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## A STUDY ON IDENTIFYING KEY HUMAN RESOURCE MANAGEMENT PRACTICES AFFECTING ORGANIZATIONAL COMMITMENT OF ENGINEERS OF NCR

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### ABSTRACT

*Employees are one of the most important ingredients determining the success of an organization in a competitive environment. In this context, committed employees contribute maximally to organization's success and competitiveness. Employees who are committed to their organization are glad to be members of it consider in and experience good about the organization and what it stands for, and aim to do what is good for the organization. Organizational Commitment has gained importance to modern organizations for gaining competitive advantage by reducing labour turnover, absenteeism and increasing motivation. The positive effects of Organizational Commitment (OC) have been well documented in management literature. Organizational Commitment has been found to be strongly related to the intention to leave one's job and to the intention to search for job alternatives. Knowledge of the antecedents of Organizational Commitment will enable organizations to manage these withdrawal behaviors. Organizational Commitment shows the strength of the commitment which a working person feels for the organization he or she works in. HRM practices are considerably predicting organizational commitment. Various Human Resource Management Practices affect the commitment of employees in an organization. Organizational commitment is the backbone of the contemporary HRM philosophy. A number of human resource experts focus on organizational commitment and found ample support for their assumptions. So the main objective of this paper is to identify the key Human Resource Management Practices that may affect the Organizational Commitment of engineers of NCR.*

### KEYWORDS

Organizational Commitment, Human Resource Management Practices.

### 1) INTRODUCTION

Employees are one of the most important ingredients determining the success of an organization in a competitive environment. In this context, committed employees contribute maximally to organization's success and competitiveness. Employees who are committed to their organization are glad to be members of it consider in and experience good about the organization and what it stands for, and aim to do what is good for the organization. Infact, Organizational Commitment was introduced in early 1950 in the field of Organizational Behaviour and since then it remained a topic of research for many researchers. Researchers like Paré, G. & Tremblay, M. 2004; Chew, Y. T. & Wong, S. K. 2008; Ugboro, I. O. 2006; Slattey, J. P. & Selvarajan, T. T. R. 2005; Meyer, J. P. & Allen, N. J. 1997; Mowday, R. T. 1998, focused that with continuous interest in Organization Commitment can be extended to various beneficial indicators viz. better performance, higher attrition and reduced absenteeism and organizational efficacy. This resulted in a number of empirical research studies to understand the antecedents and consequences of Organizational Commitment. However, there have been few studies linking Organizational Commitment with HR practices in the Indian context. So this study aims to identify the key Human Resource Management factors that affect the commitment of engineers of NCR. Commitment has been defined as the identification and the attachment to an organization and implies three elements: a strong belief/acceptation of the organization's objectives and values, the willingness to exert strong efforts for it and the firm intention to stay within the organization (Mowday, R. T. et al 1982). In its broad sense, Organizational Commitment includes the idea of loyalty and commitment. Most of the research studies in the context of Organizational Commitment have been drawn from the work of Meyer, J. P. & Allen, N. J.

Meyer, J. P. & Allen, N. J. (1984) suggested a three-dimensional measurement of Organizational Commitment showing that this attitude could be better understood as a multidimensional concept. They defined the three dimensions as:

- Affective commitment, e.g. "positive feelings of identification with, attachment to, and involvement in the work organization"
- Continuance commitment, e.g. "the extent to which employees feel committed to their organizations by virtue of the costs that they feel are associated with leaving (investments or lack of attractive alternatives)"
- Normative commitment, e.g. "the employees' feelings of obligation to remain in the organization"

Given the contribution a highly trained and committed employee can make to organizational productivity, keeping such employees should be a high priority for the organization. This is especially true for any organizations that rely heavily on their good behavioural employees to provide friendly and courteous services to their customers in this competitive environment. Thus, it may be in the organization's best interest for managers to understand how their behavior might influence a worker's commitment to the organization.

Organizational Commitment has gained importance to modern organizations for gaining competitive advantage by reducing labour turnover, absenteeism and increasing motivation. The positive effects of Organizational Commitment (OC) have been well documented in management literature. Organizational Commitment has been found to be strongly related to the intention to leave one's job and to the intention to search for job alternatives. As organizations recognize the competitive advantage that can be gained through human resources practices. Various Human Resource Practices affect the commitment of employees in an organization. Knowledge of the antecedents of Organizational Commitment will enable organizations to manage these withdrawal behaviors. Organizational Commitment shows the strength of the commitment which a working person feels for the organization he or she works in.

