

Linking Human Resource Management Practices with Employee Commitment

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Abstract

The research paper is aimed at studying the link between HRM practices and employee commitment in Nepalese businesses. The paper has employed descriptive research design and the correlational research design to establish the relationship between the HRM practices and employee commitment in the Nepalese business. Primary data was used as the primary source of information and it was collected through the assistance of the well-organized questionnaire created to respond to the objective of the research. The questionnaires will be mailed to 10 organizations representing both the service and manufacturing sectors in Nepal, and the questionnaires that will be sent will make 250 altogether with 25 questionnaires in each business. These gave rise to 155 respondents returning these questionnaires therefore a response rate of 62 percent. All its items will be measured on a five-point Likert scale in the survey. It may also be observed, in terms of the empirical information that all the regions of HRM practices have most positive correlation with all the regions associated with the employee commitment. The employees are morally obliged to stay within their organizations where they perceive the firms to have good HRM practices and processes. It is therefore desirable that effective HRM practices should be developed and implemented to encourage all forms of employees in a given organization. This has long-run benefits to the business in terms of realizing its targets.

Keywords: Businesses, Commitment, Employee, Human resource management, Practices

Introduction

Human resource management (HRM) refers to all the management decisions as well as activities that have a direct impact on the business or human resource employees. People capital plays a key role in the success of the business as it has become a known fact that people capital is among the greatest sources of competitive advantage in the business (Pfeffer, 1994; Pradhan & Shrestha, 2022; Shah & Shrestha, 2022; Shrestha & Prajapati, 2024). Any type of degree activities that may

include, staff retention, training, and development adjustment, change management, etc., should preoccupy all managers in the context of people management (Cascio, 2002). It is widely believed that nowadays workplace is a significant competitive advantage of companies (Barney, 1991, Pfeffer, 1994; Adhikari & Shrestha, 2022). The reason is that a firm must practice HRM in a way that will maximize its people (Shrestha & Prajapati, 2023; 2024). Because of this trend, HRM and employee commitment has received more attention and various studies have discovered that there is a positive correlation between so-called high-performance work practices (Huselid, 1995). There was also empirical evidence on the concept that the fit between HRM practices and the market strategy may result in the improvement of the performance of the company (Becker & Gerhart, 1996; Becker and Huselid, 1998; Dyer and Reeves, 1995; and Guest, 1997). Moreover, prior researches (e.g. Guest, 2002; Harley, 2002; Gould-Williams, 2003; Park et al., 2003; Wright et al., 2003; Tessema & Soeters, 2006) have gone to the extent of affirming the positive association between HRM practices and performance and commitment of employees. The investigations have been focused, and directed towards the emerging nations.

The interdependence between the HRM practices and commitment of the employee is believed to be one of the central people management problems (Shrestha, 2024). Gautam et al. (2005) discovered that Nepal has high affective commitment relative to other commitments due to the national culture. The normative commitment is normal and the continuance commitment is low. Pradhan (2010) discovered that in Nepal, organizational climate in both governmental and private businesses were similar. The Nepalese setting had located two climatic features that characterized employment contentment and these were partaking, safety, warmth, and backing. According to the Nepalese organization, there is low involvement of employees in the organization.

In fact, the policy of Nepalese policymakers and administrators is not convinced about the advantages of investing in human resource and capital (Adhikari et al., 2024). In reality, it has not been implemented that human resources or people should be viewed as key organizational resources. It is one of the fields that have not been given significant attention by scholars in Nepal. The number of studies on employee commitment and HRM practices also is very low (Shrestha, 2016, 2019a, 2019b; Shrestha and Parajuli, 2020b; Shrestha & Pradhan, 2023; Pradhan et al., 2023; 2024, Pradhan & Shrestha, 2023). Legal aspects are also important for creating decent work (Shrestha, 2021; 2022a; 2023; Shrestha et al., 2025) that enhance employee commitment. The other gap that exists in the existing research in Nepal is demonstrating the linkage between HRM practices and commitment among employees in the banking sectors. In this regard, the research paper is trying to analyze the correlation between employee commitment and HRM practices in the Nepalese companies.

