

HUMAN RESOURCE MANAGEMENT AND ORGANISATIONAL COMMITMENT IN REPOSIT MONEY BANKS IN NIGER DELTA REGION OR NIGERIA

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Abstract:	Keywords:
<p>This research investigated the correlation between Human Resource Management practices (HRMP) and organizational commitment (OC). The study sampled 410 employees randomly selected from 21 deposit money banks in Nigeria's Niger Delta Region. Employing a quasi-experimental research design, data was gathered through a cross-sectional survey. The analysis utilized the Spearman Rank Correlation Coefficient and Multiple Regression Model via the Statistical Package for Social Sciences (SPSS) Version 15. The findings demonstrated a positive and statistically significant association between HRM practices and employees' commitment to their organizations in deposit money banks within the Niger Delta Region of Nigeria. Specifically, employee training and development, reward management, performance feedback, and employee empowerment were identified to significantly influence employees' commitment to these organizations. Consequently, the study concludes that these practices play pivotal roles in bolstering employees' commitment to organizations within the deposit money banks of Nigeria's Niger Delta Region. The theoretical and managerial implications of these findings were also discussed.</p>	<p>Human Resource Management Practices (HRMP), Organizational Commitment (OC), Deposit Money Banks, Niger Delta Region, Nigeria.</p>

CONTEXT OF THE PROBLEM

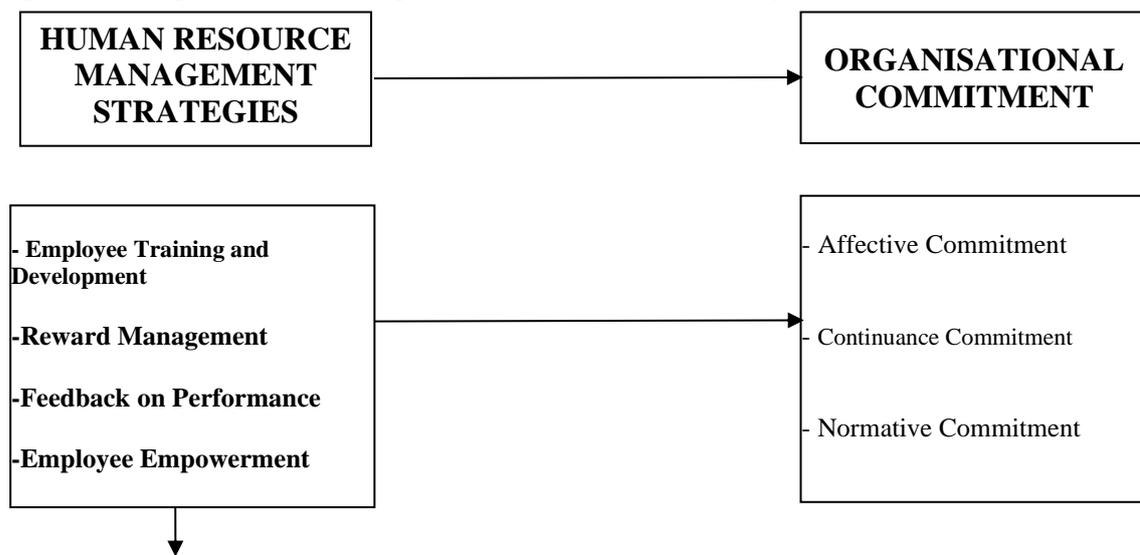
In an era increasingly characterized by globalized product markets, the significance of human capital as a resource that can potentially enhance competitive advantage has escalated. Given that organizations comprise individuals who are integral to their success, both researchers and enterprise managers keen on managing human capital have increasingly concentrated on HRM practices as mechanisms for developing the human capital constituting resources and capabilities. HRM entails all activities from recruitment to retirement planning (Nwibere, Emecheta, & Chikwe, 2009). Additionally, it encompasses the management process of an organization's workforce, covering attraction, selection, training, assessment, and rewarding of employees, alongside overseeing organizational leadership, culture, and compliance with employment laws (http://en.wikipedia.org/wiki/Human_resource_management). These practices span manpower planning, recruitment, training, performance appraisal, compensation management, induction, health and safety, industrial/labour relations, and personnel research.

Empirical evidence underscores the positive impact of HRM practices on organizational performance. Numerous studies have reported the positive effects of various HRM practices on organizational performance (Arthur, 1994; Becker & Huselid, 1998a; Delaney & Huselid, 1996; Delery & Doty, 1996; Huselid et al., 1997; Fey & Bjorkman, 2001; Fey, Bjorkman, & Pavlovskaya, 2000; Gelade & Ivery, 2003; Guest & Hoque, 1994; Huselid, 1995; Huselid & Becker, 1996; Ichniowski et al., 1997; Ichniowski & Shaw, 1999). These studies focus on the impact of specific HRM practices such as compensation, training, or performance management systems on various organizational outcomes. Firm performance measures like Market Value (Tobin’s Q), Return on Equity, and operational performance measures also exhibit substantial evidence of a positive link with HRM practices. For instance, Huselid (1995) identified several HRM practices and examined their relationship with outcomes such as turnover, firm productivity, and financial performance, revealing notable associations.