Thus, drawing from above paragraphs it can be inferred that committed employees contribute a lot in the organization and its functioning by operating in the limelight of achieving the organization's goals. Likewise, personnel who are steadfast for their organization are happy and delighted to be a part of it, have confidence in it and feel good about the same (Feinstein, A. H. and Vondrasek, D. 2001). Though a large amount of work has been written and talked about of Organizational Commitment but still there exists the great amount of confusion on how the factors associated with it contribute to the development of the Organizational Commitment. This paper has tried to find out that Human Resource Management Practices that may affect the Organization Commitment of engineers of NCR.

## 2) THEORETICAL BACKGROUND

### 2.1) HUMAN RESOURCE MANAGEMENT

Human resources are noteworthy premeditated levers or the foundations of unremitting competitive advantage. HRM is seen as a main function of management that has come a protracted way. The customary version of HRM, Personnel management (PM) is a notion that can be expediently connected to the timeworn exemplary model of organization, is an unbending bureaucratic in nature, with fewer liveness, besides advanced notch of centralization and solemnization, i.e., adherence to rubrics and parameters.

"A chain of integrated decisions that generate for the service relationship; their excellence add on to the knack of the organization and the employees to pull off their objectives" is Human Resource Management as viewed by Milkovich, G. T. and Boudreau, J. W.

There are so many problems that are faced by the organizations due to lack of proper Human Resource Management policies or no Human Resource Management Department, more over HRM policies of the organization are responsible for the smooth functioning of the department as well as the organization.

### 2.2) ORGANIZATIONAL COMMITMENT

In today's extremely competitive international economy, rising and retaining capable engineers is a main challenge for HR executives. Organizational Commitment is the backbone of the modern HRM philosophy (Shahnawaz, M. G. & Juyal, R. C. 2006). Employees long term relationship with the organization and their intention to stay in it along with firm faith in the objectives and goals of his/her organization, complied by dedicated attempt attain these objectives and goals (Steers, R. M. 1977; Mowday, R. T. et al 1979).

Porter, L. W. et al (1974) describe Organizational Commitment as "an attachment to the organization, characterized by an intention to remain in it; an identification with the values and goals of the organization; and a willingness to exert extra effort on its behalf". Individuals consider the extent to which their own values and goals relate to that of the organization as part of Organizational Commitment; therefore it is considered to be the linkage between the employee and the organization.

Meyer, J. P. & Allen, N. J. (1984) initially viewed Organizational Commitment as two dimensional namely, affective and continuance. Meyer, J. P. & Allen, N. J. (1984) defined the first dimension, namely affective commitment as "positive feelings of identification with, attachment to and involvement in the work organization", and they defined the second dimension, namely continuance commitment as "the extent to which employees feel committed to their organization by virtue of the costs that they feel are associated with leaving". After further research, Allen, N. J. & Meyer, J. P. (1990) added a third dimension, namely normative commitment.

Allen, N. J. & Meyer, J. P. (1990) defines normative commitment as "the employee's feelings of obligation to remain with the organization". Consequently, the concept Organizational Commitment is described as a tri-dimensional concept, characterized by the affective, continuance and normative dimensions (Meyer, J. P. & Allen, N. J. 1991).

### 2.3) HRM AND ORGANIZATIONAL COMMITMENT

HRM practices were considerably predicting organizational commitment. Organizational commitment is the backbone of the contemporary HRM philosophy. A number of human resource experts (Maheshwari, S. et al 2007; Shahnawaz, M. G. & Juyal, R. C. 2006; Zaitouni, M. et al 2011; Paré, G. & Tremblay, M. 2004; Sawalha, N. et al 2012; Paré, G. et al 2001; Kipkebut, D. J. 2010) focus on organizational commitment and found ample support for their assumptions. Human resource (HR) practices of the organization do have influencing effect on employees' performance and therefore affecting commitment. It also determines the effectiveness of the organization for the achievement of its objectives (Paré, G. & Tremblay, M. 2004). Some of the human resource practices, not all, were the factors that are related to organizational commitment (Maheshwari, S. et al 2007). According to them HR practices like human resources planning; career growth, training, performance appraisal and compensation have a significant impact on Organizational Commitment. Researchers have also suggested that among the entire HRM practices, Performance Appraisal was the significant predictor of Organizational Commitment. Result of a study also strengthens the belief that HRM practice can contribute significantly to organizational commitment (Shahnawaz, M. G. & Juyal, R. C. 2006). They also proved that 'Overall attitude towards HRM department' was the significant predictor of organizational commitment. According to Kipkebut, D. J. (2010) HRM practices are more important than demographic characteristics in influencing Organizational Commitment. Many researchers (Maheshwari, S. et al 2007; Shahnawaz, M. G. & Juyal, R. C. 2006; Zaitouni, M. et al 2011; Paré, G. & Tremblay, M. 2004; Sawalha, N. et al 2012; Paré, G. et al 2001; Kipkebut, D. J. 2010) empirically tried to show the relationship between HR management practices and organizational commitment. They indicated that various human resource practices would affect the employee's commitment. On similar lines this study intends to find the Key Human Resource Management Practices that may be responsible for employee's Organizational Commitment (Engineers of NCR).

