linear regression analysis test will be conducted to prove the validity of both hypotheses.

##### **4.4.1 Hypothesis testing for human resource management practices and employee intention to leave**

The test carried out between human resource management practices and its impact on employee intention to leave the organization is evaluated in the table below. Just as in the hypothesis two of this study the result is expected to indicate a statistically significant negative relationship that exists between both variables.

The table below shows the Pearson correlation test carried out between human resource management practices and employee intention to leave. This test will show the relationship that exists between both variables.

**Table 10.**

*Pearson Correlation test between human resource management practices and employee intention to leave.*

		IL_SCORE	HRM_SCORE
IL_SCORE	Pearson Correlation	1	-.153
	Sig. (2 – tailed)		.031
	N	200	200
HRM_SCORE	Pearson Correlation	-.153	1
	Sig. (2 – tailed)	.031	
	N	200	200

The Pearson correlation test result indicates that there exists a statistically significant negative relationship between human resource management practices and employee intention to leave ( $r = -.153$   $P < 0.05$ ).

The simple linear regression analysis was conducted and the results are shown below. Table.11 below presents the regression model summary.

**Table 11.**

*Regression Model Summary between Human Resource Management Practices and Intention to Leave*

Mode	R	R Square	Adjusted R Square	Std. error of the estimate
1	.153	.023	.018	.85942

- a. Predictors: (Constant), HRM
- b. Dependent Variable: IL

As shown in table 11, the *R* square value (coefficient determination) shows how much of the total variation in the dependent variable can be explained by the independent variable. The regression output shows that 2.3% of the variation in employee intention to leave (dependent variable) is explained by human resource management practices (independent variable). This means that 97.7% of this variation is caused by factors other than human resource management practices, therefore adding other variables could improve the fit of this model.

Below is the analysis of variance (ANOVA) table. The ANOVA table was used in cross evaluating the statistical hypotheses in the study.

**Table 12.**

*ANOVA for Human resource management practices and Employee intention to leave*

<b>Model</b>		<b>Sum of Squares</b>	<b>Df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig.</b>
1	Regression	3.507	1	3.507	4.748	.031
	Residual	146.243	198	.739		
	Total	149.750	199			

a. Predictors: (Constant), HRM

b. Dependent Variable: IL

Table 12 above shows that  $F$ -value is statistically significant ( $p < 0.05$ ). The model explains a statistically significant amount of variance in the dependent variable (employee intention to leave).

Table 13 below shows the  $t$ -test value which shows that the beta coefficient is statistically significant; which means that the independent variable significantly predicts the dependent variable.

**Table 13.**

*Coefficients for Human resource management practices and Employee intention to leave*

Model	Unstandardized Coefficients		Standardized Coefficients		T	Sig
	B	Std. Error	Beta			
1(Constant)	3.516	.354			9.944	.000
HRM	-.229	.105	-.153		-2.179	.031

The beta coefficient shows the degree of change in the dependent variable for every 1-unit of change in the independent variable.

The beta coefficient is negative (-.153). This means that there exists a negative relationship between human resource management practices and employee intention to leave.

This also implies that for every 1-unit increase in the dependent variable, the dependent variable will also decrease by the beta coefficient (-.153).

The analysis that was conducted indicates that “there exists a statistically significant negative relationship between human resource management and employee intention to leave. Therefore Hypothesis 2 is supported.

Using the regression analysis, overall, the regression was significant ( $P < 0.05$ ,  $F(1, 198) = 4.748$ ,  $R^2 = 0.023$ ).

## 4.5 OVERVIEW OF THE HYPOTHESES

Below is an overview of the proposed hypothesis

**Table.14**

*An overview of hypotheses tests results*

Proposed Hypotheses	Description of Hypotheses	Result
H1	There is a statistically significant positive relationship between human resource management (HRM) practices and employee organizational commitment.	Supported
H2	There is a statistically significant negative relationship between human resource management (HRM) practices and employee intention to leave.	Supported

## **CONCLUSION**

### **Discussion and Recommendations**

The research evaluated the impact that human resource management practices has on employee organizational commitment and the impact that human resource management practices has on employee intention to leave the organization. The aim of this study was to learn and understand the effect that human resource management practices can have in regards to the commitment of employees in the organization. The aim of the research is also to find out how human resources management practices can affect the intention of employee to leave the organization.

From the sample, majority of the respondents are in the age range of 21 – 30 years (53.5%). Sample size also shows that majority of the respondents have served in their organizations for not less than 10 years (29.5%) in the establishment. Majority of the respondents are male (56%), many of the respondents are married (66.5%) and are degree holders (42.0%).