Furthermore, research indicates a positive link between HR practices and innovation performance. Tan and Nasurdin (2011) found a significant positive impact of HRM practices on organizational innovation, moderated by knowledge management effectiveness. However, while extensive literature explores the HRM-performance relationship, empirical research on the link between HRM practices and organizational commitment remains scarce, especially in non-Western contexts like Nigeria. Addressing these gaps, this study examines the influence of HRM practices on organizational commitment within the Nigerian work environment.

Conceptual Framework

The figure below presents to conceptual framework for this study.



Source: conceptualized by the researcher

Figure: A Conceptual Framework showing the Hypothesized Relationship between Human Resource Management Practices and Organizational Commitment in The Nigerian Banking Industry.

As shown in Figure 1 above, the independent variable in this study is HRM practices. The dimensions of this variable adopted in this study include training and development; reward management system; feedback on performance; and employee empowerment. On the other hand, the dependent variable for this study is Organizational Commitment. The three components of this construct adopted in this study include Affective, Normative and continuance (Allen and Meyer, 1990; Meyer, Allen and Smith, 1993). The relationship between these variables will be examined in the context of the deposit money banks in the Niger Delta Region of Nigeria.

Review of Related Literature

Theoretical Framework

In studies linking HRM and performance, two prevalent theories are the resource-based view (RBV) and the Ability, Motivation, and Opportunity (AMO) theory (Paauwe and Boselie, 2005). RBV posits that human resources are vital for organizational competitive advantage, leading to superior performance (Barney, 1986; 1991). Similarly, the AMO theory suggests that motivated employees enhance firm performance (Paauwe and Boselie, 2005). HRM practices play a crucial role in motivating employees to support organizational strategies (Hiltrop, 1996). Additionally, social exchange theory suggests that employees' commitment stems from their perception of organizational support (Eisenberger et al., 1986; Setton et al., 1996; Shore and Tetrick, 1994; Shore and Wayne, 1993; Hutchison and Garstka, 1996; Wayne et al., 1997). Ostroff and Bowen (2000) depicted relationships between HRM practices and employee attitudes. Similarly, Tui et al. (1997) showed a link between HRM practices and employee attitude, particularly commitment.

Human Resource Management Practices (HRMP)

HRM, previously known as personnel management, involves managing an organization's employees strategically (Armstrong, 2001; Beer et al., 1984; Storey, 1995). It encompasses various functions from recruitment to retirement planning (Nwibere et al., 2009). HRM practices aim to attract, develop, motivate, and retain employees (Jackson and Schuler, 1995). Practices include recruitment, performance appraisal, compensation, training, and development (Jackson and Schuler, 1995).

Human resource management (HRM) practices play a pivotal role in shaping organizational performance and employee outcomes. Scholars have extensively studied various HRM practices and their impact on employee satisfaction, motivation, and performance. For instance, Pfeffer (1998) argued that adopting high-performance HRM practices, such as selective hiring, extensive training, and performance-based compensation, can lead to improved organizational performance and competitive advantage. Similarly, Guest (1997) emphasized the importance of strategic HRM practices aligned with organizational objectives to enhance employee commitment and productivity. These studies highlight the significance of HRM practices in driving organizational success and fostering positive employee outcomes.

Moreover, research has explored the relationship between specific HRM practices and employee outcomes across different industries and contexts. For example, in the healthcare sector, Boxall and Macky (2009) examined the impact of HRM practices, such as training and development and employee involvement, on patient satisfaction and quality of care. Their findings suggested that effective HRM practices contribute to better patient outcomes and organizational performance. Additionally, in the service industry, Huselid (1995) found a positive association between HRM practices, such as employee training and empowerment, and customer satisfaction and service quality. These studies underscore the role of HRM practices in enhancing both employee and organizational performance in various sectors.

Furthermore, the effectiveness of HRM practices often depends on the organizational context and the implementation of these practices. Scholars have highlighted the importance of considering contextual factors, such as organizational culture, leadership style, and industry dynamics, in designing and implementing HRM practices (Jackson et al., 2014). Moreover, research has emphasized the need for a holistic approach to HRM that integrates various practices and aligns them with organizational goals and strategies (Wright et al., 2001). By understanding the complexities of HRM and its impact on organizational performance, scholars and practitioners can develop strategies to leverage HRM practices effectively and create a competitive advantage in today's dynamic business environment.

Training and Development

Training and development programs are integral components of human resource management practices aimed at enhancing employee skills, knowledge, and competencies. Research has shown that effective training and development initiatives contribute to organizational success by improving employee performance, productivity, and job satisfaction (Noe, 2013). For instance, Baldwin and Ford (1988) emphasized the importance of aligning training programs with organizational goals and strategies to maximize their impact on employee and organizational outcomes. Moreover, studies have highlighted the role of training and development in enhancing employee engagement, motivation, and retention, leading to reduced turnover and increased organizational effectiveness (Colarelli, 1998).

