

Relationship Between Human Resource Management Practices And Employee Commitment

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ABSTRACT

The general objective of the study was to analyze the relationship between human resource management practices and employee commitment in Nepalese commercial banks. Descriptive research design was once used for the study. The study targeted 250 employees in Nepalese commercial banks. Questionnaires had been used as instruments for data collection. Descriptive and inferential information had been used to analyze the data. The study observed that all the human resource management practices studied influences employee commitment. This is evidenced by the findings that employee commitment is positively related with compensation, training and development, career planning, employee participation, and performance appraisal. The study concluded that human resource management practices such as compensation, training and development, career planning, employee participation, and performance appraisal influence employee commitment at Nepalese commercial banks is it affective, normative and continuance commitment in the organization. It is recommended that Nepalese commercial banks should improve on other aspects of human resource management practices such as compensation, and training and development as they had weaker relationship compared to other variables. The research finally endorsed that another study be prepared in other banks on the encounters facing the enactment of human resource management practices intended at motivating employees.

Keywords: compensation, training and development, career planning, employee participation, performance appraisal, commitment.

Introduction

Human resource management is a reliable and productive slant towards the management of employees who are “valued assets” to an organization (Huselid, et al., 1997). According to Arthur, (1994), managing ingenious humans requires a continual balancing among meeting the human ambitions of the people and meeting the strategic and monetary needs of the business. Hence linking the human resource management more explicitly to the strategic goals to enhance the business and foster innovation and adaptability, thus serves the general purpose (Vlachos, 2008).

According to Delaney & Huselid, (2006), human resource management has been related to the success of several leading organizations. Huselid, et al., (1997) argues that It is clear that human resource management practice play an essential part in influencing employee's intensity of commitment and their intention to stay with the organization.

Kelvin & Boaz (2007) defines commitment as both a willingness to continue a course of action and reluctance to vary plans, often due to a way of obligation to remain the course. Employees are concurrently committed to several entities, such as economic, educational, family, political and religious institutions. Porter, et al., (2004) also asserts that employees also commit themselves to specific individuals, including their spouses, children, parents and siblings, as well as to their employers, co-workers, supervisors and customers. Commitment manifests itself in distinct behavior. For example, employee gives time and energy to fulfill their on-the-job responsibilities also as their family, individual, public and divine obligations.

Schuler & Jackson (1987) described human resource management practices as a system that attracts, develops, motivates, and retains personnel to ensure the wonderful implementation and the survival of the organization and its members.

These human resource functions encompass job descriptions, job classifications, job evaluation, performance appraisal and training, and job specifications (Brannick et al., 2007). Organizations had been being in a position to improve their employees' retention rate by using adopting job enrichment applications and bettering their development opportunities.

Statement of the problem

Few studies have been conducted in Nepal to date by certain researchers correlating human resource management practices with employee commitment. According to Gautam et al. (2005), Nepal has a high affective commitment, a moderate level of continuance commitment, and a low level of continuity commitment. According to Pradhan (2010), public and private Nepalese firms have similar organizational environment. In the Nepalese setting, a few environment characteristics such as security, participation, warmth, and support explained job satisfaction. Employee participation in Nepalese organizations is determined to be in bad condition. According to Adhikari (2002), Nepalese Human Resource Management is troubled by the current management standards and culture. Adhikari and Muller (2001) discovered that transferring western-style HRM prescriptions to underdeveloped countries presents both opportunities and obstacles.

Managers and policymakers in Nepal are often skeptical about the benefits of investing in human resources. People should be viewed as valuable assets, in particular, is yet to be recognized. This area has not been acknowledged as a research field by Nepalese academics and academicians. Only a few studies in the fields of HRM practice and employee commitment are undertaken separately. In Nepal, there is also no research on the relationship between HRM practices and employee commitment in the banking sector. As a result, this study will seek to conduct an investigation into the impact of HRM practices on employee commitment in the Nepalese context.

Research Question

This study is going to answer the following research question:

- a. What are the HRM practices in Nepalese commercial banks?
- b. What is the level of employee commitment (affective, continuance and normative commitment) as perceived by employees of Nepalese banks?
- c. How various HRM practices influence employee commitment in different banks of Nepal?

Objective of the Study

The present study is focus on assessing the relationship between HRM practices and employee commitment. In this context, this study is attempted to achieve the following objectives:

- a. To examine HRM practices in Nepalese commercial banks.
- b. To study the levels of commitment as perceived by employees of Nepalese commercial banks.
- c. To analyze the relationship between HRM practices and employee commitment in Nepalese commercial bank.