Human resource management practices evaluated in this study includes: recruitment and selection, training and development, welfare and flexibility, compensation and benefits and promotion and transfers. All factors are evaluated wholly and not on individual basis.

This research aims at evaluating the relationship that exists between human resource management practices and employee organizational commitment, hypothesis 1 of this study aims at evaluating this relationship. Results from the tests carried out in the study show that there exists a statistically significant positive relationship between human resource management practices and employee organizational commitment.

This implies that where there is an increase in human resource management practices in the organization, there is also an equal increase in the commitment of employees. The findings from this research are also consistent with the

study of Jackson & schuler (1992); Nussier & Eskildsen, (2000); Wieles & Boselie, (2002). Although the aforementioned was more centered on human resource management practices and its impact on employee satisfaction.

From the results of this study, human resource managers in an organization must raise the quality of human resource management practices in the organization as this will lead to an increase in employee commitment in the organization. Human resource management must be careful to not let the organization decrease in effectiveness as this will lead to an equal decrease in commitment of the employee in the organization.

It has also been discovered that human resource management practices can be a great weapon for establishments in communication with those employed therein to have a solid connection and work flow between the employed and their employer (Noonan and Guzzo, 1994).

Discoveries from these material is crucial for both academics and those in practice. This is because organizations utilize more than one human resource management practice that are interrelated and do not make use of only one practice. Findings from this research proves that those employed in an organization believe in the fact that, this is crucial and important for efficiency at work. Human resource management practices are not all at equal levels in regards to effectiveness; a few of them may be more advantageous, competitive, meanwhile the remaining may be of less effectiveness.

Results also show that there exists a statistically significant negative relationship between human resource management practices and employee intention to leave. This implies that an increase in human resource management practices leads to a decrease in employee intention to leave the organization.

This supports the proposed hypothesis which states that “there exists a statistically significant negative relationship between human resource management practice and employee intention to leave”. This research is



relevant to management as it will aid in improving effectiveness in their practices as this will lead to a decrease in employee intention to exit the organization.

A host of researches show that there is a positive relationship between organizational commitment of employee and job satisfaction, this relationship in turn impacts their turnover intention (Kushnir, Aranya and Valency, 1986; Boshoff and Mels, 1995; Hubbard and Harrison, 1998; Johnson et al., 1990; Knoop, 1995; Kreitner and Kinicki, 1992; Morrison, 1997; Niebuhr and Norris, 1984; Ting, 1997).

This study tells something about the belief of those employed in the Nigerian civil service. It shows that if an establishment is ready and dedicated to cater for its employees through its human resources management practices, which include; training and development, recruitment and selection, compensation and benefits, promotion and transfers and welfare activities this will lead to an increase in commitment of employees in the organization. It also shows that if there is an increase in the effectiveness in practices of human resource management. Which include; recruiting and selection of organization employee, training and development of the organization staff, welfare of staff taken into consideration, benefits and compensations given to employee, promotions and transfers of employees done with appropriateness, there will be a decrease in employee intention to quit from employees.

However, this research is limited to the governmental organizations in Nigeria. This same result might not be the case in other geographic locations.

## Recommendations

In this research these factors are recommended;

Human resource management must improve its managerial practices. From the study conducted, results show that practices of human resource management has an impact on the commitment of the employees. Because employees play a key role in the organization in regards to attaining its goals, management must pay careful attention to the necessities of the employees, if practices and policies of human resource management is improved, this will affect the commitment of employees positively; for the benefit of the organization. From data collected, human resource management must make available more training opportunities as indicated by the employees. Results show that employees desire more training, this implies that if employees are given more training opportunities this will positively impact the commitment level of the employees.

Management must raise compensations and benefits provided to employees as employees indicate that they do not receive as much benefits as desired. This positively affects employee organizational commitment.

The results also show that human resource management practices decreases employee intention to leave to exit the organization. This results supports hypothesis two of this study which states that *“there exists a statistically significant negative relationship between human resource management practices and employee intention to leave”*. From this data, employees affirm to the proposition that where there is an increase in the practices and policies of human resource management, there will be a decrease in intention of employees to leave their organizations. This shows that human resource management practices play a key role in reducing employee intention to depart from the organization. Therefore, human resource management practices must be improved as this reduces employee intent to depart from the organization.

## **Limitations**

Limitations for this research are as follows.