Furthermore, the design and implementation of training and development programs are influenced by various factors, including organizational culture, technology advancements, and employee learning preferences (Kirkpatrick, 1996). Researchers have explored different training methods and techniques, such as classroom training, e-learning, on-the-job training, and mentoring, to cater to diverse learning needs and preferences (Goldstein & Ford, 2002). Additionally, the evaluation of training effectiveness is crucial for identifying areas of improvement and ensuring that training programs align with organizational objectives (Phillips & Stone, 2002). By continuously evaluating and updating training and development initiatives, organizations can adapt to changing market dynamics and stay competitive in today's dynamic business environment.

Moreover, training and development programs play a vital role in fostering employee career growth and advancement opportunities, which contribute to organizational success (Arthur et al., 2003). Research has shown that organizations that invest in employee training and development are more likely to attract and retain top talent, leading to enhanced performance and innovation (Guthrie, 2001). Additionally, training and development initiatives can contribute to building a learning culture within organizations, where employees are encouraged to continuously develop their skills and capabilities (Swanson & Holton, 2001). By prioritizing training and development as part of their human resource management practices, organizations can nurture a talented workforce capable of driving organizational growth and success.

Reward Management

Reward management is a critical aspect of human resource management practices aimed at motivating and incentivizing employees to achieve organizational goals and objectives. Research has emphasized the importance of aligning reward systems with organizational strategies to ensure their effectiveness in driving employee performance and engagement (Armstrong & Murlis, 2007). Scholars have highlighted the significance of adopting a total rewards approach, which encompasses both financial and non-financial rewards, to cater to diverse employee needs and preferences (Milkovich & Newman, 2016). Additionally, studies have explored the role of rewards in shaping employee attitudes and behaviors, such as job satisfaction, organizational commitment, and retention (Gerhart & Milkovich, 1992). By designing and implementing effective reward management systems, organizations can create a positive work environment conducive to high performance and employee well-being.

Furthermore, reward management practices play a crucial role in attracting, retaining, and motivating top talent in today's competitive labor market (Allen et al., 2013). Research has shown that organizations that offer competitive and equitable reward packages are more likely to attract high-caliber candidates and reduce employee turnover (Boselie et al., 2005). Moreover, the design of reward systems should consider individual and organizational performance metrics to ensure fairness and transparency (Lawler, 2003). Scholars have also explored the impact of various reward components, such as pay-for-performance, recognition programs, and career development opportunities, on employee motivation and performance (Luthans & Peterson, 2002). By implementing tailored reward strategies, organizations can effectively motivate employees to achieve superior performance and contribute to organizational success.

Additionally, reward management practices have evolved in response to changing workforce demographics and market dynamics, necessitating organizations to adopt innovative approaches to reward design and delivery (Armstrong & Brown, 2018). Research has examined the role of non-monetary rewards, such as flexible work arrangements, training and development opportunities, and work-life balance initiatives, in enhancing employee satisfaction and engagement (Holton et al., 2000). Furthermore, studies have explored the influence of cultural factors on reward preferences and

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perceptions, highlighting the importance of cultural sensitivity in reward management practices (Suutari & Brewster, 2000). By continuously evaluating and adapting reward strategies to meet the evolving needs of employees, organizations can foster a culture of high performance and competitiveness in the marketplace.

Feedback on Performance

Feedback performance is a fundamental aspect of human resource management practices aimed at enhancing employee performance, development, and engagement within organizations. Research underscores the importance of providing timely and constructive feedback to employees as a means of facilitating learning and skill improvement (London & Smither, 2002). Effective feedback mechanisms enable employees to gain insight into their strengths and areas for improvement, fostering a culture of continuous learning and development (Kluger & DeNisi, 1996). Moreover, feedback serves as a mechanism for clarifying performance expectations and goals, aligning individual efforts with organizational objectives (Ashford et al., 2003). By establishing clear performance criteria and offering regular feedback, organizations can empower employees to perform at their best and contribute to organizational success.

Furthermore, research highlights the role of feedback in promoting employee engagement and motivation in the workplace (Stajkovic & Luthans, 2003). Feedback that recognizes employees' contributions and achievements can enhance their sense of competence and autonomy, leading to increased job satisfaction and commitment (Deci et al., 2017). Additionally, constructive feedback that focuses on development rather than criticism can foster a positive work environment characterized by trust and transparency (Heen & Stone, 2014). Scholars have emphasized the importance of feedback quality, emphasizing the need for specificity, clarity, and fairness in feedback delivery (Ilgen et al., 1979). By leveraging feedback as a tool for employee recognition and development, organizations can cultivate a culture of high performance and engagement.

Moreover, feedback performance plays a crucial role in facilitating employee-manager relationships and communication channels within organizations (Ashford et al., 2003). Research has shown that regular feedback exchanges between managers and employees can strengthen interpersonal bonds and foster mutual trust and respect (London & Smither, 2002). Furthermore, feedback discussions provide opportunities for goal setting, coaching, and career development discussions, enhancing the effectiveness of performance management processes (DeNisi & Kluger, 2000). By promoting open and honest feedback exchanges, organizations can build robust relationships between employees and managers, ultimately contributing to organizational effectiveness and employee well-being.

