

EMPIRICAL STUDY OF HUMAN RESOURCE AND ITS RELATIONSHIP WITH ORGANISATIONAL CLIMATE AND COMMITMENT

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Abstract

Any organization's ability to succeed rests on its ability to develop competitive, sustainable, and productive human resources. How to create or mould human resources to withstand global competition is the main problem of the new century. The objective is to find ways to improve the human resource capital, which is the true asset of the company and must fundamentally increase for it to flourish and grow. Under the new environment, continuous small improvements cannot create a competitive edge and breakthrough improvements have to come. Breakthrough improvements could come in by learning from those who invent the wheel. This is the most cost effective method of achieving breakthrough performance improvements because one could simultaneously drive many improvements. Organisational climate and commitment are relatively durable characteristics that set it apart from rival organizations and reflect the views of all members. It is held that the success of HR policies and practices depend on organization climate and organization commitment that prevails in the organizations. "The aim of this paper is to study the HR Human Resource and its relationship with organizational climate and organizational commitment".

Keywords: Human Resource, Organisational Climate, Organisational Commitment, Commitment.

Introduction

Human resources are essential to the success of every contemporary company. The intellect of man is the source of all progress. Human resources are the foundation of every successful business. As more companies shift their focus to customer service, human resources become crucial. In terms of human resources, competence, proficiency, and expertise are crucial. Knowledge is as important to contemporary industry as the railroad was to commerce in the 19th century and the assembly line was to manufacturing in the 20th century.

Peter F. Knight. Said because human resources are what give a company its inimitable competitive edge, HR is often regarded as a primary business driver in the 21st century. Many businesses have

ignored the HR department's importance until lately. However, the importance of human resource management has grown by leaps and bounds in the modern era of global competition, in which companies compete based on their capacity to adapt to and respond to a constantly shifting business environment. As a result of the current climate, businesses are taking a closer look at their human assets, and HRM as a whole is changing its focus from the local to the global level. Organizations have to build a competitiveness or a dominant position that can last for a long time in order to establish a competitive advantage. (Noe, Hollenbeck, Gerhart, & Wright, Citation²⁰⁰⁷)

There are several ways in which modern businesses are evolving. Leaders in today's global firms need a far wider set of skills to succeed. People's difficulties are the largest roadblocks in every transition. Human resource development strategies that work can help us get through this obstacle.

Organizational Climate

One of the most fundamental ideas to enter the theory of organizations this century is "organizational climate" (Guion, 1973). Organizational climate seems to have matured as a management concept thanks to extensive study and discussions on its conceptualization and evaluation over the last three and a half decades. The concept's predictive and explanatory power has also been shown with respect to a wide range of employee behaviors, attitudes, and performance on the job, as well as the effectiveness of organizations across a range of measures (Kazka & Kirk, 1968). More than a dozen substantial reviews on this idea have been published in the main journals around the globe in the past three decades, which is a good indication of its significance. On the other hand, many operational issues seem to have their roots in the presence of different concepts. Another key barrier to conceptual growth in the field is the lack of identification and specification of the conceptual concerns underlying the numerous operational challenges (Sethumadhavan, 1989).

Culture, leadership, conflict, rewards, interpersonal connections, organizational effectiveness, accountability, and so on are only some of the topics that have been covered in various iterations of "organizational climate." Many other significant notions in organizational behavior coincide with the climate created by different academics (Glick, 1985). The subject of how climate differs from concepts like organizational structure, employee happiness, and company culture has been brought up by academics because of the apparent overlap between these concepts and climate. (Johannesson,1973; Rousseau 1988; Schneider, 1975).

The idea of organizational climate has been used in research not only as a moderator but also as a predictor and a mediator. Hellreigel and Slocum (1974) provide a list of empirical findings that may be placed into one of these three types of climate models. According to Hellreigel and Slocum (1974), of the 31 studies they cite, 14 treat organizational climate as an independent variable, 10 treat it as a dependent variable, 5 treat it as an intervening variable, and 2 treat it as a moderating variable.

The "climate" of an organization is how its employees feel about working there. The norms, beliefs, expectations, regulations, and procedures that make up the "atmosphere of the workplace" have a significant impact on the ways in which individuals and teams behave. That which people consider to be "the way we do things around here"

Ten percent to twenty-five percent of the variation in efficiency indicators may be attributed to weather. Improvements in the weather have even been used to forecast major gains in productivity. The environment has an effect on worker enthusiasm. Some climates, according to studies on environment and motivation, may stimulate workers' inherent drives.

However, the converse is true in other environments, leading workers to feel discouraged and angry while at work. Organizational climate surveys reveal how stimulating workers find their workplace to be. Adapting to a new climate is a major cultural force.