Literature Review

Numerous previous researches have examined HRM policies in relation to commitment of employees. Tesema and Soeters (2006) have taken into account eight HRM practices and their physiological association with the perceived employee performance and commitment. These eight activities are recruiting and selection practices, placement practices, training practices, remuneration practices, practices of performance evaluation of employees, promoting, grievance

practices, and practices of pension or social security. In the study, Huselid (1995) employed 11 HRM practices, namely, staff selection, performance evaluation, incentive compensation, job design, grievance procedures, information sharing, attitude assessment, participation in labor management, recruitment effort, worker training, and promotion criteria. The study concentrates on the link between employee commitment and four HRM practices (compensation, training and development, job description and performance appraisal). The HRM practices that have positive impacts on the financial income and social status of people relatively may be approached as the key determinants of staff commitment in Nepal, the developing country with the extremely low per capita income. This is what makes these practices be selected in this investigation.

Pay

This is a good remuneration or payment, when employees will be employed in a firm and will work in a more preferable position (Shrestha, 2022b). Delaney and Huselid (1996) discovered that organizational performance in terms of perceived performance is influenced positively by the compensation or salary. It is noted that performance based pay positively affects the attitude of the employees that subsequently increases their commitment to the company activities. The compensation in the business enterprises is based on competence of the employees; the entire employees are directly attached to the commitment, which determines the compensation (Shrestha, 2024; 2021; Shrestha et al., 2024).

Training and Development

Viability training and development programs positively influence commitment among employees. With this respect, training and development has some critical elements that are considered to be important. Business organizations are expected to provide comprehensive training programs that would involve the requisite quality aspects, and these trainings are usually taken after every year by the employees. The individual and organizational objectives must be aligned with the training needs and this would require the identification of the training needs to be done in a well-organized systematic performance appraisal system. Moreover, new hires are given a chance to undergo formal training in order to acquire skills that would be needed by their jobs (Pradhan & Shrestha, 2021). The employees are also commonly equipped with new knowledge and skills such as those necessary to work as a team. Overall, training needs are to be made viable, topical and in close connection with the strategies of the organization, thereby contributing to the heightened employee loyalty.

Job Description

Job description forms the basis of most of the human resource management procedures, including recruitment, performance evaluation and training programs (Pradhan et al., 2024). It determines the job, the tasks, and the duties of a particular position and determines what the job entails, why it is being done, where it is being done, to a smaller extent, how it is being performed. The job requirement is a fundamental part of the job description, which renders the job definite, and it generates a fit between the expectation of the company and the role of the workers. Some of the variables considered during the assessment of a job description include the duties at the various job

are defined clearly within the company; a current job description is provided which is one that is attested to be in line with what employees are doing in their work; and in real sense, job responsibility is usually seen as being what the employees are doing in their job than the job description itself. This highlights the appropriateness of well-structured job specifications and job roles dynamics within organizations.

Performance Appraisal

In order to run a working performance management system within the company, the performance assessment is one of the most important tools of analyzing job related strengths and weaknesses within the employees. It is a very crucial instrument of measuring the strengths and weaknesses of the employees and it is a systematic way of instilling capacity in the future through an enhancement in areas where a need to enhance is observed (Shrestha & Pradhan, 2022). There are various factors that are put in place in an effective performance appraisal system. First, the performance of the employees is assessed by the objective and quantitative indicators, which presupposes objective and correct assessment. The organization has an appraisal system which is geared towards growth and is not merely on the judgment but on the growth of the employees. The employees receive constructive and performance based feedback and counseling and therefore can understand more about their progress and areas of improvement. One should also have trust on the appraisal system, because the more the employees trust the appraisal system, the more they will believe the system, and therefore the system will be effective. Besides that, the system affects individual and team behavior under a large scale by reinforcing the desired performance norms and promoting the improved performance. Finally, appraisal outcomes play a crucial role in deciding on various crucial HR measures, including job rotation, training needs and changes in remuneration, which relate the performance evaluation practice to the overall practices and goals of the company.