Employee Empowerment

Employee empowerment is a significant aspect of human resource management practices that focuses on delegating authority, decision-making responsibility, and autonomy to employees within organizations. Research suggests that empowering employees can lead to numerous positive outcomes, including increased job satisfaction, motivation, and

performance (Spreitzer, 1995). Empowered employees feel a greater sense of ownership and control over their work, which enhances their job engagement and commitment to organizational goals (Thomas & Velthouse, 1990). Moreover, empowering employees fosters a culture of innovation and creativity, as individuals are more likely to take initiative, experiment with new ideas, and contribute to organizational improvement initiatives (Spreitzer, 1995).

Furthermore, employee empowerment has been linked to enhanced organizational effectiveness and adaptability in dynamic business environments (Conger & Kanungo, 1988). By decentralizing decision-making authority and involving employees in strategic planning and problem-solving processes, organizations can leverage the diverse expertise and perspectives of their workforce (Ahearne et al., 2005). Empowered employees are better equipped to respond to changes and challenges, leading to increased organizational agility and competitiveness (Thomas & Velthouse, 1990). Additionally, empowerment contributes to a more supportive and collaborative work environment, where individuals feel valued and respected for their contributions (Kanter, 1983). This, in turn, fosters trust and loyalty among employees, strengthening their commitment to the organization.

Moreover, research underscores the importance of leadership support and organizational culture in facilitating employee empowerment initiatives (Spreitzer, 1995). Leaders play a critical role in fostering a climate of trust, transparency, and open communication, which are essential elements of effective empowerment strategies (Conger & Kanungo, 1988). Organizations that prioritize empowerment invest in training and development programs to enhance employees' skills and competencies, enabling them to take on increased responsibility and autonomy (Ahearne et al., 2005). By creating a supportive and empowering work environment, organizations can unleash the full potential of their employees, driving innovation, performance, and organizational success.

Organisational Commitment

Organizational commitment is a critical construct in organizational behavior research, reflecting the degree to which employees feel dedicated and attached to their organization. It encompasses three key components: affective commitment, continuance commitment, and normative commitment (Meyer & Allen, 1991). Affective commitment refers to employees' emotional attachment and identification with the organization, driven by positive feelings and a desire to remain a part of it. Continuance commitment relates to employees' perceived costs associated with leaving the organization, such as loss of benefits or seniority, leading them to stay out of necessity rather than choice. Normative commitment is rooted in employees' sense of obligation or duty to remain with the organization due to societal or personal values. Research has consistently shown that higher levels of organizational commitment are associated with various positive outcomes, including increased job satisfaction, performance, and intention to stay with the organization (Meyer et al., 2002).

Furthermore, organizational commitment has been linked to enhanced organizational citizenship behaviors (OCBs), which are discretionary actions that benefit the organization

and its members (Organ & Ryan, 1995). Employees with high levels of commitment are more likely to engage in OCBs, such as helping colleagues, volunteering for additional tasks, and defending the organization in times of crisis. This contributes to a positive work environment and organizational culture, fostering cooperation, teamwork, and mutual support among employees (Allen et al., 2003). Moreover, organizational commitment plays a crucial role in mitigating turnover intentions and reducing actual turnover rates, thereby promoting organizational stability and continuity (Meyer et al., 2002).

Organisational commitment reflects an individual's identification and involvement in an organization (Mowday et al., 1982). It comprises affective, continuance, and normative commitment (Meyer and Allen, 1991). Affective commitment involves emotional attachment to the organization, continuance commitment refers to perceived costs associated with leaving, and normative commitment entails a sense of obligation (Chonko, 1986).

Affective Commitments

Affective commitment, a core component of organizational commitment, refers to employees' emotional attachment and identification with their organization (Meyer & Allen, 1991). It reflects the extent to which employees experience positive feelings towards their organization, such as loyalty, passion, and belongingness. Affective commitment arises from employees' perception that their organization shares their values, provides a supportive work environment, and fosters a sense of community (Meyer et al., 2002). Employees with high levels of affective commitment are deeply engaged with their work, demonstrating enthusiasm, dedication, and a willingness to go above and beyond their job requirements to contribute to the organization's success (Allen & Meyer, 1996). Moreover, affective commitment is positively associated with various desirable outcomes, including higher job satisfaction, organizational citizenship behaviors, and lower turnover intentions (Meyer et al., 2002).

Research has shown that organizations can cultivate affective commitment through various means, such as fostering a positive organizational culture, providing opportunities for meaningful work, and recognizing and rewarding employees' contributions (Meyer et al., 2002). Moreover, effective leadership plays a crucial role in nurturing affective commitment by promoting trust, transparency, and open communication within the organization (Eisenberger et al., 2010). Organizations that prioritize building affective commitment among their employees create a supportive and engaging work environment, enhancing employee motivation, performance, and overall organizational effectiveness.