A company's "climate" is the sum of its employees' subjective assessments of the company's practices in areas like "trust, cohesiveness, support, recognition, innovation, and fairness", and is one of the most distinctive features that sets it apart from competitors. Several theorists have pointed out the significance of climate for the hospitality industry. These theorists include Francese (1993), who looked at how climate affected service responsiveness; Meudell and Gadd (1994), who investigated the connection between climate and culture in fast-growing companies; Vallen (1993), who worried about the link between climate and service worker burnout; and Singh and Dhillon (2005), who investigated the connections between climate and industry relationships.

Organization Commitment

An employee who is dedicated to their job will do the following: make every effort to show up to work, arrive on time, focus intently on their tasks, accomplish as much as they can while at work, do a good job, take on additional responsibilities, work flexible hours when needed, be a good team player, learn new skills, and perform above and beyond what is expected of them.

Organizational commitment, as defined by Allen (1990), occurs when a person feels a deep sense of belonging to, identification with, and enjoyment of their involvement in an organization. Despite all the enticing opportunities outside the company, employees are reluctant to quit. Affective commitment's causes may be broken down into four groups: individual factors, job factors, work experiences, and organizational factors. Antecedents of positive workplace experiences are those that help workers feel secure in their roles and at ease inside their organizations.

Cognitive-continuation commitment, as described by Kanter (1968), arises when there is a benefit to staying involved and a "cost" to quitting. As long as there are more upsides to sticking with the company than downsides, the employee will remain in their position. This is because the employee

has made significant financial investments and feels trapped. The high perceived costs of leaving the company are exacerbated by the limited availability of other career opportunities.

Wiener (1982) describes normative commitment as the "total of internalized normative pressures to act in a way that meets organizational goals and interests," implying that an individual's actions are motivated simply by a sense of doing what is right and decent. Individual norms (a sense of right and wrong) have a significant role in shaping behavior, such as quitting a job.

The term "organizational commitment" was coined by management theorists Blau and Boal (1987) to describe an employee's feelings of belonging to and identification with their employer. Organizational commitment, as defined by Riechers (1985), comprises three stances: (1) identification with the organization's goals, (2) participation in the organization's tasks, and (3) loyalty to the organization. To sum up, to be involved in one's job is to identify with one's work, whereas to be committed to one's organization means to identify with one's employer.

Younger workers, even when they are in the same sort of organization with the same environment, show less job participation and organizational commitment than older workers. This finding is often attributed to the fact that workers of varying ages, notably those of the millennial generation, have varying perspectives on the importance of work and what they expect from their employer. Researchers have found that age is a significant differentiator of employee values, with younger workers placing a higher value on autonomy, immediate gratification, adaptability, leisure time, individualism, and openness than their parents did (Robbins, 1990; Condie & England, 1979), and older workers placing a greater value on financial security, social standing, long hours, and company loyalty than their younger counterparts.

Shore (1989) aims to learn more about the emotional states, levels of work satisfaction, intentions to leave, and dedication to the organization shown by employees of the Malaysia Public Service Department (MPSD). Affective states, work satisfaction, and the desire to leave are examined to see how strongly they correlate with commitment to an organization. It sought, in particular, to ascertain how workers' views of the organization's future and their own future prospects can influence commitment characteristics like loyalty and engagement.

There is a positive association between "job satisfaction and organizational commitment", suggesting that happy workers are more invested in their jobs. A strong negative relationship between turnover intent and organizational commitment was also found.

Indian IT companies have technically adept staff members who take a can-do attitude toward fixing problems and are eager to prove their mettle. Nonetheless, their western researchers may be a good indicator of personal contentment. Although the notions of employee alienation, job participation, and work motivation have been researched in some depth, not much work has been done in Indian organizations to establish a connection between the two aspects.

Companies that are just somewhat successful provide a fascinating difficulty for those who create training courses. The problem is that once executives in these companies reach that plateau, they typically don't bother to push things any farther, even if they know they should. Maintaining or increasing momentum and growth may seem necessary, but organizations that try to do so when stretched thin on resources risk melting down. That brings up an intriguing problem for HPT specialists, consultants, and business leaders: how to strike a balance between the demands of the market and the requirement for constant performance improvement.

Literature Review

Meyer and Allen (1991) first explored commitment from a behavioral and psychological vantage point. Individuals would develop an attitude of commitment to an organization when they recognized shared ideals and the opportunity to make a difference. The process of being emotionally invested in an organization and learning to work within it is what we call "behavioral commitment." Later, the meaning of commitment was expanded to include a broader range of feelings associated with continuing to work for the same company (Meyer & Allen, 1991). People management is a vital aspect in attaining this aim, and the employee's dedication to supporting this necessity is acknowledged, despite the fact that the present conjuncture of contemporary enterprises requires survival in the market. As defined by Wright and Kehoe (2008), human resource practices include any activities that help employees develop their abilities, encourage them to do their best work, and give them a voice in company decisions. "Godard (2010), Demo Martins and Roure (2013), Werner (2014), and Zeidan (2014)" all highlight the importance of human resource management in creating a competitive advantage for businesses.

