



International Journal of Organizational Analysis

The effects of human resource management practices on employees' organisational commitment

Khaled Aladwan Ramudu Bhanugopan Brian D'Netto

Article information:

To cite this document:

Khaled Aladwan Ramudu Bhanugopan Brian D'Netto , (2015), "The effects of human resource management practices on employees' organisational commitment", International Journal of Organizational Analysis, Vol. 23 Iss 3 pp. 472 - 492

Permanent link to this document:

<http://dx.doi.org/10.1108/IJOA-11-2014-0822>

Downloaded on: 10 November 2016, At: 02:42 (PT)

References: this document contains references to 117 other documents.

To copy this document: permissions@emeraldinsight.com

The fulltext of this document has been downloaded 2059 times since 2015*

Users who downloaded this article also downloaded:

(2010), "Human resource management practices on organisational commitment: The Islamic perspective", Personnel Review, Vol. 39 Iss 6 pp. 785-799 <http://dx.doi.org/10.1108/00483481011075611>

(2008), "Human resource practices, organizational commitment and intention to stay", International Journal of Manpower, Vol. 29 Iss 6 pp. 503-522 <http://dx.doi.org/10.1108/01437720810904194>

Access to this document was granted through an Emerald subscription provided by emerald-srm:563821 []

For Authors

If you would like to write for this, or any other Emerald publication, then please use our Emerald for Authors service information about how to choose which publication to write for and submission guidelines are available for all. Please visit www.emeraldinsight.com/authors for more information.

About Emerald www.emeraldinsight.com

Emerald is a global publisher linking research and practice to the benefit of society. The company manages a portfolio of more than 290 journals and over 2,350 books and book series volumes, as well as providing an extensive range of online products and additional customer resources and services.

Emerald is both COUNTER 4 and TRANSFER compliant. The organization is a partner of the Committee on Publication Ethics (COPE) and also works with Portico and the LOCKSS initiative for digital archive preservation.

*Related content and download information correct at time of download.

The effects of human resource management practices on employees' organisational commitment

Khaled Aladwan

Department of Business Administration, Petra University, Petra, Jordan

Ramudu Bhanugopan

School of Management and Marketing, Charles Sturt University, Wagga Wagga, Australia, and

Brian D'Netto

Curtin Graduate School of Business, Curtin University, Perth, Australia

Abstract

Purpose – This study aims to examine the effects of human resource management (HRM) practices on organisational commitment (OC) in the Middle Eastern context.

Design/methodology/approach – Survey data were collected from 493 front-line employees across a variety of industries in Jordan. A structural equation modelling analysis was performed to delineate the relationship between HRM practices and OC.

Findings – A test of the model was conducted using a path analytic approach hypothesising that HRM factors influence OC. The findings indicate that the causal model is consistent with the data and contributes to a fuller understanding of the association between HRM practices and OC.

Originality/value – This is the first study that represents a little-researched area of recent times and even less so in Middle Eastern countries. The findings of the study offer new perspectives on how HRM practices have direct and indirect effects on employees' OC and would assist in reshaping the HR policies in organisations located in the Middle Eastern regions.

Keywords Middle East, HRM, Middle managers

Paper type Research paper

Introduction

Organisations today persistently wrestle with diverse and complex developments and technological trends, such as globalisation, deregulation, demographic changes and an accelerating array of products and services (Becker and Gerhart, 1996; Groeschl, 2003; Chandrakumara and Sparrow, 2004; Chew, 2004; El-Kot and Leat, 2008; Othman, 2009). These developments have resulted in a technology and knowledge-based society in which human capital – the management of “talent – is crucial to one's competitive advantage and commercial survival”. The environment engendered by these changes has created many challenges for businesses in effectively managing staff in areas such as job satisfaction, employee retention, performance and organisational commitment (OC) (Kane, 2000; Chew, 2004; Minbaeva, 2005; Fiorito *et al.*, 2007; Lee and Chang, 2008).



According to the consulting firm [Accenture \(2001\)](#), 80 per cent of business experts and multinational corporations believe that “human resources issues” are now more critical than they were three years ago. Further, 68 per cent believe that retaining talented employees is more important than recruiting new ones ([Chew, 2004](#)). This acknowledgement, coupled with the exceptional efforts some business leaders and companies are making to retain and acquire top talent, represents a crucial shift in the relationship between the employer and the employee. Many organisations now recognise that employee retention, along with employee commitment, are representative of competitive and strategic advantage ([Montgomery, 1998](#); [Walker, 2001](#); [Chew, 2004](#); [Hassan, 2002](#)).

Therefore, the aim of this paper is to highlight a framework for and examine the impact of human resource management (HRM) practices on OC among front-line employees in Jordanian private sector organisations. This has been undertaken; first, through a review of the HRM practices and OC literature, and then, more specifically, within the Jordanian context. The paper continues with an explanation of the research methodology and statistical techniques used. The findings arising from this empirical study are discussed, including implications for theory and managerial practice. Limitations of the study and directions for further research conclude the paper.

Literature review

HRM practices

According to [Schwartz \(1999\)](#), the views of the father of scientific management, Frederick Taylor, on HRM practices in the areas of recruitment and selection, training and development, performance appraisal and the development of an appropriate reward system are still valid and highly influential. Taylor’s belief was that HRM involved the recruitment and selection of the right employees for the right positions, providing relevant training, establishing an adequate performance appraisal system and establishing an equitable compensation and reward system. These four criteria continue to be important elements in the development of successful HRM ([Huselid, 1995](#); [Edgar and Geare, 2005](#)).

The purpose of HRM planning is: within the context of organisational objectives to successfully identify an organisation’s HRM needs. Once known and understood, the organisation should act to meet these needs through various micro-staffing practices ([Montgomery, 1998](#); [Heraty and Morley, 1998](#); [Paul and Anantharaman, 2003](#)). The objective of the staffing process then is to locate, select, acquire, place and enhance the human resources necessary to fulfil organisational plans ([Heraty and Morley, 1998](#); [Hallier, 2001](#); [Katou, 2008](#)). In this sense, the staffing function consists of two main activities: recruitment and selection. Each focuses on matching the prospective employee’s knowledge, capabilities, personal attributes and motivations with the demands and rewards inherent in a vacant position ([Hallier, 2001](#); [Tanova and Nadiri, 2005](#); [Lopez et al., 2005](#); [Wickramasinghe, 2007](#); [Othman, 2009](#)).

As stated by [Wickramasinghe \(2007\)](#), recruitment and selection lie at the central point of the staffing process, permitting an organisation establish, maintain and enhance a sustainable competitive advantage. In the same vein, [Heraty and Morley \(1998\)](#) have stated that an organisation’s survival and profitability is increasingly

determined by the quality and performance of its human resource capital, arguing that inept recruitment and selection practices often result in increased costs and reduced commercial viability.

Employees' attitude: organisational commitment

Whilst Meyer and Allen (1997 cited in Mosadeghrad *et al.*, 2008, p. 279) have defined OC as "a psychological state that characterizes the employee's relationships with the organization, and has implications for the decision to continue membership in the organisation". OC has been defined as a multidimensional psychological attachment held by an individual towards their organisation that will play a positive role in the organisation's retention of its members (Mosadeghrad *et al.*, 2008; Wang, 2007; Jain *et al.*, 2009; Kwantes, 2009).

In its initial stage, the study of commitment was aimed at explaining and highlighting differences in employee motivation and performance as well as identifying different cultural values, which determine work values, and also serve to explain the disparity in employee performance and job satisfaction, including pointing the way for the development of committed human capital (Girlando and Anderson, 2001; Hui *et al.*, 2004). Indeed, understanding employee values is an essential step towards effectively dealing with an organisation's human resource capital, developing a compensation system, influencing leadership and management style and improving communication (Alavi and McCormick, 2004). This is because, as Matic (2008) points out, an employee who is not able to match their work values with their work may experience low levels of OC and leave the organisation. This is linked to the understanding that human behaviour has been recognised as a function of both the person and their environment (Elizur, 1996; Vianen *et al.*, 2007). In this sense, work values can be defined as the qualities that employees desire to obtain from their work. Should they succeed in matching their work values with their work, there is more likelihood of a positive relationship between employees' performance, need and satisfaction (Alavi and McCormick, 2004; Matic, 2008). An employee's work values also provide a standard through which they can evaluate their work and working environment, and assess the significance of their preferences (Hofstede, 2001).