Continuance Commitment

Continuance commitment," as part of Meyer and Allen's (1991) three-component model of organizational commitment, refers to employees' perception of the costs associated with leaving their organization. Unlike affective commitment, which is based on emotional attachment, continuance commitment arises from employees' recognition of the sacrifices they would have to make if they were to leave their current job, such as loss of benefits,

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seniority, or financial security. Employees with higher levels of continuance commitment are more likely to stay with their organization due to perceived obligations or necessity rather than a genuine desire to remain. This form of commitment is influenced by factors such as perceived employability, alternative job opportunities, and financial stability, which shape employees' decisions to remain in their current job despite any dissatisfaction or lack of attachment (Meyer et al., 2002).

Continuance commitment is associated with various organizational outcomes, albeit in different ways compared to affective commitment. While affective commitment is positively related to desirable outcomes such as job satisfaction and organizational citizenship behaviors, continuance commitment may lead to reduced turnover intentions or actual turnover due to perceived barriers to leaving the organization. Organizations may inadvertently rely on continuance commitment as a means of retaining employees, but this form of commitment does not necessarily contribute to organizational success or employee engagement in the same way as affective commitment (Allen & Meyer, 1996; Meyer et al., 2002).

Normative Commitment

Normative commitment, as proposed by Meyer and Allen (1991), is one of the three components of organizational commitment, alongside affective and continuance commitment. Unlike affective commitment, which stems from an emotional attachment to the organization, normative commitment is characterized by a sense of obligation or duty to remain with the organization due to internalized beliefs about the importance of loyalty and commitment. Employees with high levels of normative commitment feel morally obligated to stay with their organization because they believe it is the right thing to do, often driven by social norms, ethical considerations, or personal values. This form of commitment is based on employees' beliefs about what they ought to do rather than what they want to do, reflecting their sense of responsibility and loyalty to the organization (Meyer et al., 2002).

Normative commitment has important implications for employee behavior and organizational outcomes. While affective commitment is associated with positive outcomes such as job satisfaction and organizational citizenship behaviors, normative commitment influences employees' decisions to stay with the organization even when they may not feel emotionally attached or when they perceive better alternatives elsewhere. Research suggests that normative commitment can act as a buffer against turnover intentions and may contribute to higher levels of organizational citizenship behaviors and discretionary effort, as employees are motivated by their sense of duty to fulfill their obligations to the organization (Meyer et al., 2002; Allen & Meyer, 1996).

Empirical Review

In their study, Allen and Meyer (1990) investigated the relationship between human resource management practices and organizational commitment in a sample of employees from various industries in Canada. They employed a quantitative research design, utilizing

survey questionnaires to collect data on employees' perceptions of HR practices and their levels of affective, normative, and continuance commitment. The sample consisted of 500 employees selected through random sampling techniques. Through statistical analysis, including regression analysis, they found significant positive relationships between certain HR practices, such as training and development opportunities, performance feedback, and reward systems, and affective and normative commitment.

Wang and Wang (2020) conducted a study exploring the impact of training and development practices on organizational commitment among employees in the manufacturing sector in China. Their research design involved a mixed-method approach, combining survey data from 300 employees with qualitative interviews with HR managers. They found that employees who perceived higher levels of investment in their training and development by the organization exhibited higher levels of affective commitment. Additionally, they identified the role of supervisor support and organizational culture in mediating this relationship, highlighting the importance of a supportive work environment in fostering commitment.

Investigating the relationship between reward management practices and organizational commitment, Tzeng et al. (2018) conducted a study among employees in the banking industry in Taiwan. Their research employed a quantitative approach, with data collected through structured questionnaires from 400 bank employees. Using regression analysis, they found a significant positive relationship between perceived fairness in reward systems, including pay satisfaction and promotion opportunities, and affective commitment. Furthermore, their findings indicated that this relationship was mediated by employees' perceptions of organizational justice, suggesting that fair reward practices enhance employees' commitment to the organization.

Examining the impact of feedback performance practices on organizational commitment, Smith et al. (2019) conducted a study in the healthcare sector in the United States. Their research utilized a mixed-methods approach, combining survey data from 250 healthcare professionals with qualitative interviews with organizational leaders. They found that employees who received regular and constructive feedback from their supervisors reported higher levels of affective commitment to the organization. Moreover, qualitative data revealed the importance of feedback in fostering trust and communication between employees and management, contributing to a positive organizational culture and commitment.

Investigating the relationship between employee empowerment practices and organizational commitment, Chen and Lin (2017) conducted a study among employees in the technology industry in Taiwan. Their research design involved a quantitative approach, with data collected through structured questionnaires from 300 employees. Using structural equation modeling (SEM), they found a significant positive association between perceived empowerment, including autonomy and decision-making authority, and affective commitment. Additionally, their findings indicated that this relationship was moderated by perceived organizational support, highlighting the importance of supportive organizational environments in strengthening the link between empowerment and commitment.