Results for this research is restricted to the nation Nigeria. This implies that the validity of this result is of more impact in the nation Nigeria, in line with the data received from respondents. Carrying out the same test in other regions and continents will have a lot more implication. Factors such as resources, time and energy will be a constraint in carrying out further research in these other geographical regions.

In this research, the human resource management practices which include recruitment and selection of employees, training and development, welfare activities and flexible working conditions, compensation and benefits, promotions and transfer, are not analyzed on individual basis but collectively. A major reason these practices were studied collectively and not individually is the demand this will have on the research. Studying each of this factors individually would imply more resources, more attention and a lot more time. Further research can be conducted that looks closely at each individual management practice.

Research was conducted from a distance i.e. the research on the impact of human resource management practices on employee organizational commitment and employee intention to leave in Nigeria was conducted from abroad. Questionnaires were distributed by aids in the Nigerian community. Distance was a limitation in this process, to get more respondents will imply more time and efforts.

The number of respondents in this study totals 200. If there are more respondents this will strengthen the results gotten from the research.

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## APPENDIX A

### Section 1

#### Personal Details

**Please tick one cell for each question**

1) Age?

Under 21	(1)
21 – 30	(2)
31 – 40	(3)
41 – 50	(4)
51 or older	(5)

2) Gender?

Male	(1)
Female	(2)

3) Marital status?

Married	(1)
Not married	(2)

4) What is your highest educational qualification?

GCE O/L	(1)
GCE A/L	(2)
Degree	(3)
Diplomas	(4)
Professional qualifications	(5)
Postgraduate	(6)

5) How long have you served in this company?

Less than a year	(1)
1-2	(2)
3-5	(3)
6-10	(4)
More than ten years	(5)

## Section 2

**Human Resource management practices:** Recruitment and selection, training and development, welfare activities and flexible work conditions, compensation and benefits, Promotion and Transfers.

### Organizational commitment and Intention to leave.

PLEASE TICK ONE CELL FOR EACH QUESTION

#### HR PRACTICES

	Strongly Agree (5)	Agree (4)	Neutral (3)	Disagree (2)	Strongly Disagree (1)
<b>Training and Development</b> I get good training in regards to my job					
Opportunities for training is available					
This training matches with my job					
<b>Recruitment and Selection</b> Favoritism is not shown in the recruitment process					
Appointments are based on merit (i.e. the best individual for the job is selected not					



considering their personal features)					
This company needs to pay attention to the way it recruits people					
<b>Compensation and Benefits</b> The benefits are appropriate for my necessities					
My pay is fair enough for my duties and responsibilities					
If I carry out my duties properly I can be sure of earning more money (i.e. commissions and bonuses)					
<b>Promotion and Transfers</b> There is an operational promotion policy					
Job promotions are fair					
Promotion based on merit is a company priority					
<b>Welfare Activities</b> Duration for sick leave is sufficient					
A work friendly environment is provided					
Flexible work hours are provided to meet my personal needs					

**ORGANIZATIONAL COMMITMENT**

	Strongly Agree (5)	Agree (4)	Neutral (3)	Disagree (2)	Strongly Disagree (1)
I feel a strong sense of belonging in this organization					
The organization has great regard for me					
One major reason that I am still in this organization is that another might not provide the benefits that I enjoy here					

**INTENTION TO LEAVE**

	Strongly Agree (5)	Agree (4)	Neutral (3)	Disagree (2)	Strongly Disagree (1)
In these last few months I have been thinking of searching for same job in the same industry/sector					
In the last few months I have been thinking of searching for another job in the same industry/sector					
In the last few months I have been thinking of searching for same job in a different industry/sector					
In the last few months I have been thinking about searching for a different job in a different industry/sector					
Most probably I might find a new job somewhat next year					

## PLAGIARISM REPORT

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## ETHICS COMMITTEE APPROVAL

### APPENDIX B

23.05.2019

Dear Israel Emoche Ochigbo

Your application titled “**Human Resources Management Practices and Its Impact on Organizational Commitment and Intention to Leave**” with the application number YDÜ/SB/2019/475 has been evaluated by the Scientific Research Ethics Committee and granted approval. You can start your research on the condition that you will abide by the information provided in your application form.

Assoc. Prof. Dr. Direnç Kanol

Rapporteur of the Scientific Research Ethics Committee



**Note:** If you need to provide an official letter to an institution with the signature of the Head of NEU Scientific Research Ethics Committee, please apply to the secretariat of the ethics committee by showing this document.