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The relationship between human resource management practices and organizational commitment: A field study

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Abstract

To begin with, of the most important factors that affect the operational performance of the companies is the human resources. Therefore, the development of organizational commitment needs effective human resource management practices. In organizational behavior and industrial and organizational psychology, organizational commitment is the individual's psychological attachment to the organization. Organizational commitment predicts work variables such as turnover, organizational citizenship behavior, and job performance. The current study is intended to provide analysis of the relationships between HRM practices and organizational commitment in companies which operate in the province of Konya /Turkey. From various previous studies, 56 HRM practices items were adopted for this study. These include "manufacturing and human resources fit, behavior and attitude, team activities, interaction facilitation, incentives to meet objectives, training on job skills, training in multiple functions, communication of strategy, feedback on performance". In this study, Pfeffer (1998)'s scale of human resources management practices and Mowday & Steers (1979)'s organizational commitment scale, Ahmad, & Schroeder (2003) version were used. Data was analyzed using descriptive statistics to project the respondents' profiles as well as the general patterns of the variations in the HRM variables and organizational commitment. Correlations and multiple regression, statistic regression analysis were used to explore the relationship between the variables involved in the study. As a result of analysis of the findings from top, middle and, the first-tier managers (n=169) except for "training on job skills". It was found that there was a strong and statistically positive significant relationship between other HRM variables and organizational commitment. The findings of the study provide support for the variables concerned and are confirmed by the results of the previous studies.

Keywords: Human resource management practices; Organizational commitment.

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1. Introduction

Traditional competitive mechanism have become less effective as business life became complex. Because of this reason, companies need to search for newer sources of competitive advantage (Jayaram et al., 1999: 1). In today's world, human resources are considered the most important asset of an organization and human resources management has taken a lead role in organization's having competitive advantage. Several studies in the HR literature investigated the impact of HR practices on organizational performance. Over the years, researchers have suggested many HRM practices that have the potential to improve and sustain organizational performance (Ahmad & Schroeder, 2003: 20).

Although much of the previous research on the relationship between HRM practices and organizational performance has concentrated on a single HRM practice, within growing number of research it has been argued for instituting complementary bundles of HRM practices to enhance organizational performance. However, very few studies have examined the impact of HRM practices on operational performance measures (quality, cost, delivery etc) or intangible performance measures such as organizational commitment (Ahmad & Schroeder, 2003:21, 23, 25).

Organizational commitment is an indicator that testifies whether the HRM practices employed in an organization are able to foster psychological links between organizational and employee goals. This is an intangible outcome of a HRM system and is important in retaining employees and exploiting their potential to fullest extent over time (Ahmad & Schroeder, 2003: 26).

This paper is organized as follows. First, the organizational commitment and HRM literatures are reviewed to identify organizational commitment dimensions and human resource management practices. Propositions are introduced that focus on the relationship between individual HRM practices and organizational commitment. Relationships between individual HRM items and organizational commitment are explored using correlation analysis. Next we assess the impact of each of these practices on organizational commitment. Lastly, the results of the study have been discussed.

2. Literature review

Several researchers have examined relationships between human resource management practices and other organizational variables such as, whether there is a relationship between human resource management practices and organizational (unit level for example, manufacturing) performance, human resource management practices that enhance organizational performance, differences in human resource management practices depending on the sector and country, relationship of HR practices and organizational characteristics on organizational commitment.

The results obtained in context to these research works have been briefed below as follows: Some of these research work questions the presence of a correlation between human resources management practices and organizational commitments and HR practices which seem to have a greater correlation with organizational commitment has been tried to be identified:

- Delaney and Huselid (1996: 949) found positive associations between human resource management (HRM) practices, such as training and staffing selectivity, and perceptual firm performance measures (using the sample of = 590 for-profit and nonprofit firms)
- Pfeffer (1998: 96) has proposed seven HRM practices that are expected to enhance organizational performance: (1) employment security; (2) selective hiring of new personnel;

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