Nevertheless, the effectiveness of skilled and qualified employees will be limited if they are not encouraged and motivated at work. Employees can be encouraged to work in more meaningful and effective ways through effective HRM practices. Examples of organisational efforts to motivate include the use of performance appraisal systems that are tightly linked with incentive and compensation plans (Wilson and Western, 2000; Acton and Golden, 2003; Poon, 2004; Grubb, 2007; Milne, 2007; Yeganeh and Su, 2008). Conversely, examples from the HRM literature (Afana, 2004; Melham, 2004) show that many Arab organisations, including public and private Jordanian organisations, need to devote more attention to their HRM practices. For example, training and development is still viewed as a leisure time pursuit or vacation activity that is normally only given to specific people, such as a manager's friend or relative, and as a favour, not as a meaningful strategy to improve individual and organisational effectiveness (Al-Athari and Zairi, 2002; Altarawneh, 2009).

The impact of HRM practices on OC

This paper addresses the impact of four key HRM practices – recruitment and selection, training and development, performance appraisal and rewards and benefits – as to their strategic impact on OC.

Zheng *et al.* (2006) note that human resource value creation processes that are based on the appropriate application of the four key HRM practices are more likely to encourage businesses and organisations to utilise and enhance their talent more effectively, and thus contribute to improved OC. This is likely to evidence have the following characteristics:

- a distinct aspiration to sustain the membership of the organisation;
- readiness to exercise significant effort on the activities of the business; and
- a well-built trust and acceptance of the goals of the organisation.

Yoon and Thye (2002) support this notion stating that effective human resource practices are related to worker cognitions or emotions that support an employees' profile as to their level of commitment in an organisation.

Davidson and Griffin (2006) also stated that effective HRM practices are designed to interlock with organisational strategies. Indeed, managers and professionals now perceive that the effectiveness of HRM has considerable impact on employee attitudes, job satisfaction, OC and work value. For example, poor human resource functions can lead to spurts of recruiting following terminations, greater training expenses and lower morale (Aghazadeh, 2003; Davidson and Griffin, 2006; El-Jardali *et al.*, 2009). Thus, managers are forced to redesign jobs, recreate culture and restructure organisations to survive.

Recruitment and selection

Much of the recent literature has concentrated on the necessity of recruiting candidates who are committed to organisational goals and values (Adkins *et al.*, 1994; Raghuram and Arvey, 1996; Wickramasinghe, 2007; Katou, 2008). In today's diverse and complex environment, job insecurity has become a reality, and retaining workers is a cheaper and better option than hiring new ones. To do so, an organisation should treat its employees as partners as this would assist in motivating them to achieve its goals in creative ways that will help the organisation face significantly increasing global challenges with confidence and competitive action (Aghazadeh, 2003).

A study conducted by Palmer (2006) showed that OC is a characteristic of many dimensions. These dimensions have their impact on three main areas of strategic HRM:

- (1) development and career planning;
- (2) training and development both during and after recruitment; and
- (3) the selection process.

The use of recognised operating procedures to set organisational standards is used to improve the productivity of the organisation. Human resource practices increase public employee's commitment to the organisation and increase their desire to stay (Gottschalg and Zollo, 2007). Human resource practices are based on commitment and focus on long-term relationships between employees and employer (Suliman and Iles, 2000). Employers focus on people development practices which encourage team work and the

development of specific knowledge to the firm. According to [Stuart and Ian \(2009\)](#), human resource practices based on transaction involve economic exchange of work for money in the short run. The commitment based practices reveal the long term investment in employees and this has been helpful in studying the impacts of employee commitment. The levels of commitment by employees depend on their independence, whether they are able to work under minimum supervision, and whether they are able to manage their own career. [Smeenk et al. \(2006\)](#) showed that increased level of autonomy and self-supervision was associated with reduced levels of normative commitment.

[Balfour and Wechsler \(1991\)](#) also point out that human resource practices do not necessarily lead to extra effort. Higher productivity and performance is more likely to result when employees show commitment to the organisation, believe in its values and goals and take pride in being members of the organisation. Effective human resource practices such as training and development, encourage employees to have a stronger desire for obligation and provide a sense of belonging whereby employees are able to remain members of the organisation for a longer period of time ([Beck and Wilson, 2000](#)). As a result, employees are more likely to be willing to apply effort into their work, and thus more likely to focus on the company's interests, simultaneously achieving their own personal career goals as well as those of the organisation ([Feldman and Ng, 2007](#)). Hence, the following hypothesis was proposed:

H1. Recruitment and selection has a positive influence on OC.

Training and development

[McGunnigle and Jameson \(2000\)](#), [Hale \(2003\)](#) and [Tzafrir \(2006\)](#) argue that in much of the HRM literature, training and development are closely associated with work values, performance and OC. Indeed, [McGunnigle and Jameson \(2000\)](#) stated that training and development helps instil corporate culture and values. [Watson and D'Annunzio-Green \(1996\)](#) concur, arguing that appropriately designed programs make a vital contribution towards cultural change and enhance employee satisfaction and commitment. [Williams et al. \(1993\)](#) also identify the training process as a crucial step towards increasing employees' performance, satisfaction, commitment and matching employees with work value. Furthermore, jobs can change as new technologies are introduced, and thus employees need to attend appropriate training and development programs to ensure they enhance themselves ([Acton and Golden, 2003](#); [Tzafrir, 2006](#); [Othman, 2009](#)).

In many Arab organisations, however, including those in Jordan, the literature indicates that training and development is not considered important in ensuring the organisation's success, but it is viewed as a waste of time and money, and an expensive process that needs to be eliminated ([Altarawneh, 2009](#)). [Khadim et al. \(2009\)](#) argue that a committed member of an organisation has an urge to preserve their attachment if they are provided with the appropriate motivation and are allowed to participate in the organisation's activity without interference. Conversely, [Parker et al. \(2003\)](#) noted that workers from various companies concluded that integrated actions of procedural justice and organisational support improved the quality of human resource practices. These actions related to benefits, training and performance appraisal, and contributed to normative commitment to the organisation.

According to [Chew \(2008\)](#), not all employees who are exposed to career development and training will increase their affective commitment. Nevertheless, [Chew \(2008\)](#) goes on to argue that effective selection, career and development, reward and recognition of

the value of employees, equality in compensation and benefits and challenging employment opportunities and assignments will assist in retaining employees within the organisation for a longer period of time and is likely to positively affect employees' commitment. The study revealed that the relationship between normative and affective commitment and human resource practices was affected by the perception and mediation of justice in procedures and organisational support. As Meyer and Smith (2009) note, it shows that the effect of human resource practice on the commitment of the organisation is neither conditional nor direct. In addition, Feldman and Ng (2007) indicate that employees who pursue their career through self-interest and development have established that training and development is positively linked to the commitment of the employees in the organisation. Whilst Kondratuk *et al.* (2004) note that employees who change their jobs frequently have a lower level of normative commitment. Thus, the following hypothesis was proposed:

H2. Training and development practices have a positive influence on OC.

Performance appraisal

Behery and Paton (2008) stated that an effective performance appraisal system defines and provides a vehicle for the recognition of dependable work, and also contributes significantly towards maintaining and enhancing OC and values. Performance appraisal is also a significant indicator of an employee's high performance, satisfaction and commitment (Shahnawaz and Juyal, 2006). Indeed, Poon (2004) argues that performance appraisal is a fundamental HRM function and a critical research topic. Nevertheless, argue that its usefulness in managerial decisions partly depends on the accuracy of the information it provides, an issue that is of paramount importance in HRM (Poon, 2004; Whiting *et al.*, 2008).