Literature Review

A central theme within the human resource management literature concerns the identification of best practices that enhance both organizational performance and employee commitment. Research in this area is driven by efforts to find links between these practices and firm level outcomes, such as higher productivity, lower turnover, and low rates of absenteeism and higher levels of financial performance (Arthur, 1994; & Huselid, 1995). Research discovering the effect of these human resource practices on employee commitment is significantly more limited (Guest, 1999). Yet, there is an implicit assumption within the literature that these human resource practices may be applied both across and within organizations, yielding desirable firm level outcomes and employee behaviors.

Research has reported that employee perceptions regarding the transferability of skills are negatively associated with continuance commitment (Allen & Meyer, 1990). Taormina (1999) originate that training was a significant forecaster of affective, continuance and normative commitment. Randall and O'Driscoll (1997) initiate that arrangement with training policies was related with higher levels of affective commitment amongst employees in New Zealand, however not employees in Ireland. Research studies also suggest that attitudes towards career development may be related to different commitment components. For example, Iverson and Buttigieg (1999) originate that promotional opportunity was a significant interpreter of affective commitment. Taormina (1999) and Meyer & Smith (2000) initiate that career development was one of the most influential predictors of both affective and normative commitment. Meyer & Smith (2000) found that continuance commitment was higher among employees that were rated as less promotable by their superiors. Shouksmith (1994) also initiate that insight of promotion opportunities were positively related with continuance commitment.

Concerning the design of jobs, Iverson and Buttigieg (1999) establish no prognostic relationship

between autonomy and affective, normative or continuance commitment, yet routine work has been originate to be a negative predictor of both affective and normative commitment. They also found that job security was a significant predictor of both affective and continuance commitment and that pay was a significant predictor of continuance commitment. In overall, there is petite research investigative the impact of reward practices on multiple scopes of commitment. This study therefore filled this gap by looking at how different human resource management practices impacts on employee commitment.

Compensation

Compensation has a positive impact upon perceived organizational overall performance (Delaney & Doty, 1996). Performance-related pay impacts employee motivation positively. In our organization, compensation is decided on the foundation of competency of the employee, the compensation for all employees is at once linked to his/her commitment.

Lazear (2000) observed that high-performance organizations consistently sought to understand and strengthen valuable contributions made by means of employees whether or not by way of promotion or compensation.

Training and Development

The advent and implementation of training and management development programs must be based totally such that time and money are spent on training and management development requirements indicated by a training needs analysis financed in training and management development is related to the mission or basic business of the organization (Watad & Ospina, 1999).

Career Planning

Schwind, Das & Wagar (1997). "The practice of boosting an employee's future value" is defined as "career planning." Douglas T. Hall (1977) concludes that apparent sequence of attitudes and behaviors related with work associated involvements and events over the span of the individual's life. Career planning as a process inside the organization, career planning is that part of personnel administration that tries to develop avenues for people to advance in the firm over time.

Employee Participation

Faith is an imperative concept in social science study as a main factor in organizational achievement and human resource practice. The potential effects of change strategies on employee trust in management (Morgan & Zeffane, 2010). Commitment (vs. Control) oriented HR systems have a wonderful influence upon productiveness and result in a lower degree of turnover (Arthur, 1994). Participation in decisions is positively associated with organizational commitment.

Performance Appraisal

According to Weiss & Hartle (1997) overall performance appraisal is a procedure for setting up a shared understanding about what is to be executed and how it is to be achieved, and a method to managing employee that increases the probability of accomplishing success. Armstrong & Baron (1998) definite it as a "strategic and integrated method to upsurge the effectiveness of company's by improving the overall performance of the employee who work in them and by growing the capabilities of teams and person contributors."

Employee Commitment

According to Muthuveloo & Rose (2005), organizational commitment mentions to ability of employees to be loyal and perceive with the organization in relation to the duties and responsibilities being held. In organizational commitment, the employees identify themselves with the dreams and values of the organization they work for to enable it. Achieve expanded overall performance (Herscovitch & Meyer, 2002). They argue that commitment can be in structure of affective, normative and continuance. Commitment comes with job associated behaviors such as reduced absenteeism and this leads to high quality fine service.

Affective Commitment

Employees' emotional bond to their organization has been considered a necessary determinant of dedication and loyalty. Affectively committed employees are viewed as having a sense of belonging and identification that will increase their involvement in the organization's activities, their willingness to pursue the organization's goals, and their want to continue to be with the organization (Meyer & Allen, 1997). In settlement with this view, studies have determined associations between affective commitment

and absenteeism, performance, and turnover with turnover being most strongly associated to affective commitment (Meyer & Allen, 1997).