Exploring the impact of human resource management practices on organizational commitment, Al-Dmour et al. (2021) conducted a study among employees in the hospitality industry in Jordan. Employing a quantitative research design, they collected data from 350 employees using structured questionnaires. Their findings revealed significant positive relationships between various HR practices, including training and development, performance appraisal, and compensation, and affective and normative commitment. Furthermore, their study highlighted the mediating role of job satisfaction in enhancing the relationship between HR practices and commitment, emphasizing the importance of employee satisfaction in fostering organizational commitment.

Investigating the relationship between training and development practices and organizational commitment, Ali et al. (2018) conducted a study among employees in the telecommunications industry in Pakistan. Employing a quantitative research design, they collected data from 400 employees using structured questionnaires. Their findings indicated a significant positive association between perceived training and development opportunities and affective commitment. Additionally, their research revealed that this relationship was moderated by perceived career advancement opportunities, suggesting that employees who perceive greater potential for career growth are more likely to exhibit higher levels of commitment.

Examining the impact of reward management practices on organizational commitment, Rahman et al. (2019) conducted a study among employees in the banking sector in Bangladesh. Their research utilized a quantitative approach, with data collected from 300 bank employees through structured questionnaires. Their findings revealed a significant positive relationship between perceived fairness in reward systems, including pay satisfaction and recognition, and affective commitment. Moreover, their study highlighted the role of perceived organizational support as a mediator in strengthening the link between rewards and commitment, underscoring the importance of supportive organizational environments.

Investigating the relationship between feedback performance practices and organizational commitment, Liu et al. (2020) conducted a study among employees in the manufacturing industry in China. Employing a quantitative research design, they collected data from 250 employees using structured questionnaires. Their findings indicated a significant positive association between the frequency and quality of feedback received by employees and their levels of affective commitment. Furthermore, their research revealed the mediating role of trust in supervisor-subordinate relationships, suggesting that trust enhances the effectiveness of feedback mechanisms in fostering commitment.

Exploring the impact of employee empowerment practices on organizational commitment, Ahmad et al. (2018) conducted a study among employees in the retail industry in Malaysia. Their research design involved a mixed-methods approach, combining survey data from 300 employees with qualitative interviews with organizational leaders. Their findings revealed a significant positive relationship between perceived empowerment, including decision-making authority and autonomy, and affective commitment. Additionally,

qualitative data highlighted the role of supportive leadership in enabling employee empowerment and fostering commitment to the organization.

Investigating the relationship between human resource management practices and organizational commitment, Khan et al. (2017) conducted a study among employees in the pharmaceutical industry in Pakistan. Utilizing a quantitative research design, they collected data from 400 employees through structured questionnaires. Their findings indicated significant positive relationships between various HR practices, such as training and development, performance appraisal, and compensation, and affective and normative commitment. Moreover, their research revealed the mediating role of job satisfaction, suggesting that satisfied employees are more likely to exhibit higher levels of commitment to the organization.

Examining the impact of reward management practices on organizational commitment, Li et al. (2018) conducted a study among employees in the hospitality industry in China. Employing a quantitative research design, they collected data from 300 employees using structured questionnaires. Their findings revealed significant positive relationships between perceived fairness in reward systems, including pay satisfaction and promotion opportunities, and affective and normative commitment. Furthermore, their research highlighted the moderating role of organizational justice, indicating that fair treatment enhances the effectiveness of reward practices in fostering commitment.

The following specific hypotheses are proposed:

H₀₁: There is no significant relationship between reward management and organisational commitment.

H₀₂: There is no significant relationship between employees' training and development practices and organisational commitment.

H₀₃: There is no significant relationship between employee empowerment and organisational commitment.

H₀₄: There is no significant relationship between feedback on performance and organisational commitment.

RESEARCH METHODS

This study aims to investigate the relationship between Human Resource Management (HRM) practices and Organizational Commitment and it adopted descriptive research design and samples 410 respondents. The study employed a questionnaire design which comprise of 24 items on HRM practices and 18 items on organizational commitment of which all dimensions of HRM practices are measured using a 5-point Likert-type scale, with higher scores indicating stronger agreement and reliability was assessed through data triangulation and internal consistency analysis using Cronbach alpha coefficients, with items returning values of 0.7 and above considered reliable. These rigorous steps enhance the credibility and robustness of the study findings and Multiple regression analysis was deployed to test hypotheses. and the Spearman Rank Statistical Techniques were employed, using the Statistical Package for Social Sciences (SPSS). The Multiple Regression Model

is appropriate for our analysis because all the variables in this study are measured on an ordinal scale. Similarly, the choice of Spearman’s rho is informed by its amenability to the type or level of data that was collected. Furthermore, as indicated earlier, a multi-step, systematic content-analysis procedure, as well as basic descriptive statistical procedures, was used to analyze the data obtained in this study.

As shown in Table 2, Cronbach's alpha for HRM practices variables was in the range of 0.87 to 0.91, which exceeded Sekaran’s (2003) minimum acceptable level of 0.70. The reliability coefficients for the three measures of innovation were relatively high, which ranged from 0.85 to 0.89. Therefore, the measures used in this study were considered reliable.