Performance appraisal is the specific and formal evaluation of an employee to determine the degree to which they are performing their job (Wilson and Western, 2000; Manoharan *et al.*, 2009). It is a planned and organised process that evaluates each employee's performance in physical, technical, behavioural or physiological terms to determine their strengths and weaknesses and find ways in which they can improve their performance (Manoharan *et al.*, 2009; Prowse and Prowse, 2009). According to Boice and Kleiner (1997), developing an appraisal system that accurately reflects employee satisfaction and commitment is a crucial and difficult task. Indeed, in supporting this argument, Whiting *et al.* (2008) point out that performance appraisal systems cannot be generalised or easily transplanted from one organisation to another. They should be specifically designed to match the values and characteristics of an organisation and its employees. Consequently, the following hypothesis was proposed:

H3. Performance appraisal has a positive impact on OC.

Rewards and benefits

Employees need to understand the rationale through which rewards and compensation are distributed to achieve their tasks and goals more effectively. Heshizer (1994), and Milne (2007) argued that when employees take part in designing their incentive and reward plans, they derive a greater sense of job satisfaction and control over their work, resulting in stronger commitment and better work values.

Parker and Wright (2000) note that recognition and remuneration given to employees will also affect their willingness to stay in the organisation. Fair pay and wages is seen to be the main reason for the agreement between employer and employee. The idea that employees who do well at work and inject more effort with the perception that the employer will reciprocate by giving fair remuneration and benefits, is based on the expectancy theory. Employees who are paid low wages and those who are not rewarded or appraised on their performance do not perform any better at work (Handel and Gittleman, 2004). Further, Neumark *et al.* (2004) noted that the absence of a respected benefit scheme has led to low turnover in organisations, arguing that low turnover leads to lower profits and, hence, less taxes to be paid. Neumark *et al.* (2004) also noted that many organisations value their employees' performance and reward them so that they can increase their effectiveness in the organisation. According to Gottschalg and Zollo (2007), organisations consider human resources as an important source of competitive advantage.

In an ever-competitive local and global business environment, many organisations are trying to develop effective reward strategies that are directly linked to the enhancement of employees and organisational performance (Milne, 2007; Yeganeh and Su, 2008). A properly developed and managed reward system can be a vehicle for high performance, work satisfaction and commitment. Supported by other HRM practices, an appropriate incentive and reward plan can provide the stimulus for desired behavioural change and performance enhancement (Appelbaum and Mackenzie, 1996). For example, many organisations have adopted a flexible reward approach because they believe that people value the ability to choose a compensation process that matches their individual values and maximises personal satisfaction (Heshizer, 1994; Carraher *et al.*, 2006). Therefore, the following hypothesis was proposed:

H4. Rewards and benefits practices have a positive influence on OC.

Studies investigating the relationship between HRM practices and OC in the Middle East are a recent phenomenon (Gottschalg and Zollo, 2007). Research in this area is also very limited in both scope and application. Based on the four key HRM practices, the current study is designed to test a conceptual model founded on the theoretical background generated earlier. Therefore, the objective of the current study is to investigate how HRM practices impact employees' attitudes towards OC in Jordanian organisations.

Research methodology

Sampling strategy and data collection procedure

The population of this study is defined as all operating organisations in the capital of Jordan, Amman, which are listed and licensed as operational on the Amman Stock Exchange (ASE). From the ASE databases, there are 276 operational organisations in the various fields of insurance, finance, services, accounting, agriculture and industrial were randomly chosen. Therefore, this research involved a saturation study of all 276 organisations. However, in choosing the research participants, purposive or judgmental sampling techniques were applied. The sample respondents were Jordanian citizens working as front-line employees in the 276 Jordanian organizations. The chosen organisations reflect the entire population rather than a sample of the population to provide a more complete picture of the HRM practices used in Jordanian organisations.

A questionnaire with structured questions using Likert scales was developed and used for data collection. Front-line employees completed the questionnaire that was personally delivered to, and collected from, each organisation by the researchers. This method of data collection ensured a high response rate, accurate sampling and a minimum of bias.

Though Arabic is the official language of Jordan, English is the most commonly used language in educational institutions and companies. Therefore, the language used in the questionnaire was English and a condition for participation in the survey was that each respondent was able to communicate in English. Nevertheless, the possibility of cross-cultural invariance could exist, as English, whilst the universal business language, can be used differently in and across different cultures. Hence, prior to the actual data collection, a draft questionnaire was pilot tested. This involved a sample of 55 front-line employees and was undertaken to ensure there was no confusion as to their perceptions of the design and questionnaire's wording that would affect their responses. Following pilot testing, the final questionnaire, was slightly modified in terms of wordings and format to suit the indigenous cultural setting.

The final questionnaires were personally delivered by the principal researcher to identified contacts at each company who were asked to randomly distribute them to three front-line employees in the company. Anonymity was guaranteed and no data were collected that could identify respondents. A postage-paid return envelope was attached to each questionnaire. Of the 828 questionnaires delivered, 501 were returned, of which 493 were useable, yielding a response rate of 60 per cent. This is an excellent response rate and would permit a contemporary and meaningful understanding of HRM practices relative to OC in and across private organisations in Jordan.

The majority of the participants were between the ages of 20 and 30 years (43.6 per cent), or 31 and 40 years (36.5 per cent), with only 17 participants over the age of 51 years, and 16.4 per cent between the ages of 41 and 50 years ($n = 81$). The gender of participants was 53.5 per cent male ($n = 264$) and 46.5 per cent female ($n = 229$). The educational background for the majority of participants (79.9 per cent) was a bachelor's degree ($n = 394$), with only 20.1 per cent holding a university diploma ($n = 99$). The sample includes; 24.3 per cent from the financial sector ($n = 120$), 12 per cent ($n = 59$) from the accounting sector, 8.5 per cent ($n = 42$) from the insurance sector, 15 per cent from the service sector ($n = 74$), 27 per cent from the industrial sector ($n = 133$) and 13.2 per cent from the agricultural sector ($n = 65$). The years of experience for the participants varied with 40.6 per cent ($n = 200$) with less than one year, 16.2 per cent ($n = 80$) with one to three years, 37.7 per cent ($n = 186$) with three to five years experience and 5.5 per cent ($n = 27$) with five to seven years of experience (Aladwan *et al.*, 2014).

Measures

HRM practices

This study used three Likert scales in testing the four HRM practices. Firstly, to measure recruitment and selection as well as training and development practices, an eight-item scale by Edgar and Geare (2005) was considered to be appropriate. Sample items include: "Interview panels are used during the recruitment and selection process in this organisation" for recruitment and selection, and "This organisation has provided me with training opportunities enabling me to extend my range of skills and abilities" for

training and development. Secondly, to measure performance appraisal practices, a 12-item scale developed by Whiting *et al.* (2008) was used. A sample item is: "Performance appraisal is conducted to identify employee career paths within the organisation". Thirdly, to measure rewards and benefits practices, a five-item scale developed by Chew (2004) was used; a sample item is: "This organisation offers a good benefits package compared to other organisations".

Organisational commitment

This study used the revised three-component scales of affective, continuance and normative commitment developed by Meyer *et al.* (1993) to measure OC among the front-line employees. The OC scale consists of 3 subscales and 18 items (6 items for each subscale). The scale employs a seven-point Likert scale format ranging from (1 = strongly disagree to 7 = strongly agree). The three subscales are:

- (1) Affective OC, e.g. I would be happy to spend the rest of my career with this organisation;
- (2) Continuance OC, e.g. I feel that I have too few options to consider leaving this organisation; and
- (3) Normative OC, e.g. I would feel guilty if I left my organisation now.