Normative Commitment

Normative Commitment displays a perceived obligation to stay in the organization (Meyer & Herscovitch, 2001). The underlying construct of normative commitment is that commitment is the totality of internalized normative pressures to act in a way which meets organizational goals and pastimes (Wiener, 1982). Such perceived feelings usually motivate persons to behave appropriately and do what is proper for the organization (Meyer & Allen 1991). Employees that have a high level of normative commitment stay with the company because they believe they "ought to" (Allen & Meyer 1990, 1996). Normative Commitment has grand value for organizations and their human resources.

Continuance Commitment

Employee commitment continues to be a primary focus of inquiry given its predicative power on employee, and organizational, relevant effects (Meyer & Smith, 2000). In a common employer-employee relationship, employee perceptions of human resource practices of their employing organization affect their dedication to the organization (Kinnie, et al., 2005). Continuance commitment describes an personal's need to continue to be with the organization ensuring from their focus of the costs (tenure, pay, benefits, vesting of pensions and family commitment, etc.) related with sendoff the organization (Meyer & Allen, 1991).

Methodology

Research methodology is important to carry out research which describes the relevant methodological approaches employed in the study. The consistency of the findings largely depends upon the empirical methodologies employed. Empirical methodologies combine with the research design, sources and nature of data, population and sample, statistical tools and techniques for data analysis, instruments and measurements.

This study used descriptive research design. Descriptive research is defined by Gay (1981), as a procedure of gathering data in order to test hypothesis or to answer queries, about the present status of the subject in the study. The design fit both quantitative and qualitative methods of analysis.

Sources and Nature of Data

Mainly primary data is used in this study. A scientifically prepared questionnaire will be used to collect the primary data by considering various factors of demographic characteristics, human resource management practices and employee commitment.

Population and sample of the study

A population state to a whole group of individuals, events or objects that have a common observable representative (Orodho, 2003). It describes the parameters whose characteristics the research attempted to describe. The organizations are select based on convenient sampling methods.

Data Collection

Questionnaires remained used as a tool for data collection. Closed-ended questions are included in the instrument. "Drop and pick" was used to distribute the questionnaire. The questionnaires were used for the following reasons: they have the potential to reach a large number of respondents in a short amount of time, they can give respondents enough time to respond to the items, they provide respondents with a sense of security, and they are an objective method because there is no bias resulting from personal characteristics (as in an interview) (Owens, 2002). In the questions, a Likert scale was employed.

Statistical Analysis

The researcher first amended the primary data collected from the field. Coding was then being done to translate the responses into specific categories. To arrange and condense research material into workable synopses, coding was predictable. The coded quantitative items were entered into SPSS for analysis. Descriptive statistics such as frequencies, mean, standard deviation and percentages were used to describe the data. The analyzed data was presented in form of tables and figures where applicable.

RESULTS

The objective of the study in this section is to show the various human resource management practices

and how each of the practice affects employee commitment within the organization.

Compensation

The respondents were asked to indicate their level of agreement with statements on compensation in sample banks.

Table 1 Compensation

Statement	Mean	Std. Deviation
Benefits are given on the basis of the person's job execution.	4.23	0.716
Benefits are given on the basis of how well our organization achieves.	3.40	0.576
Seniority or length of service, rather than merit or performance, determines increases in base pay.	2.86	0.913
Cost of living adjustments or legislated wage adjustments determine increase in base pay.	3.13	0.775
An employee's base pay depends on the importance of his or her job to the organization.	3.45	0.816

Source: Opinion survey, 2021

The analysis on table 1 shows that Nepalese commercial banks need to improve on its compensation system. Most of the employees were average (neutral) and few employees agreed to benefits are given on the basis of the person's job execution.

Training and Development

Respondents were asked to indicate their level of agreement with different statement on the training and development within their organizations.

Table 2 Training and Development

Statement	Mean	Std. Deviation
The organization provides training programs to enhance skills new employees to perform their jobs.	4.23	0.571
The training for employee to perform several tasks so that they can fill up in for others if required.	3.30	0.616
Employees receive training on team building and interpersonal relations.	3.00	0.917
Employees receive training on our organization's values and ways of doing things.	3.25	0.801
Employees receive training in order to understand our business.	3.48	0.838
The organization developed training programs on the basis of training needs assessment.	3.42	0.772
Training is available to any employee who is interested.	3.40	0.748

Source: Opinion survey, 2021

From the analysis on table 2, it can be implied that Nepalese commercial banks, most of the employees were average (neutral) that HR ensures that training and development. However, the respondents agreed with the statements that the organization provides training programs to enhance skills new employees to perform their jobs.