Employee Commitment

The growth of the loyal employees is a notable feature of the corporate success of the present time. Commitment is one of the elements of an effective HRM path of an organization. Different studies have analyzed the concept and observation of commitment in the detailed level (Mathieu & Zajac, 1990; Meyer & Allen, 1991; Meyer & Herscovitch, 2001). Meyer and Allen (1991, 1997) created a list of meanings and the similarities and differences were dealt with. The resemblances brought the impression of what seemed to be the essence of commitment the fact that commitment is a force that holds one to an action course, which is relevant to a clean target. Meyer and Allen (1997) came up with three dimensions of organizational commitment model namely, the affective, continuance, and normative commitment. It was the most empirically studied model which could have the greatest number of supports (Meyer & Allen, 1997; Meyer et al., 2002). The affective commitment identifies the expectations of the employees and the company belief systems (Shrestha, 2020; Shrestha & Thapa, 2024; Shrestha & Parajuli, 2024). Lastly is normative commitment, which relates to commitments to something due to a religious belief or a duty that being in the organization is what is right and what is right (Shrestha, 2016, 2019a; Shrestha & Pradhan, 2023).

All the forms of commitment produce different results on the behaviour of the worker within the workplace and attach him/her with the organization at different levels (Meyer et al., 2002).

Research Hypotheses

The hypotheses that will be addressed in this study are:

- H1: HRM practices and affective commitment of employees are strongly, positively related.
- H2: The relation between HRM practices and continuance commitment of the employees is a positive and strong one.
- H3: The relationships between HRM practices and normative commitment of the workers are high and positive.

Research Methods

This study was a descriptive and correlational study that sought to examine the relationship that exists between HRM practices and commitment levels of employees in Nepalese companies. The primary data was taken as the primary source of information because the data were collected via a well-constructed questionnaire, which was constructed specifically to carry out this research. The questionnaires were also sent to 10 organizations that represent the service and the manufacturing industry in Nepal with 250 questionnaires per business. A response rate of 62 percent was obtained out of this 155 questionnaires returned. All the questions in the survey were rated on a five-point Likert scale which allowed the respondents to state the degree of their agreement or disagreement with the statements under question. Such methodological approach has made it possible to carry out systematic assessment of the HRM practices and its association with the distinct aspects of the employee commitment.

Results and Discussion

This section presents the results of the study.

Table 1

Descriptive statistics and Reliability

S.N.	HRM Practices	Mean	S.D.	Reliability
1	Compensation	3.19	0.62	0.81
2	Training and Development	3.05	0.67	0.79
3	Job Description	3.24	0.51	0.84
4	Performance Appraisal	3.17	0.43	0.78
5	Affective Commitment	3.71	0.69	0.82
6	Continuance Commitment	3.91	0.56	0.86
7	Normative Commitment	3.61	0.81	0.91

The analysis of the HRM practices and the organization commitments reveals that the respondents indicated moderate satisfaction levels with the HRM practices and a relatively high commitment level with their organizations. Job Description was higher in the HRM variables (M 0.51), with the

employees reporting having their positions and duties described in a clear way, with Compensation/Pay and Performance Appraisal follows closely with the same (M 0.51). Training and Development had the least mean (M = 3.05, SD = 0.67), which indicates that the employees feel that this aspect is relatively poor and requires attention. Conversely, the three commitment dimensions were more responsive with Continuance Commitment the highest (M = 3.91, SD = 0.56) meaning that employees tend to remain in their organizations because they felt the costs or were not able to find other options. The Affective and Normative Commitment (M = 3.71 and M = 3.61 respectively, SD = 0.69 and SD = 0.81 respectively) levels were rather high, which means that they were fairly emotionally attached to the organization and felt obliged to stay there.