Analytical strategies

Structural equation modelling (SEM) was used in the current research using LISREL 8.80 (Joreskog and Sorbom, 1996). SEM supports the concurrent estimation of coefficients of endogenous variables and underlying linkages between them and the exogenous variables to be assessed (Joreskog and Sorbom, 1996). SEM also divulges the nomological networking of latent variables in a model and evaluates the model's robustness to the data provided (Mulaik and Millsap, 2000). The application of SEM demonstrates advantages of "measurement and prediction" (Kelloway, 1998, p. 2) over standard multiple regression methods. Also, SEM "captures a truer representation of the variation of variables" as path analysis is subsumed in the model (Eriksson *et al.*, 2000, p. 314). Two-factor constructs used in the research were based on maximum likelihood estimates to examine the general fit of the proposed model and to test the research questions. Fit indices included in this investigation are the comparative fit index (CFI) (Bentler and Bonett, 1980), the LISREL goodness-of-fit index (GFI) (Joreskog and Sorbom, 1996), the normed fit index (NFI) (Bentler and Bonett, 1980), the Tucker–Lewis index (TLI) (Tucker and Lewis, 1973), the root mean square residual (RMSR) and the root mean square error approximation (RMSEA) (Fornell and Larcker, 1981).

Results

Anderson and Gerbing's (1988) two-step latent factor SEM approach was used to test the proposed relationship and the influence of HRM practices on OC. The first hypothesised model (M_1) consisted of 10 items to express the various HRM practices. Four items measured recruitment and selection (RS1, RS2, RS3 and RS4); two items reflected training and development (TD1 and TD2); two items measured performance appraisal (PA2 and PA3) and two items reflected rewards and benefits (RB1 and RB2). Three subscales expressed the OC among front-line employees: affective (AOC2 and AOC6), continuance (COC2 and COC5) and normative (NOC2 and NOC6).

Based on the overall GFI statistics, the final “two-factor solution model” measuring the influence of HRM practices on OC yielded adequate fit statistics after removing the items representing the lowest coefficient path values. Both constructs (HRM practices and OC) were allowed to freely correlate so that model fit indices reflected the adequacy of the proposed relationships between the constructs and their indicators (see Table I). The first model (M_1) proposed an adequate GFI = 0.85, CFI = 0.89, NFI = 0.89 and RMSEA = 0.1. Nevertheless, this represented an opportunity for an improvement to the structural model.

Removing and deleting the lowest significant indicators is the preferred solution for poor fitting models (Anderson and Gerbing, 1988). On this basis, a re-specification process was pursued to establish a better fit model. Accordingly, all non-significant coefficients paths in M_1 were removed. From the performance appraisal, two items (PA2 and PA3) were removed. From rewards and benefits, two items (RB1 and RB2) were also removed, and from the continuance commitment indicator, one item (COC2) was dropped.

The modified final measurement model (M_2) was composed of six items measuring HRM practices; four items measured recruitment and selection (RS1, RS2, RS3 and RS4); two items reflected training and development (TD1 and TD2), and five items measuring OC (AOC2, AOC6, COC5, NOC2 and NOC6). M_2 was then proposed and it produced a better-fit model [$\chi^2 = 298.96$ ($p = 0.0$), CFI = 0.96, GFI = 0.95, NFI = 0.96, RMR = 0.086, SRMR = 0.034 and RMSEA = 0.07]. According to Hooper *et al.* (2008) and Browne and Cudeck (1992), RMSEA cut-off points below 0.05 represent a perfect fit and in the range of 0.06 to 0.10 are considered as an indication of acceptable and fair fit.

Results of the final model (M_2) regarding HRM practices are presented in Table I. Confining the path from HRM practices to OC shows a positive and significant correlation ($\Delta\chi^2 = 0.57$; $p < 0.005$) and all path coefficients were significant.

Recruitment and selection

- *RS1*: The recruitment and selection processes within this organisation are impartial $\Delta\chi^2 = 1.35$; $p < 0.005$.

Goodness-of-fit results	M_1	M_2
<i>Absolute predictive fit</i>		
Chi-square	857.2 ($P = 0.00$)	298.96 ($P = 0.00$)
Degrees of freedom	103	20
Expected cross-validation index	2.13	0.70
<i>Comparative fit</i>		
NFI	0.89	0.96
NNFI	0.85	0.95
CFI	0.89	0.96
IFI	0.85	0.95
GFI	0.85	0.95
RMR	0.17	0.086
SRMR	0.10	0.03
RMSEA	0.10	0.07

Table I.
Goodness-of-fit indices for HRM practices and OC

- *RS2*: Favouritism is not evident in any of the recruitment decisions made here $\Delta\chi^2 = 1.35; p < 0.005$.
- *RS3*: Interview panels are used during the recruitment and selection process $\Delta\chi^2 = 1.53; p < 0.005$.
- *RS4*: This organisation does not need to pay more attention to the way it recruits people $\Delta\chi^2 = 1.41; p < 0.005$.

Training and development

- *TD1*: My employer encourages me to extend my abilities $\Delta\chi^2 = 0.90; p < 0.005$.
- *TD2*: This organisation has provided me with training opportunities, enabling me to extend my range of skills and abilities $\Delta\chi^2 = 0.70; p < 0.005$.
- *OC*:
- *AOC2*: I really feel as if this organisation's problems are my own $\Delta\chi^2 = 1.85; p < 0.005$.
- *AOC6*: This organisation has a great deal of personal meaning for me $\Delta\chi^2 = 1.66; p < 0.005$.
- *COC5*: If I had not already put so much of myself into this organisation, I might consider working elsewhere $\Delta\chi^2 = 1.06; p < 0.005$.
- *NOC2*: Even if it were to my advantage, I do not feel it would be right to leave my organisation now $\Delta\chi^2 = 1.84; p < 0.005$.
- *NOC6*: I owe a great deal to my organisation $\Delta\chi^2 = 1.76; p < 0.005$.

Results from the model (M_2) indicate that the three types of OC are positively affected by the recruitment and selection, and training and development practices. This result therefore supports *H1* and *H2*. Conversely, *H3* and *H4* were rejected, as the constraining path showed no relationship between the two practices of performance appraisal and rewards and benefits, and OC. The absolute fit indices for the two-factor solution model were excellent given the number of variables involved. The use of these indices significantly improved the model fit and all loadings of the measured variables on their respective constructs were statistically significant. As a result, both traditional (Marsh *et al.*, 1988) and contemporary fit criteria (Hu and Bentler, 1999) were met and all proposed links were found to be positively correlated. Table II shows the structural parameters estimates (β , standard loadings, *t* values) for the first and final models. Figure 1 displays the path diagram for the final model (M_2), which demonstrates the relationship between recruitment and selection, training and development and OC among the respondents in Jordanian organisations.

Discussion

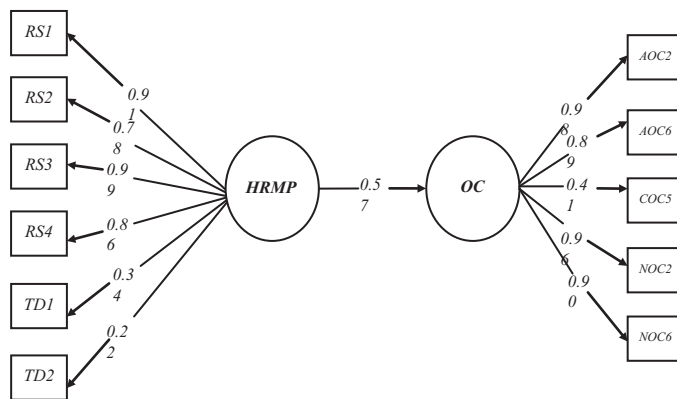
The aim of this study was to place the two constructs – HRM and OC – in a broader theoretical and cross-cultural framework by empirically establishing and developing a nomological network of related variables, tested in a Middle Eastern environment. Specifically, the impact of HRM practices on the three aforementioned components of OC was examined among respondents in the Jordanian organisations.