## 3) RESEARCH METHODOLOGY

Research Design of this study is exploratory as this study was tried to explore the Human Resource Management variables affecting organizational commitment. Questionnaire was used to collect the primary data in this study. Responses for commitment and HR practices were collected using Likert scale (1 = Strongly Disagree to 5 = Strongly Agree). In this research the engineers working in NCR was taken for study. As the population was not known in this study so the convenience sampling method was used. The respondents biographical characteristics are presented in order to get a clear picture of the distribution of the sample. Demographic variables that were measured from the respondents is shown in table No. 1:



TABLE NO. 1: DEMOGRAPHIC PROFILE OF RESPONDENTS

Age	Frequency	Percent	Valid Percent	Cumulative Percent
21-30	248	63.3	63.3	63.3
31-40	128	32.7	32.7	95.9
41&Above	16	4.1	4.1	100.0
Total	392	100.0	100.0	
<b>Gender</b>				
MALE	352	89.8	89.8	89.8
FEMALE	40	10.2	10.2	100.0
Total	392	100.0	100.0	
<b>Qualification</b>				
DIPLOMA	28	7.1	7.1	7.1
Graduate	252	64.3	64.3	71.4
Post-graduate	112	28.6	28.6	100.0
Total	392	100.0	100.0	
<b>Total Work Experience</b>				
0-2	104	26.5	26.5	26.5
3-5	96	24.5	24.5	51.0
6 & Above	192	49.0	49.0	100.0
Total	392	100.0	100.0	
<b>Total Work Experience in Current Organization</b>				
0-2	228	58.2	58.2	58.2
3-5	92	23.5	23.5	81.6
6 & Above	72	18.4	18.4	100.0
Total	392	100.0	100.0	
<b>Total No. of Organizations Served Till Date</b>				
0-2	200	51.0	51.0	51.0
3-5	184	46.9	46.9	98.0
6 & Above	8	2.0	2.0	100.0
Total	392	100.0	100.0	

The sample size used in this study is 392, which was appropriate as per the rule and calculation.

**4) SCALE SELECTION AND DEVELOPMENT**

To identify the key Human Resource Management Practices affecting organizational commitment, the scale of Paré, G. and Tremblay, M. 2000; Paré, G. and Tremblay, M. 2004, of Human Resource Management practices was used. This scale was modified after pilot study so an adopted and modified scale was used for the study. A pilot study was conducted on a sample size of 30 respondents which is the required sample size for pilot study. Cronback Alpha reliability test was conducted on this sample size and then modified questionnaire was distributed for the final survey. A questionnaire was sent to the engineers of NCR. A pretest of the questionnaire was conducted with a convenient sample of 30 engineers. Pilot test on a sample of 30 Respondents the reliability of Human Resource Scale was 0.885. Validity of the scale was also tested by taking the views of the subject experts.

Then the revised version of the questionnaire was sent to the engineers NCR through mail or hard copy. After following the mailing, a follow-up reminder was sent to the respondents. A total of 532 questionnaires were returned out of which 392 questionnaires were usable, while others were rejected due to incompleteness (net response rate of 73.68%).

**5) MEASURES**

Cronback alpha reliability test was used to test the reliability of the scale. The reliability coefficient of HR scale of 21 items was 0.878. KMO value of HR scale was 0.772 which is a measure of Sampling Adequacy. Principal Component Analysis technique of Factor Analysis was adopted to identify and examine the 21-item scale of Human Resource Management practices using SPSS 16.