Career Planning

Respondents were asked to indicate their level of agreement with different statements on career planning in their organizations.

Table 3 Career Planning

Statement	Mean	Std. Deviation
Individuals in this organization have clear career paths.	4.39	0.530
Employee's career ambitions within the organization are known by their immediate superior.	3.48	0.533
The organization has more potential level for promotion of employee.	3.18	0.850
Personal and organizational growth needs are matched in our organization.	3.19	0.785
Employee's career and development plans are provided by our organization.	3.65	0.815
Internal employee favors our organization when a vacancy exists.	3.82	0.680
Each employee is aware of his/her career path in the organization.	3.42	0.710

Source: Opinion survey, 2021

The analysis on table 3 show that Nepalese commercial banks needs to improve career planning system, most of the employees were average (neutral) with the above. Some employees at Nepalese commercial banks, agreed with the individuals in this organization have clear career paths, plans for the career and development of employees, and prefer an internal employee when a vacancy exists.

Employee Participation

Different statements were given to the respondents who were asked to indicate the level of their agreement with each in relation to their organizations.

Table 4 Employee Participation

Statement	Mean	Std. Deviation
Our organization involved employee to decisions making related to cost and quality affair.	4.19	0.553
Employees in the organization are expected by their superiors to share in tasks related decisions.	3.35	0.527
Employees are gives chance to suggest enhancements in the way things are prepared here.	3.35	0.656

Source: Opinion survey, 2021

From the analysis on table 4, it can be implied that Nepalese commercial banks, employees were average (neutral) that human resource management ensures that all employees appear participation. However, the respondents agreed with the statements that our organization involved employee to decisions making related to cost and quality affair.

Performance Appraisal

Performance appraisal, respondents were asked to indicate their level of agreement with different statements.

Table 5 Performance Appraisal

Statement	Mean	Std. Deviation
Performance appraisals are based on input from multiple sources (supervisors, peers, subordinates, customers, etc.).	4.00	0.453
Performance appraisals are based on objective quantifiable results.	4.36	0.523
The performance appraisal process is standardized and documented.	3.47	0.532
The performance appraisal is discussed with the employee.	3.18	0.787
The performance appraisal is exploited to decide an employee's pay.	3.38	0.703
Employee's training needs is decided by performance appraisal.	3.41	0.808

Source: Opinion survey, 2021

From the analysis table 5, it is implied that employee performance appraisal are not done as frequently as they should at Nepalese commercial banks as most employees were usual (neutral). It was also evident that at Nepalese commercial banks needs to improve on its performance goals as most employees were neutral. However, some employees agreed, with the statements that there are performance appraisals are based on input from multiple sources (supervisors, peers, subordinates, customers, etc.) and performance appraisals are based on objective, measurable outcomes.

Affective commitment

The study required to establish affective commitment of employees of sample organizations. To establish this, the respondents were given statements to indicate their level agreement with each.

Table 6 Affective Commitment

Statement	Mean	Std. Deviation
I would be very cheerful to devote the rest period of my career in this organization.	4.22	0.512
I like arguing about my organization with publics outdoor it.	3.33	0.528
I really feel as if problems of this organization are my own.	3.09	0.915
I ensure impression like 'a part of the family' in an organization.	3.17	0.739
This organization has an 'emotional attachment' to me.	3.66	0.832
I have a great deal of personal meaning to this organization.	3.39	0.631
I ensure impression a 'strong' wisdom of belonging to the organization.	3.41	0.749

Source: Opinion survey, 2021

The analysis table 6 showed that the respondents agreed with the statements that I would be very cheerful to devote the rest period of my career in this organization and that they do feel 'emotionally attached' to this organization. The analysis above table 6 implied that employees in Nepalese commercial banks would be average (neutral) with I like arguing about my organization with publics outdoor it, they really feel as if problems of this organization are my own, I ensure impression like 'a part of the family' in an organization, they have a great deal of personal meaning to this organization, and I ensure impression a 'strong' wisdom of belonging to the organization.

Continuance Commitment

The study pursued to establish continuance commitment of employee of sample banks. To establish this, the respondents were given statements to indicate their level agreement with each.