Numerous studies have examined the relationships between HRM practices and OC and support the findings of this study. For example, in an individual-level analysis, Paul

Structural path	M ₁			M ₂		
	β	Std loadings	<i>t</i> values	β	Standard loadings	<i>t</i> values
<i>HRM practices</i>						
HRMP → RS1	1.35	0.91	28.54**	1.35	0.91	28.54**
HRMP → RS2	1.35	0.78	25.04**	1.35	0.78	25.04**
HRMP → RS3	1.53	0.99	30.89**	1.53	0.99	30.89**
HRMP → RS4	1.41	0.86	27.14**	1.41	0.86	27.14**
HRMP → TD1	0.90	0.35	14.26**	0.90	0.34	14.26**
HRMP → TD2	0.70	0.22	11.06**	0.70	0.22	11.06**
HRMP → PA2	0.11	0.008	2.09**	–	–	–
HRMP → PA3	0.00	0.00	0.00	–	–	–
HRMP → RB1	0.04	0.0003	0.41	–	–	–
HRMP → RB2	0.02	0.00	0.21	–	–	–
<i>Organisational commitment</i>						
OC → AOC2	1.86	0.98	86.63**	1.85	0.98	86.67**
OC → AOC6	1.66	0.89	59.62**	1.66	0.89	59.63**
OC → COC2	0.98	0.37	16.80**	–	–	–
OC → COC5	1.07	0.41	18.44**	1.06	0.41	18.19**
OC → NOC2	1.84	0.96	86.61**	1.84	0.96	86.64**
OC → NOC6	1.75	0.90	62.18**	1.76	0.90	62.39**

Table II. Structural parameters estimates for the models

Notes: M₂, four lowest value items removed from HRMP (PA2, PA3, RB1 and RB2), one lowest item removed from OC (COC2); ***p* < 0.05, β denotes standardized coefficient



Note: All correlations are significant at (*p* < 0.05)

Figure 1. Measurement model (M₂) showing relationship between HRM practice and OC

and Anantharaman (2004) demonstrated that HRM practices had a significant positive relationship with OC among software professionals in India. Browning (2006) also established that HRM systems influence the commitment level in samples of front-line employees from car rental, retail and hospitality organisations in South America. Whereas Payne and Huffman (2005) found in a longitudinal study that OC mediated the relationship between mentoring a HRM practice in the organisation studied, and

employee intention to quit over time. [Awamleh \(1996\)](#) also found that civil service managers working in government departments showed a high level of commitment to their work. This may be because the government departments offer highly secure job conditions compared with the private sector. In a unit-level study of 50 business units from a large food service corporation, [Wright *et al.* \(2003\)](#) found a positive relationship between HRM practices and OC. In a further cross-cultural study, [Luan and Wang \(2008\)](#) conducted a study in China to determine the perceptions of Chinese employees on the HRM practices adopted by privately owned information technology enterprises. They investigated the effect of these practices on OC among a sample of 610 employees, and found that training and development and recruitment and selection, had a positive effect on the OC of information technology employees.

The findings of this study revealed that only two HRM practices – recruitment and selection and training and development – have a significant impact on the employees' commitment. This result is supported by [Smeenk *et al.*'s \(2006\)](#) OC, who found that training and development practices have a significant influence on OC among Dutch university employees. Also, [Hemdi \(2009\)](#) also found that training and development has a positive, but meditative, relationship with OC among employees in Malaysian hotels. In contrast, [Chew and Chan \(2008\)](#) found that training and career development was not significantly related to OC when they examined the impact of key human resource practices on permanent employees' OC and intention to stay.

The results of this study emphasise the need for a practical approach when examining HRM and OC level, as employers can control the individuals' perceptions in accordance with the business settings, values and strategic goals. The implication of this finding is that practitioners, managers and executive leaders in Jordanian organisations should place more emphasis on HRM practices such as recruitment and selection and training and development, as these practices contribute significantly in enhancing employees' commitment level.

Theoretical and managerial implications

The results of this study contribute to the HRM and OC literature by highlighting and providing insights into the level of OC among front-line employees in a specific cultural context. In cross-cultural contexts, there is a strong probability that multinational companies (MNC) will challenge the HRM practices and approaches of local/host environments. Thus, there is a need to revitalise HRM practices in all cultural contexts. Additionally, Arabic countries generally, and the Jordanian context more specifically, share the same social values, religion, culture and language. These factors have a significant impact on managerial functions. Hence, results of this study will assist HR managers in both Jordanian and in MNC's in gaining a better understanding of the nature of OC and how to use HRM practices in Jordan.

Arabic cultural factors are based on religion, history, traditions and the economic and political environment. Also, [Altarawneh \(2005\)](#) stated that the variant management practices and functions are influenced by employee understanding and culture, which are obtained from social beliefs, norms and values. The Jordanian culture specifically and Arabic cultures more generally have a huge and significant impact on individual behaviours and managerial practices ([Al-Faleh, 1987](#); [Ali, 1995](#); [Altarawneh, 2005](#)). MNC's, having a more informed awareness of this, can only assist when foreign MNC's venture into an Arabic country.

Transferring Western HRM practices to developing countries has not always encouraged MNC management to change aspects of HRM to develop and enhance host practices, to improve employees' commitment, productivity and quality and to change employees' attitudes. The results of this study, therefore, should provide further support for MNC to examine change when moving to another cultural context.

Nevertheless, whilst attempts have been made to transfer more flexible, adaptable and sympathetic practices to MNCs through using decentralisation and delegation of power (Al-Faleh, 1987; Al-Husan *et al.*, 2009), more action/effort is needed. A significant contribution of this study, therefore, is that it has provided sufficient information for managers in MNC's in how to deal with local employees by using HRM practices which are more culturally sympathetic. As Hakooz (1997) stated, many line managers in MNC's in Jordan find it difficult to be completely responsible for what as they are still in need of high skills and confidence in handling these tasks. For example, full accountability and responsibility was given to line managers to handle the day-to-day work, and to effectively use HRM practices such as recruitment and selection, training and development, performance appraisal and rewards and benefits (Al-Husan *et al.*, 2009).

From a cultural perspective, MNC's have experienced difficulties in importing Western HRM practices to developing countries successfully because of the many cultural obstacles (Cooke, 2004; Edwards and Rees, 2006). For example, a study conducted by Al-Husan *et al.* (2009) investigating the transfer of Western HRM practices to Jordan found that many employees were dissatisfied with their job security and lack of fair treatment, and that the organisation did not value and pay attention to employee suggestions. The results of the current study represent pioneering research, offering significant guidance for MNC's and cross-border businesses, through providing managers and practitioners with a structural model for the effective application of HRM practices and OC within Jordanian organisations. However, further research on the cultural issues that arise between MNC's and local organisations both in Jordan and the wider Middle East region are still needed.

Limitations and directions for future research

The present study has limitations as is the case with any research and that suggest avenues for future research. First, the sample participants in this study represented the same group of employees from a particular location. As this group of participants shared the same work conditions and may be from similar work cultures and social strata, the results might be affected and skewed. Hence, future research should focus on a wide range of participants and locations. Second, common method variance may be a concern in this study as a self-report questionnaire was used to collect data from the same group at the same time. This concern is heightened when both the dependent and focal explanatory variables are perceptual measures derived from the same group (Podsakoff *et al.*, 2003). As a statistical remedy, and using Harman's one-factor test (Podsakoff and Organ, 1986), all items associated with HRMP and OC that were subjected to an exploratory factor analysis (EFA) clearly revealed separate factors which indicates that common method bias only has a limited effect. Another important technical issue is that SEM, whilst a powerful statistical technique, requires certain conditions to exist within the data set. These include variable independence and normality of distribution. Therefore, the results and the model generated should be applied with caution, as they relate to a specific group of participants in a specific

cultural setting. The results of this study differ from previous studies as they are based on a saturation study of Jordanian private sector organisations with a 60 per cent response rate. The saturation process could be considered for other OC related studies. Psychometric properties of the model may require revision in future research with different samples, which would enhance the model value in various managerial contexts. Additional limitation concerns the control variables of economic conditions, government policies and the political system that were not able to be included, yet they have been demonstrated as important predictors of HRM practices.