**6) FACTOR ANALYSIS OF HUMAN RESOURCE MANAGEMENT PRACTICES**

A 21 item-scale was used to measure the Human Resource Practices. Principal Component Analysis technique of Factor Analysis was adopted to identify and examine the 21-item scale of Human Resource Management practices. To arrive at a meaningful and interpretable factor dimensions, this study applied the following criteria to monitor items. First, it was emphasized that the items must have a minimum factor loading of 0.50 or greater on the factor loading. Second, the content of the items retained must be consistent with those of the other items loaded on the same factor. An item was retained if it met one or both the criteria. Using this procedure, in this study total five factors (competence development, information sharing, empowerment, fair reward and recognition) were drawn from a total of 21 items for the scale, accounting for 68.053% of the total variance. Cronbach alpha reliability test was used to test the reliability of the scale. The reliability coefficient of this HR scale of 21 items was found to be 0.878. The reliability coefficients for the five HR scales were ranged from .0.586 to 0.878. The least alpha coefficient was of last HR scale (recognition) i.e. 0.586 where as all the other four HR scale (competence development, information sharing, empowerment, fair reward) alpha coefficient were ranged from 0.834 to 0.878. KMO value of HR scale was 0.772 which is a measure of Sampling Adequacy. The Table No. 3 presents the results of factor analysis of the 21 items.

RELIABILITY STATISTICS

Cronbach's Alpha	No. of Items
.878	21

Table No. 2 show that the Human Resource Practices consisted of five distinct factors: The five factors or dimensions are labeled and interpreted as follows:

TABLE NO. 2: INTERPRETATION OF FACTOR ANALYSIS RESULT FOR HUMAN RESOURCE MGT. PRACTICES

Sr. No.	Factors (HR Management Practices)	Items	Factor Loading	No. of Items	Reliability
1.	Competence Development	Managers usually give responsibilities to employees according to their respective background and interests.	0.676	06	0.878
		Employees have the possibility to develop their skills in order to increase their chances of being promoted.	0.664		
		Several professional development activities (e.g., coaching, training) are offered to employees to improve their skills and knowledge.	0.784		
		Proficiency courses such as specialized technical courses and professional certification are encouraged by management	0.704		
		In my work unit, it is easy to get the resources (e.g., time, financial aid, flexible schedules) necessary to acquire new competencies.	0.742		
		In my work unit, employees are encouraged to experiment and share knowledge	0.805		
2.	Information Sharing	Employees are regularly informed of major corporate projects (e.g., investment, rationalization, acquisition)	0.802	05	0.860
		Employees are regularly informed of financial results	0.879		
		Employees are regularly informed of new products and/or services	0.739		
		Employees are regularly informed of the technological changes ahead	0.744		
		Managers regularly inform employees about the level of customer satisfaction	0.715		
3.	Empowerment	Employees in my work unit have a lot of autonomy in regard to project management.	0.786	04	0.834
		In my work unit, employees have a great deal of liberty in the conduct of their work	0.743		
		Employees in my work unit are extensively involved in the recruitment process	0.812		
		Employees in my work unit are regularly consulted in technological investments decisions	0.686		
4.	Fair Reward	I estimate my salary as being fair internally.	0.822	03	0.837
		My salary is fair in comparison with what is offered for a similar job elsewhere.	0.864		
		The pay increases and/or bonuses I received in the last two years adequately reflect my recent performance evaluations.	0.590		
5.	Recognition	Employees who do not hand out quality work are regularly reprimanded by their supervisors.	0.704	03	0.586
		In my work unit, employees that make mistakes are regularly reprimanded	0.719		
		In my work unit, employees can be retrograded or even fired from their current job if their productivity at work is not sufficient	0.757		
Total				21	0.878

Percentage of Variance Explained: 68.053  
 KMO Measure of Sampling Adequacy: 0.772

**6.1) COMPETENCE DEVELOPMENT PRACTICES**

Competency development practices (e.g. responsibilities as per employees interest, coaching and training, mentoring, accessibility of resources to develop new competencies, encouragement to apply innovative work practices etc) were considered in this study. Competency development practices refers that the employees in the organizations give emphasis to Human Resource and consider them as valuable assets and consider that investment in Human Resource is to gain competitive advantage and helpful in maintaining a long term relationship between the employees and the organization. It consists of six items such as, Several professional development activities (e.g., coaching, training) are offered to employees to improve their skills and knowledge, In my work unit, it is easy to get the resources (e.g., time, financial aid, flexible schedules) necessary to acquire new competencies etc. The Cronbach alpha score for this factor came out to be 0.878.

Reliability 1<sup>st</sup> factor (Competence Development)

RELIABILITY STATISTICS	
Cronbach's Alpha	N of Items
.878	6

**6.2) INFORMATION SHARING PRACTICES.**

The information-sharing practices involve the means through which organization distributes and receives information among the organization's employees in order to reinforce the decision-making process. These practices make sure that members of the organization are being considered as element of the decision-making process and organization is treating their views or opinions with respect. Researchers have found that there is a linkage between the "high-involvement human resources practices and the turnover intention" (Paré, G. & Tremblay, M. 2007). It consists of five items such as Employees are regularly informed of new products and/or services, Managers regularly inform employees about the level of customer satisfaction etc. The Cronbach alpha score for this factor came out to be 0.860.