Standard deviations indicate that perceptions were the most consistent in Performance Appraisal and Job Description and Normative Commitment and Training and Development were more varied between the respondents. The reliability coefficients were between 0.78 and 0.91 which indicated acceptable to excellent internal consistency in all measurement scale and Normative Commitment recorded the highest reliability ($\alpha = 0.91$). Generally, the findings reveal that there is a strong commitment among the employees but there are other aspects that may be improved by the organization through improvement in areas like training and performance appraisal.

When taken as a whole, the trend, which is stronger continuous (and quite strong affective) commitment and middling ratings of HRM practices, implies that organizational attachment can be driven by calculative/constraint-based considerations rather than by consistently high ratings of the HRM systems. Although the articulation of job descriptions seems to be quite well-institutionalized, the training and development score is significantly lower, so it also represents a possible HRM improvement leverage. The overall agreement of mediocre performance appraisal perceptions is indicative that there are systemic issues with the implementation or design of appraisals and not unique ones.

The link between HRM practices and employee commitment is estimated using multiple regression analysis. The findings are provided in Table 2.

Table 2
Regression Results

HRM Practices	Affective Commitment	Continuance Commitment	Normative Commitment
	Model 1	Model 2	Model 3
Compensation	0.161**	0.132**	0.041**
Training and Development	0.135*	0.041*	0.211*
Job Description	0.182**	0.042*	0.051*
Performance Appraisal	0.163*	0.171**	0.217*
R ²	0.181	0.232	0.164
Adjusted R ²	0.121	0.189	0.011
F-Value	45.61**	53.74**	36.45**

Note: * $p < 0.05$ ** $p < 0.01$

Table 2 reveals that HRM practices significantly predict all three dimensions of employee commitment. Performance appraisal emerges as the most consistent and influential predictor across models, strongly shaping both continuance ($\beta = 0.171$, $p < 0.01$) and normative commitment ($\beta =$

0.217, $p < 0.05$). Affective commitment, however, is driven most strongly by job description clarity ($\beta = 0.182$, $p < 0.01$), underscoring the role of role-definition and expectation alignment in fostering emotional attachment. Although all models are statistically significant ($p < 0.01$), explanatory power varies, with HRM practices accounting for 23.2% of variance in continuance commitment, 18.1% in affective commitment, and 16.4% in normative commitment. These results indicate that well-designed HRM practices—particularly performance appraisal, compensation, and development—play a central role in shaping employees' emotional, calculative, and moral attachment to the organization.

Conclusion

The empirical results clearly indicate that there is a strong positive relationship between each element of the HRM practices and each element concerning employee commitment. All three hypotheses (H1, H2, and H3) are approved. Regarding the case study of the Nepalese banking sector, the results suggest that the general standard of HRM practice still stays average, which shows an apparent lack of consistency and effectiveness in the application of HRM systems in the institutions. Although such a small number of HRM practices can be used, there is an interesting and somewhat unexpected pattern occurring: the level of employee commitment seems to be quite high, or even a bit bigger in spite of the average quality of HRM practices. This is an indication that unrelated to the formal HRM systems variables, including job security, cultural ethos, organizational equity, or a lack of alternative employment may be the cause of continued commitment among employees within the industry. Compensation or pay, as an important element of HRM practices, has a positive relationship with all the dimensions of employee commitment that is strong. This means that in case organizations adopt competitive and fair compensation systems workers will have higher chances of exhibiting higher affective, continuance, and normative commitment. Competitive pay not only boosts the level of value and satisfaction among employees but also magnifies their desire to stay with the organization and be aligned to its objectives. Similarly, training and development, job descriptions, employee engagement and performance reviews have positive and significant relationships with all aspects of employee commitment. It means that when firms possess a clear job description, participative style of management and performance rating procedure, employees will be emotionally invested to the organizations so long as they invest in employee training and development programs. It also implies that the employees are actually interested in the work of the organization and are driven by the prospects of growth and development at the firm. Finally, the workers should be morally obliged to remain with the same companies once they believe that their companies have good HRM practices and processes. Consequently, it is important to establish and adopt efficient HRM practices that motivate every form of workers in an organization. This will eventually aid the business in achieving its goals.

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