Conclusion

The current study investigated the impact of HRM practices on OC levels among front-line employees in Jordan. Interestingly, a search of the Western literature shows that the construct, OC, attracts vital consideration from researchers and scholars alike. The literature though indicates few OC studies have been conducted, and HRM practices have not yet received due attention, within the Jordanian and Middle East context (Weir and Abu-Doleh, 1997; Ameinfo, 2006; Menafn, 2008). As a result, Jordanian organisations are facing major problems surrounding the development of human capital, including issues linked to high turnover rates and a lack of skilled employees. Menafn (2008) argues that insufficient spending on research, training and development has fuelled these problems. Paul and Anantharaman (2003) and Katou (2008) also argue that there is a strong need for recruiting practices based on effective and reliable selection processes which can equip Jordanian organisations with qualified candidates that have the desired skills and knowledge required. Whilst McGunnigle and Jameson (2000) and Tzafirir (2006) point out that the provision of different levels of training and development experiences, such as basic training, on-the-job training, formal and informal training and management development, can also influence employees' commitment and values. The current study established that training and development practices have been rarely and not effectively used within Jordanian organisations. Overall, the findings of this study contribute considerably to the literature and are different from previous studies (Awamleh, 1996; Addae *et al.*, 2006), as both the conceptual and structural model placed greater focus on the relationship between HRM practices and commitment levels. The final model could be used and examined in future research, investigating motivational studies in the field of OC and HRM in various sectors and countries that share similar cultural and work settings to Jordan.

References

- Accenture (2001), *The Growth of a Global Leader*, available at: www.accenture.com/us-en/company/overview/history/Pages/growth-global-leader.aspx (accessed 10 June 2015).
- Acton, T. and Golden, W. (2003), "Training the knowledge worker: a descriptive study of training practices in Irish software companies", *Journal of European Industrial Training*, Vol. 27 No. 4, pp. 137-146.
- Addae, H., Parboteeah, P. and Davis, E. (2006), "Organizational commitment and intentions to quit", *International Journal of Organizational Analysis*, Vol. 14 No. 3, pp. 225-238.
- Adkins, C.L., Russell, C.J. and Werbel, J.D. (1994), "Judgments of fit in the selection process: the role of work value congruence", *Personnel Psychology*, Vol. 47 No. 3, pp. 605-623.
- Afana, G. (2004), "Valuation of employees' job satisfaction in Jordanian banking sector and performance", *Al-Manarah*, Vol. 7 No. 1, pp. 13-30.

- Aghazadeh, S.M. (2003), "How to choose an effective third party logistics provider", *Management Research News*, Vol. 26 No. 7, pp. 50-58.
- Al-Athari, A. and Zairi, M. (2002), "Training evaluation: an empirical study in Kuwait", *Journal of European Industrial Training*, Vol. 26 No. 5, pp. 241-251.
- Aladwan, K., Bhanugopan, R. and Fish, A.J. (2014), "Human resource management practices in Jordanian organizations: a factor analytic study", *International Journal of Commerce and Management*, Vol. 1 No. 24, pp. 6-24.
- Alavi, S.B. and McCormick, J. (2004), "A new approach to studying collective orientation in team contexts", *International Journal of Psychology*, Vol. 39, pp. 5-6.
- Al-Faleh, M. (1987), "Cultural influences on Arab management development: a case study of Jordan", *Journal of Management Development*, Vol. 6 No. 3, pp. 19-33.
- Al-Husan, B., Brennan, R. and James, P. (2009), "Transferring western HRM practices to developing countries: the case of a privatized utility in Jordan", *Personnel Review*, Vol. 38 No. 2, pp. 104-123.
- Ali, J. (1995), "Cultural discontinuity and Arab management thought", *International Studies of Management and Organisation*, Vol. 25 No. 7, pp. 7-30.
- Altarawneh, I. (2005), "Training and development effectiveness: practices, roles and impacts on performance in Jordanian banking organisations", PhD thesis, The University of Huddersfield.
- Altarawneh, I. (2009), "Training and development evaluation in Jordanian banking organisations", *Research and Practice in Human Resource Management*, Vol. 17 No. 2, pp. 1-23.
- Ameinfo (2006), "The Jordanian association of pharmaceutical manufacturers announces the launch of the centre of excellence", available at: www.ameinfo.com/81496.html (accessed 15 August 2009)
- Anderson, J.C. and Gerbing, D.W. (1988), "Structural modelling in practice: a review and recommended two-step approach", *Psychological Bulletin*, Vol. 103 No. 2, pp. 411-423.
- Appelbaum, S. and Mackenzie, L. (1996), "Compensation in the year 2000: pay for performance?", *Health Manpower Management*, Vol. 22 No. 3, pp. 31-39, doi: 10.1108/09552069610125919.
- Awamleh, N. (1996), "Organizational commitment of civil service managers in Jordan: a field study", *Journal of Management Development*, Vol. 15 No. 1, pp. 65-74.
- Balfour, D.L. and Wechsler, B. (1991), "Commitment, performance, and productivity in public organizations", *Public Productivity and Management Review*, Vol. 14, pp. 355-367.
- Beck, K. and Wilson, K. (2000), "Development of affective organizational commitment: a cross-sequential examination of change with tenure", *Journal of Vocational Behavior*, Vol. 5 No. 6, pp. 114-136.
- Becker, B.E. and Gerhart, B. (1996), "Human resources and organizational performance: progress and prospects", *Academy of Management Journal (Special Issue: Human Resources and Organizational Performance)*, Vol. 39 No. 4, pp. 779-801.
- Behery, M.H. and Paton, R.A. (2008), "Performance appraisal-cultural fit: organizational outcomes within the UAE", *Education, Business and Society: Contemporary Middle Eastern Issues*, Vol. 1 No. 1, pp. 34-49.
- Bentler, P.M. and Bonett, D.G. (1980), "Significance tests and goodness-of-fit in the analysis of covariance structures", *Psychological Bulletin*, Vol. 88 No. 6, pp. 588-606.
- Boice, D.F. and Kleiner, B.H. (1997), "Designing effective performance appraisal systems", *Work Study*, Vol. 46 No. 6, pp. 197-201.

- Browne, M.W. and Cudeck, R. (1992), "Alternative ways of assessing model fit", *Sociological Methods & Research*, Vol. 21 No. 4, pp. 230-258.
- Browning, V. (2006), "The relationship between HRM practices and service behaviour in South African service organizations", *International Journal of Human Resource Management*, Vol. 17 No. 2, pp. 1321-1338.
- Carraher, D., Schliemann, A.D., Brizuela, B. and Earnest, D. (2006), "Arithmetic and algebra in early mathematics education", *Journal for Research in Mathematics Education*, Vol. 37 No. 2, pp. 87-115.
- Chandrakumara, A. and Sparrow, P. (2004), "Work orientation as an element of national culture and its impact on HRM policy-practice design choices", *International Journal of Manpower*, Vol. 2 No. 6, pp. 564-589.
- Chew, J. (2004), "The influence of human resource management practices on the retention of core employees of Australian organisations: an empirical study", PhD thesis, Murdoch University, Perth.
- Chew, J. (2008), "Human resource practices, organisational and intention to stay", *International Journal of Manpower*, Vol. 29 No. 6, pp. 503-522, available at: <http://dx.doi.org/10.1108/01437720810904194>
- Chew, J. and Chan, C.A. (2008), "Human resource practices, organizational commitment and intention to stay", *International Journal of Manpower*, Vol. 29 No. 6, pp. 503-522.
- Cooke, F.L. (2004), "Foreign firms in China: modelling HRM in a toy manufacturing corporation", *Human Resource Management Journal*, Vol. 14 No. 3, pp. 31-52.
- Davidson, P. and Griffin, R. (2006), *Management: An Australian Perspective*, 3rd ed., John Wiley & Sons Australia, Brisbane, Queensland.
- Edgar, F. and Geare, A. (2005), "HRM practices and employee attitudes: different measures – different results", *Personnel Review*, Vol. 34 No. 5, pp. 534-549.
- Edwards, T. and Rees, C. (2006), *International Human Resource Management: Globalization, National Systems and Multinational Companies*, Prentice-Hall, London.
- Elizur, D. (1996), "Work values and commitment", *International Journal of Manpower*, Vol. 17 No. 3, pp. 25-30.
- El-Jardali, F., Merhi, M., Jamal, D., Dumit, N. and Mouro, G. (2009), "Assessment of nurse retention challenges and practices in Lebanese hospitals: the perspective of nursing directors", *Journal of Nursing Management*, Vol. 17 No. 3, pp. 453-462.
- Eriksson, K., Majkgard, A. and Sharma, D.D. (2000), "Path dependence and knowledge development in the internationalization process", *Management International Review*, Vol. 40 No. 2, pp. 307-328.
- Feldman, D.C. and Ng, T.W. (2007), "Careers: mobility, embeddedness and success", *Journal of Management*, Vol. 33 No. 3, pp. 350-377.
- Fiorito, J., Bozeman, D., Young, A. and Meurs, J. (2007), "Organizational commitment, human resource practices, and organizational characteristics", *Journal of Managerial*, Vol. 11 No. 2, pp. 186-207.
- Fornell, C. and Larcker, D.F. (1981), "Evaluating structural equation models with unobservable variables and measurement error", *Journal of Marketing Research*, Vol. 18 No. 4, pp. 39-50.
- El-Kot, G. and Leat, M. (2008), "A survey of recruitment and selection practices in Egypt", *Education, Business and Society: Contemporary Middle Eastern Issues*, Vol. 1 No. 3, pp. 200-212.