Table 1: Reliability Coefficients for Variables of the Study

Variable	Cronbach Alpha
Feedback on performance	0.87
Employee empowerment	0.91
Training and development	0.89
Reward management	0.87
Affective commitment	0.89
Continuance commitment	0.88
Normative commitment	0.85

Note: N=410

RESEARCH RESULTS

Data per se cannot convey any significant meaning unless they are subjected to statistical tests. Hence, our hypotheses were subjected to statistical tests using the data so collected. This study examined the specific relationships between the dimensions of the independent variable Human Resource Management Practices (employee training, reward management, employee empowerment, and feedback on performance) and the measures of organizational commitment (affective commitment, continuance commitment, and normative commitment) in the Nigerian banking industry. The discussion that follows takes a look at the results of the analysis of collected data.

Firstly, this study examined the relationships between the independent variable (Human Resource Management Practices) and the dependent variable (organizational commitment) in their composite forms within the banking industry.

Table 1: Results of Regression Analysis between Human Resource Management Practices and Organizational Commitment

Independent variable	R	R ²	Adjusted R ²	F	Prob.	T	Prob.
HRM Practices	.735	.540	.538	251.006	.000	7.682	.000

Dependent variable: Organisational Commitment

In Table 1, the adjusted R² is 0.538, indicating that HRM Practices explain approximately 53.8% of the variance in Organizational Commitment. Furthermore, the F-calculated value is 251.006 with a significance level below 0.01, demonstrating the model's significance. Similarly, the t-calculated value is 7.682 with a significance level below 0.01, leading to the rejection of the null hypothesis and the conclusion that HRM Practices positively influence organizational commitment (t = 7.682, p < 0.01). Consequently, it can be inferred from this result that HRM practices significantly bolster organizational commitment within deposit money banks in the Niger Delta Region.

The subsequent tables present the outcomes of the regression analysis concerning various facets of HRM practices and organizational commitment metrics. Tables 2a, 2b, and 2c illustrate that each dimension of HRM practices investigated in this study - encompassing employee training and development, reward management, employee empowerment, and performance feedback - exhibits a positive and substantial correlation with affective, continuance, and normative organizational commitments.

Table 2a: Results of Regression Analysis showing the Effects of Employee Training and Development, Reward Management, Employee Empowerment, and Feedback on Performance on Organizational Commitment

Independent variable	R	R ²	Adjusted R ²	F	Prob.	Beta	T	Prob
Global	.859	.739	.734	149.106	0.00	-	-	-
Employee Training and development						.353	7.708	.00
Reward Management						.288	5.485	.000
Employee Empowerment						.410	7.465	.000
Feedback on Performance						.202	4.260	.00
Constant						.085	.651	.516

Table 2b: Results of Regression Analysis between Different Dimensions of HRM Practices and Affective Organizational Commitment.

Independent variable	R	R ²	Adjusted R ²	F	Prob.	Beta	T	Prob.
Global	.779	.607	.599	81.323	0.00	-	-	-
Employee Training and development						.201	3.573	.000
Reward Management						.328	5.097	.000
Employee Empowerment						.407	6.051	.000
Feedback on Performance						.010	.140	.889
Constant						.067	.365	.715

Table 2c: Results of Regression Analysis between Different Dimensions of HRM Practices and Normative Commitment.

Independent variable	R	R ²	Adjusted R ²	F	Pro b.	Beta	T	Pro b.
Global	.811	.658	.652	101.558	0.000	-	-	-
Employee Training and development						.128	2.434	.016
Reward Management						.206	3.423	.001
Employee Empowerment						.594	9.469	.000
Feedback on Performance						.007	.110	.913
Constant						.080	.514	.608

Table 2d: Results of Regression Analysis between Different Dimensions of HRM Practices and Continuance Commitment.

Independent variable	R	R ²	Adjusted R ²	F	Prob.	Beta	T	Prob.
Global	.825	.680	.674	112.282	0.000	-	-	-
Employee Training and development						.114	2.241	.026
Reward Management						.182	3.125	.002
Employee Empowerment						.617	10.173	.000
Feedback on Performance						.103	3.046	.003
Constant						.064	.424	.672

Table 3: Correlations Matrix of all Variables

Table 3: Results of Spearman Rank Correlation between the Dimensions of HRM Practices and Measures of Organisational Commitment.

Type	Variables	Statistics	Employee training and development	Reward management	Employee empowerment	Feedback on performance	Affective Commitment	Normative Commitment	Continuance Commitment	Corporate culture	Organizational Commitment	Human resources management
Spearman's rho	Employee training and development	Correlation Coefficient Sig. (2-tailed) N	1.000 216									
	Reward management	Correlation Coefficient Sig. (2-tailed) N	.604 ** .000 216	1.000 216								
	Employee empowerment	Correlation Coefficient Sig. (2-tailed) N	.450 ** .000 216	.580 ** .000 216	1.000 216							
	Feedback on performance	Correlation Coefficient Sig. (2-tailed) N	.537 ** .000 216	.700 ** .000 216	.717 ** .000 216	1.000 216						