Reliability 2<sup>nd</sup> factor (Information Sharing)

RELIABILITY STATISTICS	
Cronbach's Alpha	No. of Items
.860	5

**6.3) EMPOWERMENT**

This dimension refers to the organizational practices dedicated to boost employee discretion and influence them through job involvement (Campbell, D. J. 2000; Forrester, R. 2000; Spreitzer, G. M. 1995). Organizations permit employees to imagine various roles and responsibilities and thus exercise a better influence at job while enjoying greater independence in the hopes that they will experience a higher sense of ownership. Empowerment practices make employees experience significant, responsible, and free to turn their creativity and competencies to good account (Paré, G. et al 2001). This Human Resource Management scale consist of four items such as Employees in my work unit have a lot of autonomy in regard to project management, In my work unit, employees have a great deal of liberty in the conduct of their work etc. The Cronbach alpha reliability score for this factor came out to be 0.834.

Reliability 3<sup>rd</sup> factor (Empowerment)

Reliability Statistics	
Cronbach's Alpha	No. of Items
.834	4

**6.4) FAIR REWARD PRACTICES**

Monetary rewards refer to all the reimbursement, monetary and non-monetary, that an employee receives during his/her service relationship with an organization (Malhotra, N. et al 2007). Fair organizational rewards refer to the perceived fairness of various job outcomes including compensation conditions, performance evaluations and job assignments (Paré, G. & Tremblay, M. 2004). This Human Resource Management scale consist of three items such as 1) I estimate my salary as being fair internally, 2) My salary is fair in comparison with what is offered for a similar job elsewhere etc. The Cronbach alpha reliability score for this factor came out to be 0.837.

Reliability 4<sup>th</sup> factor (Fair Reward)

Reliability Statistics	
Cronbach's Alpha	No. of Items
.837	3

**6.5) RECOGNITION**

This dimension refers to the organizational practices dedicated to acknowledgement of employees work (e.g. close check of the work done by the employees and punishment as well as appreciation given by supervisor for their work in a fair manner) by this an organization substantially signals its appreciation of achievements of employees through their quality work. For most highly educated professionals, to a great extent their incentive ensues from the acknowledgment they receive from supervisors for a job well done and the sense that they are an essential part of the organization (Agarwal, R. & Ferratt, T. W. 1999; Gomolski, B. 2000). This Human Resource Management dimension consist of three items such as Employees who do not hand out quality work are regularly reprimanded by their supervisors, In my work unit, employees can be retrograded or even fired from their current job if their productivity at work is not sufficient etc. The Cronbach alpha reliability score for this factor came out to be 0.586.

Reliability 5<sup>th</sup> factor (Recognition)

RELIABILITY STATISTICS	
Cronbach's Alpha	No. of Items
.586	3

**7) CONCLUSION**

An individual's attitude to the organization is inferred by their loyalty to the firm and identification with its values. The behavioural component of commitment reflects a person's willingness to expend effort on the organization, as well as his or her intention to remain in the organization. Individuals with high commitment to the organization view the pursuit of organizational goals as important, whereas those with low organizational commitment are primarily interested in pursuing self-interest. Researches stated that stronger commitment could result in less turnover and absenteeism, thus increasing an organization's productivity. There are so many factors that affect the commitment of employees, organizations should consider these factors to improve the commitment of their employees so that they are able to reduce labour turnover, absenteeism and increase their efficiency so that competitive advantage can be achieved. The objective of this study is to identify the key Human Resource Management variables that may be responsible for the Organizational Commitment of the engineers of NCR. To obtain this objective Factor Analysis was carried out. The result of Factor Analysis is shown in table No. 2. Human Resource Management Practices have been divided in to five distinct factors named Competency Development Practices, Information sharing Practices, Empowerment, Fair Reward Practices and Recognition. And to enhance the level of organizational commitment of engineers of NCR, organizations of private sector should implement good human resource practices such as competency development practices through training and development, coaching, Proficiency courses, time and financial aid given by organization to increase the competencies of engineers, information sharing practices through involvement of employees in decision making and also by sharing decisions with employees, empowerment through providing autonomy and liberty in the conduct of their work and adopt a system of fair reward practices.

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