- Girlando, A. and Anderson, C. (2001), "Cultural differences between US and Russian students: an investigation of the stability of national work values", *Journal of East West Business*, Vol. 7 No. 3, pp. 22-30.
- Gottschalg, O. and Zollo, M. (2007), "Interest alignment and competitive advantage", *Academy of Management Review*, Vol. 32 No. 2, pp. 418-437.
- Groeschl, S. (2003), "Cultural implications for the appraisal process", *Cross Cultural Management: An International Journal*, Vol. 10 No. 1, pp. 67-79.
- Grubb, T. (2007), "Performance appraisal reappraised: it's not all positive", *Journal of Human Resources Education*, Vol. 1 No. 1, pp. 1-22.
- Hakooz, M.M. (1997), "The role of HRD strategies and interventions in producing long-lasting organizational change", Unpublished MSc Dissertation, The University of Manchester, Manchester.
- Hale, B. (2003), "Publishing models and article dates explained", *Journal of Social Welfare and Family Law*, Vol. 25 No. 4, pp. 3-5.
- Hallier, J. (2001), "Greenfield recruitment and selection: implications for the older worker", *Personnel Review*, Vol. 30 No. 3, pp. 331-351.
- Handel, M.J. and Gittleman, M. (2004), "Is there a wage payoff to innovative work practices?", *Industrial Relations*, Vol. 43 No. 2, pp. 67-97.
- Hassan, A. (2002), "Organizational justice as a determinant of organizational commitment and intention to leave", *Asian Academy of Management Journal*, Vol. 7 No. 2, pp. 55-66.
- Hemdi, M. (2009), "Investigating hotel employees' organizational commitment: the influence of human resource management practices and perceived organizational support", *Journal of Tourism, Hospitality & Culinary Arts*, Vol. 1 No. 1, pp. 1-18.
- Heraty, N. and Morley, M. (1998), "In search of good fit: policy and practice in recruitment and selection in Ireland", *Journal of Management Development*, Vol. 17 No. 9, pp. 662-685.
- Heshizer, B. (1994), "The impact of flexible benefits plans on job satisfaction, organizational commitment and turnover intentions", *Benefits Quarterly*, Vol. 10 No. 4, p. 84.
- Hofstede, G. (2001), *Cultures and Organizations: Software of the Mind*, McGraw-Hill, London.
- Hooper, D., Coughian, J. and Mullen, M. (2008), "Structural equation modeling: guidelines for determining model fit", *Electronic Journal of Business Research Methods*, Vol. 6 No. 2, pp. 753-760.
- Hu, L. and Bentler, P.M. (1999), "Cutoff criteria for fit indexes in covariance structure analysis: conventional criteria versus new alternatives", *Structural Equation Modeling*, Vol. 6 No. 1, pp. 1-55.
- Hui, M.K., Au, K. and Fock, H. (2004), "Reactions of service employees to organization–customer conflict: a cross-cultural comparison", *International Journal of Research in Marketing*, Vol. 21 No. 2, pp. 107-121.
- Huselid, M. (1995), "The impact of human resource management practices on turnover, productivity, and corporate financial performance", *Academy of Management Journal*, Vol. 38 No. 3, pp. 635-672.
- Jain, A., Giga, S. and Cooper, C. (2009), "Employee wellbeing, control and organizational commitment", *Leadership & Organization Development Journal*, Vol. 30 No. 3, pp. 256-273.
- Joreskog, G. and Sorbom, D. (1996), *LISREL 8: Users' Reference Guide*, Scientific Software International, Chicago, IL.
- Kane, E.J. (2000), "Designing financial safety nets to fit country circumstances", Mimeo, World Bank, available at: www.worldbank.org/research/interest/confs/upcoming/deposit_insurance/home.htm
- Katou, A. (2008), "Measuring the impact of HRM on organisational performance", *Journal of Industrial Engineering and Management*, Vol. 1 No. 2, pp. 119-142.

- Kelloway, K. (1998), *Using LISREL for Structural Equation Modeling: A Researcher's Guide*, Sage, London.
- Khadim, J., Aslam, Z.M. and Muhammad, A. (2009), "Impact of human resource on organizational commitment", *Interdisciplinary Journal of Contemporary Research in Business*, Vol. 1 No. 8, pp. 78-101.
- Kondratuk, T.B., Hausdorf, P.A., Korabik, K. and Rosin, H.M. (2004), "Linking career mobility with corporate loyalty: how does job change relate to organizational commitment?", *Journal of Vocational Behavior*, Vol. 65 No. 7, pp. 332-349.
- Kwantes, C.T. (2009), "Culture, job satisfaction and organizational commitment in India and the United States", *Journal of Indian Business Research*, Vol. 1 No. 4, pp. 196-212.
- Lopez, S.P., Peon, J.M.M. and Ordas, C.J.V. (2005), "Human resource practices, organizational learning and business performance", *Human Resource Development International*, Vol. 8 No. 1, pp. 147-164.
- Luan, K. and Wang, X. (2008), "HRM practices and organizational commitment: a study about IT employees from Chinese private-owned enterprises", *Liaoning Science Foundation Grant (No. 20072193)*, pp. 1-6.
- McGunnigle, P. and Jameson, S. (2000), "HRM in UK hotels: a focus on commitment", *Employee Relations*, Vol. 22 No. 4, pp. 403-422.
- Manoharan, T.R., Muralidharan, C. and Deshmukh, S.G. (2009), "Employee performance appraisal using data envelopment analysis: a case study", *Research and Practice in Human Resource Management*, Vol. 17 No. 1, pp. 92-111.
- Marsh, H.W., Balla, J.R. and McDonald, R.P. (1988), "Goodness of fit indexes in confirmatory factor analysis: the effect of sample size", *Psychological Bulletin*, Vol. 103 No. 3, pp. 391-410.
- Matic, J. (2008), "Cultural differences in employee work values and their implications for management", *Management*, Vol. 13 No. 2, pp. 793-104.
- Melham, Z. (2004), "Significant conditions of employees' recruitment: the case of Jordanian four star hotels", Unpublished thesis, The University of Jordan, Amman.
- Menafn (2008), "Jordan's pharmaceuticals industry suffers lack of skilled labour", available at: www.menafn.com/qn_news_story_s.asp?storyid=1093185267 (accessed 10 July 2009).
- Meyer, J.P. and Allen, N.J. (1991), "A three-component conceptualization of organizational commitment", *Human Resource Management Review*, Vol. 1 No. 1, pp. 61-89.
- Meyer, J.P., Allen, N.J. and Smith, C.A. (1993), "Commitment to organizations and occupations: extension and test of a three-component conceptualization", *Journal of Applied Psychology*, Vol. 78 No. 4, pp. 538-552.
- Meyer, P.J. and Smith, A.C. (2009), "HRM Practices and organizational commitment: test of a mediation model", *Canadian Journal of Administrative Science*, Vol. 17 No. 4, pp. 319-331.
- Milne, P. (2007), "Motivation, incentives and organisational culture", *Journal of Knowledge Management*, Vol. 11 No. 6, pp. 28-38.
- Minbaeva, D.B. (2005), "HRM practices and MNC knowledge transfer", *Personnel Review*, Vol. 34 No. 1, pp. 125-144.
- Montgomery, S.A. (1998), "Implications of the severity of social phobia", *Journal of Affective Disorders*, Vol. 50 No. 1, pp. 18-22.
- Mosadeghrad, A.M., Ferlie, E. and Rosenberg, D. (2008), "A study of the relationship between job satisfaction, organizational commitment and turnover intention among hospital employees", *Health Services Management Research*, Vol. 21 No. 3, pp. 211-227.