Table 7 Continuance Commitment

Statement	Mean	Std. Deviation
I am fearful of what might chance if I quit my job without taking additional one lined up.	4.13	0.360
It would be really hard for me to go away my organization right now, even if I desired to.	3.24	0.466
Right now, continuing through my organization is a matter of compulsion as much as need.	3.39	0.811
I feel that I have limited opportunities to deliberate sendoff this organization.	3.33	0.789
One of the few serious penalties of sendoff this organization would be the sendoff the existing alternatives.	3.63	0.672
A Major reason I remain to work for this organization is that sendoff would need significant individual sacrifice-another organization might not tie the general benefits I have here.	3.49	0.670

Source: Opinion survey, 2021

The analysis table 7 implied that the respondents agreed with the statement that they fearful of what might chance if i quit my job without taking additional one lined up and one of the few serious penalties of sendoff this organization would be the sendoff the existing alternatives. There was a difference in the response given by the respondents on the statements that they would be really hard for me to go away my organization right now, even if i desired to, right now, continuing through my organization is a matter of compulsion as much as need, they feel that i have limited opportunities to deliberate sendoff this organization, and a major reason i remain to work for this organization is that sendoff would need significant individual sacrifice-another organization might not tie the general benefits i have here. And it was also seen that most of the respondents were average (neutral) in Nepalese commercial banks.

Normative Commitment

The study pursued to establish normative commitment of employee of sample banks. To establish this, the respondents were given statements to indicate their level agreement with each.

Table 8

Normative Commitment

Statement	Mean	Std. Deviation
I do trust that individual must every time be devoted to their organization.	4.00	0.501
If I got alternative offer for a superior job away I would not perceive it was factual to leave this organization.	3.15	0.629
I was imparted to trust in the value of continuing loyal to one organization.	4.04	0.412
Belongings are superior on the days when employee stay with one organization for best of their career.	3.28	0.528

Source: Opinion survey, 2021

The table 8 analyses above implied that there was a significant difference in the response given by the respondents on the statements that if i got alternative offer for a superior job away i would not perceive it was factual to leave this organization, they would not leave their organization because they have a sense of obligation to the organization to Nepalese commercial banks which provided accurate information about the emotions of employees.

Discussion

The study found that human resource management practices such as compensation, training and development, career planning, employee participation, and performance appraisal influence employee commitment in Nepalese commercial banks. This was evident as it was implied in the analysis that most employees either agreed or were average when it came to human resource management practices in Nepalese commercial banks.

Organizations today are not only concerned with preventing individuals from leaving but with being able to create a sustainable and mutually beneficial exchange with employees who would then affect their commitment to the organization. This can be evidently seen in human resource management practices such as compensation, training and development, career planning, employee participation, and performance appraisal to affect employee commitment is it normative, continuance or affective commitment.

The findings are in line with that of Herscovitch & Meyer (2002) who found that committed employees identify themselves with the goals and values of the organization they work to enable it achieve better performance. Commitment arises with job related behaviors such as compact absenteeism and this leads to effective quality service.

Findings

The aim if the study was to determine the relationship between human resource management practices and employee commitment in Nepalese commercials banks. The study establishes that all the human resource management practices deliberate effects employee commitment.

From the analysis on the human resource management practices, it was discovered that most respondents/ employees were average (neutral) to most of the human resource management practices such as compensation, training and development, career planning, employee participation, and performance appraisal.

The study showed that human resource management practices help to provide the top management with information about what is going on with its employees at the banks and this agrees. In the designing and implementing through linked the practices with long term objectives of the banks especially when it came to employee commitment. Human resource management practice was found to be a very useful tool as it allows the organization knows its areas of weakness and strength when it came to designing and implementing best human resource practices that would in turn translate in to employee commitment in the organization.

All organizations connect employees to perform certain activities in order to attain goals and objectives that are in synchronize with organizational goals and objectives. The study found out that human resource management practices such as compensation, training and development, career planning, employee participation, and performance appraisal tend to affect employee commitment at any level, from higher level to lower level when it came to employee commitment. This is evidenced by the findings that employee commitment is positively related with: compensation, training and development, career planning, employee participation, and performance appraisal.

Conclusion

Employees of an organization are considered as an important resource for the organization of the firm's objectives and that every effort should therefore be made to ensure that all aspects of the human resource management practices are all provided for all employees so as to retain them through ensuring employee commitment with in the commercial banks. Therefore from the findings of the study, it can be concluded that human resource management practices such as compensation, training and development, career planning, employee participation, and performance appraisal influence employee commitment at Nepalese commercial banks be it affective, normative or continuance commitment in the organization.

On compensation management system influence employee commitment as they feel motivated to perform when they are satisfied with the compensation. Employee training and development influences both managerial and non-managerial employee commitment when they are enhanced their competency for well perform the job. Career planning influences employee commitment in that it gives them progress and career development opportunities. Employee participation influences employee commitment in that when they feel belonging and recognition, they are motivated to work. Performance appraisal through evaluations helps in identify employee needs and putting in place what they require to improve their performance.

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