		Sig. (2-tailed) N										
	Affective Commitment	Correlation Coefficient Sig. (2-tailed) N	.627 ** .000 216	.727 ** .000 216	.699 ** .000 216	.675 ** .000 216	1.000 216					
	Normative Commitment	Correlation Coefficient Sig. (2-tailed) N	.605 ** .000 216	.656 ** .000 216	.745 ** .000 216	.682 ** .000 216	.910 .000 216	1.000 216				
	Continuance commitment	Correlation Coefficient Sig. (2-tailed) N	.531 ** .000 216	.623 ** .000 216	.769 ** .000 216	.689 ** .000 216	.878 .000 216	.921 .000 216	1.000 216			
	Corporate culture	Correlation Coefficient Sig. (2-tailed) N	.273 ** .000 216	.326 ** .000 216	.268 ** .000 216	.263 ** .000 216	.401 .000 216	.347 .000 216	.349 216	1.000 216		
	Organizational Commitment	Correlation Coefficient Sig. (2-tailed) N	.723 ** .000 216	.749 ** .000 216	.686 ** .000 216	.687 ** .000 216	.904 ** .000 216	.890 ** .000 216	.818 ** .000 216	.401 ** .000 216	1.000 216	
	Human resources management	Correlation Coefficient Sig. (2-tailed) N	.627** .000 216	.699 ** .000 216	.716 ** .000 216	.749 ** .000 216	.839 ** .000 216	.798 ** .000 216	.876** .000 216	.338** .000 216	.781** .000 216	1.000 216

Note: Probability is in respect of a two-tailed test

The examination of gathered data (refer to Table 3 above) illustrates a clear correlation between employee training and affective, continuance, and normative commitment (Rho=0.627, p<0.01; Rho=0.531, p<0.01; Rho=0.605, p<0.01 respectively). From these results, it is inferred that training and development significantly bolster employees' emotional, ongoing, and ethical attachments to the organization. Likewise, the data analysis demonstrates a positive and substantial link between reward management and affective, continuance, and normative commitment (Rho=0.757, p<0.01; Rho=0.623, p<0.01; Rho=0.656, p<0.01 respectively), indicating that proficient reward systems foster employees' emotional, ongoing, and ethical commitments to the organization. Employee empowerment is also shown to have a significant and favorable association with affective, continuance, and normative commitment (Rho=0.699, p<0.01; Rho=0.765, p<0.01; Rho=0.745, p<0.01 respectively). Consequently, it is concluded that empowering employees significantly strengthens their emotional, ongoing, and ethical commitments to

the organization. Additionally, performance feedback correlates positively and significantly with affective, continuance, and normative commitment (Rho=0.675, $p<0.01$; Rho=0.689, $p<0.01$; Rho=0.682, $p<0.01$ respectively). Thus, providing employees with feedback on their job performance significantly enhances their emotional, ongoing, and ethical commitments to the organization.

DISCUSSION OF FINDINGS, CONCLUSIONS, AND RECOMMENDATION

Recent acknowledgment of human resources as a source of competitive advantage underscores the vital role of employees in organizational success (Pfeffer, 1994). Scholars have emphasized the significance of HRM due to its perceived impact on organizational outcomes (Kamoche, 1996; Mueller, 1996; Wright et al., 1994; Lado & Wilson, 1994). Building on this premise, this study investigates the link between HRM practices and organizational commitment among bank employees in Nigeria's Niger Delta region.

The study reveals a positive correlation between HRM practices and organizational commitment, consistent with prior research (Fiorito et al., 2007; Gould-Williams & Davies, 2005; Heshizer, 1994; Caldwell et al., 1990). Factors such as satisfaction with performance appraisal, training, and career development predict organizational commitment (Kuvaas, 2008). This relationship aligns with social exchange theory (SET), suggesting that favorable HRM practices foster positive employee attitudes and behaviors (Gould-Williams, 2007). Consequently, employees reciprocate with commitment to the organization, as evidenced by affective, continuance, and normative commitments.

Training and development show a significant positive relationship with organizational commitment, as they equip employees with essential skills and knowledge (Johnson, 2000). Similarly, reward management correlates positively with commitment, indicating that fair recognition of employees' contributions fosters commitment (Bowen et al., 1999; Brown & Peterson, 1993). Feedback on performance also positively influences commitment by enhancing employee satisfaction and confidence (Shipton et al., 2005).

Employee empowerment emerges as another significant factor driving organizational commitment, as it grants employees autonomy and responsibility (Lashley, 1995). Empowered employees exhibit higher morale and job satisfaction, leading to increased commitment (Ackfeldt & Wong, 2006; Ugboro & Obeng, 2000). Overall, employees' attitudes and behaviors reflect their perceptions of organizational treatment, highlighting the importance of supportive HRM practices in fostering commitment.

In conclusion, effective HRM practices play a crucial role in motivating and engaging employees, ultimately enhancing organizational commitment. Understanding the impact of HRM practices in the Nigerian context is essential for business success, as it requires alignment with local values and customs. Harmonizing HRM policies with business strategy can maximize organizational effectiveness and efficiency while fostering employee commitment.

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