- Mulaik, S.A. and Millsap, K.S. (2000), "Doing the four-step right", *Structural Equation Modelling*, Vol. 7 No. 1, pp. 36-73.
- Neumark, D., Schweitzer, M. and Wascher, W. (2004), "Minimum wage effects throughout the wage distribution", *Journal of Human Resources*, Vol. 39 No. 5, pp. 425-450.
- Othman, A. (2009), "Strategic HRM practices: perspectives of Malaysian and Japanese owned companies in Malaysia", *Global Business and Management Research: An International Journal*, Vol. 1 No. 1, pp. 1-22.
- Palmer, L. (2006), "The impact of human resource management practices on employees' Commitment in the Banking Sector in Kingston", PhD thesis, Nova Southeastern University, ProQuest, Jamaica.
- Parker, C.P., Baltes, B.B., Young, S.A., Huff, J.W., Altmann, R.A., Lacost, H.A. and Roberts, J.E. (2003), "Relationships between psychological climate perceptions and work outcomes: a meta-analytic review", *Journal of Organizational Behavior*, Vol. 24 No. 3, pp. 389-416.
- Parker, O. and Wright, L. (2000), "Pay and employee commitment: the missing link", *Ivey Business Journal*, Vol. 65 No. 1, pp. 70-79.
- Paul, A.K. and Anantharaman, R.N. (2003), "Impact of people management practices on organizational performance: analysis of a causal model", *International Journal of Human Resource Management*, Vol. 14 No. 7, pp. 1246-1266.
- Paul, A.K. and Anantharaman, R.N. (2004), "Influence of HRM practices on organizational commitment: a study among software professionals in India", *Human Resource Development Quarterly*, Vol. 15 No. 7, pp. 77-88.
- Payne, S.C. and Huffman, A.H. (2005), "A longitudinal examination of the influence of mentoring on organizational commitment and turnover", *Academy of Management Journal*, Vol. 48 No. 2, pp. 158-168.
- Podsakoff, P.M., MacKenzie, S.B., Lee, J.Y. and Podsakoff, N.P. (2003), "Common method biases in behavioral research: a critical review of the literature and recommended remedies", *Journal of Applied Psychology*, Vol. 88 No. 2, pp. 879-903.
- Podsakoff, P.M. and Organ, D.W. (1986), "Self-reports in organizational research: problems and prospects", *Journal of Management*, Vol. 12 No. 4, pp. 531-544.
- Poon, J. (2004), "Effects of performance appraisal politics on job satisfaction and turnover intention", *Personnel Review*, Vol. 33 No. 3, pp. 322-334.
- Prowse, P. and Prowse, J. (2009), "The dilemma of performance appraisal", *Measuring Business Excellence*, Vol. 13 No. 7, pp. 69-77.
- Raghuram, S. and Arvey, R. (1996), "Business strategy links with staffing and training practices", *Human Resource Planning*, Vol. 17 No. 3, pp. 55-73.
- Schwartz, S.H. (1999), "A theory of cultural values and some implications for work", *Applied Psychology: An International Review*, Vol. 48 No. 1, pp. 23-47.
- Shahnawaz, M.G. and Juyal, R.C. (2006), "Human resource management practices and organizational commitment in different organizations", *Journal of the Indian Academy of Applied Psychology*, Vol. 32 No. 3, pp. 171-178.
- Smeenk, S.G.A., Eisinga, R.N., Teelken, J.C. and Doorewaard, J.A.C.M. (2006), "The effects of HRM practices and antecedents on organizational commitment among university employees", *International Journal of Human Resource Management*, Vol. 17 No. 12, pp. 2035-2054.
- Stuart, B. and Ian, W. (2009), "Investing in your people works- can 40,000 organisations be wrong?", *Library Management*, Vol. 30 Nos 8/9, pp. 608-618.

- Suliman, A. and Iles, P. (2000), "Is continuance commitment beneficial to organizations? Commitment-performance relationship: a new look", *Journal of Managerial Psychology*, Vol. 15 Nos 5/6, pp. 407-426.
- Tanova, C. and Nadiri, H. (2005), "Recruitment and training policies and practices: the case of Turkey as an EU candidate", *Journal of European Industrial Training*, Vol. 29 No. 9, pp. 94-111.
- Tucker, L.R. and Lewis, C. (1973), "A reliability coefficient for maximum likelihood factor analysis", *Psychometrika*, pp. 1-10.
- Tzafirir, S. (2006), "A universalistic perspective for explaining the relationship between HRM practices and firm performance at different points in time", *Journal of Managerial Psychology*, Vol. 21 No. 2, pp. 109-130.
- Van Vianen, A.E.M., De Pater, I.E. and Van Dijk, F. (2007), "Work value fit as predictor of turnover intention: same-source or different-source fit", *Journal of Managerial Psychology*, Vol. 22 No. 7, pp. 188-202.
- Walker, J. (2001), *Control and the Psychology of Health*, Open University Press, Philadelphia.
- Wang, X. (2007), "Learning, job satisfaction and commitment: an empirical study of organizations in China", *Chinese Management Studies*, Vol. 2 No. 6, pp. 167-179.
- Watson, S. and D'Annunzio-Green, N. (1996), "Implementing cultural change through human resources: the elusive organization alchemy?", *International Journal of Contemporary Hospitality Management*, Vol. 8 No. 2, pp. 25-30.
- Weir, D. and Abu-Doleh, J. (1997), "Management training and development needs analysis practices in the Jordanian private sector", *Middle East Business Review*, Vol. 2 No. 1, pp. 80-87.
- Whiting, H., Kline, T. and Sulsky, L. (2008), "The performance appraisal congruency scale: an assessment of person-environment fit", *International Journal of Productivity and Performance Management*, Vol. 57 No. 3, pp. 223-236.
- Wickramasinghe, N. (2007), "Fostering knowledge assets in healthcare with the KMI model", *International Journal of Management and Enterprise Development*, Vol. 4 No. 1, pp. 52-65.
- Williams, A., Dobson, P. and Walters, M. (1993), *Changing Culture: New Organizational Approaches*, Institute of Personnel Management, London.
- Wilson, J.P. and Western, S. (2000), "Performance appraisal: an obstacle to training and development?", *Journal of European Industrial Training*, Vol. 24 No. 7, pp. 384-391.
- Wright, P.M., Gardner, T.M. and Moynihan, L.M. (2003), "The impact of HR practices on the performance of business units", *Human Resource Management Journal*, Vol. 13 No. 3, pp. 21-36.
- Yeganeh, H. and Su, Z. (2008), "An examination of human resource management practices in Iranian public sector", *Personnel Review*, Vol. 37 No. 2, pp. 203-221.
- Yoon, J. and Thye, S. (2002), "A dual process model of organizational commitment: job satisfaction and organizational support", *Work and Occupations*, Vol. 29 No. 3, pp. 97-124.
- Zheng, C., Morrison, M. and O'Neil, G. (2006), "An empirical study of high performance: HRM practices in Chinese SMEs", *International Journal of Human Resource Management*, Vol. 17 No. 10, pp. 1772-1803.

Corresponding author

Ramudu Bhanugopan can be contacted at: bramudu@csu.edu.au

For instructions on how to order reprints of this article, please visit our website:

www.emeraldgrouppublishing.com/licensing/reprints.htm

Or contact us for further details: permissions@emeraldinsight.com