Several studies worldwide have shown that HR policies affect organizational commitment "(Whitener, 2001; Chew & Chan, 2007; Wright & Kehoe, 2008; Ordaz et al., 2011; Coetzee, Mitonga-Monga, & Swart, 2014; Al Adresi & Darun, 2017)". According to Whitener (2001), an employee's trust and dedication are highest when they feel valued by their employer. Human resource procedures are tools for this, and it has been shown that activities like performance reviews and salary discussions are good indicators of employees' dedication to the company. Al Adresi and Darun's (2017) research demonstrated the significance of organizational support in developing employee engagement by demonstrating the favorable connections between training, performance review, and pay activities and organizational commitment.

Similarly, Chew and Chan (2007) discovered that financial incentives and public acknowledgement had a salutary effect on staff loyalty and retention. This implies acknowledging that an employee's integrity is put at risk when he or she learns that their efforts have been recognized and rewarded. The poll also indicated that employees' intentions to stay with the company were impacted by human resources strategies related to training and career development, but that these activities did not automatically lead to employee commitment.

Ordaz et al. (2011) showed that teamwork abilities and the use of performance-based incentive systems were both important in fostering emotional investment, corroborating the findings of Chew and Chan (2007). Coetzee, Mitonga-Monga, and Swart (2014) found that similar to how behaviors related to training and pay positively predicted emotional commitment, they also substantially influenced normative commitment. The aspects that increased the emotional and normative links were found to be harmony with the goals and values of the company, the opportunity to use talents and abilities, and fair compensation.

Borges (2013) examined the working conditions of 722. The findings revealed a favorable relationship between open lines of communication, employee well-being, professional growth opportunities, and dedication to the company. The survey's overall results corroborated those of other studies that had shown public employees to be less dedicated to their jobs than private sector workers. Affective commitment may change between the two sorts of employees, although this has not been confirmed. Demo, Martins, and Roure (2013) found that the human resources policies of a large bookshop might foretell employees' levels of dedication to the company and happiness at work. Affective commitment was better predicted by indications of job participation, whereas continuation commitment was more strongly influenced by signs of financial reward.

“Focusing on training and development activities, job security, and compensation systems (compensation and benefits)”, Scheible and Bastos (2013) found strong positive correlations between HR practices and employees' emotional attachment to a large IT company. Finally, Jesus and Rowe (2015) found that practices associated with involvement and compensation influenced affective, normative, and continuance commitment among 415 teachers at a Brazilian federal education institution by investigating the mediating role of organizational justice in this relationship.

Worker perceptions of the company's culture constitute what is known as the "organizational climate," as described by Titi (2013). The organizational environment may also be thought of as the method by which employees actually put the company's stated values into reality. The culture of a company might be goal-, people-, rule-, or innovation-focused. The climate of a company depends on these factors, and workers' impressions of the environment have an effect on their productivity (Titi, 2013).

Because teachers are seen as the foundation of educational institutions, they get a disproportionate amount of attention from management. Realizing the value of a strong teaching staff is crucial because of the role that education plays in the country's social and economic development. Institutes may foster a high-quality teaching staff by creating an environment where teachers feel supported in doing their jobs and where they are less likely to be distracted from their responsibilities (McMurray & Scott, 2013). But it's clear that the teachers and staff need more help crafting guidelines for a supportive work environment. The education business, like many others,

requires a positive work environment (Ehrhart et al., 2013). In order to maintain employee dedication and loyalty to the job, it is essential to provide incentives and assistance to workers.

Human resource results are heavily influenced by the company culture since so much of employee behavior is tied to it (McMurray and Scott, 2013). Because of the supportive culture at the company, workers are free to assess their working conditions and decide whether or not they like them. Human resources places a premium on worker happiness, so they craft policies to ensure that their staff is content in both their work and their environment (Balouch & Hassan, 2014). Organizational climate is the process through which a business creates a safe and satisfying workplace for its workers. Similarly, Schulz (2013) argues that HR is in the best position to decide how teams will interact with one another and how teams will coordinate with one another in order to foster a healthy corporate environment and increase employee happiness.

The HR department places a premium on employee relations because of the importance they have to the company, as stated by Ntalianis et al. (2015). Building strong relationships with workers is crucial to any company's success, and there are a few simple steps that can be taken to make that happen. The corporate atmosphere has a pattern that establishes employee rights, as stated by Hanaysha (2016). Establishing company regulations about equitable and timely monetary bonuses helps improve ties between management and staff. Employees who are paid fairly are more likely to be committed to their jobs and to have positive relationships with their employers and human resources departments. It is crucial to identify the sort of organizational environment that is applied in the company and whether or not it needs adjustments, as argued by both Randhawa and Kaur (2014) and Hanaysha (2016). The nature of the relationship between the company and its employees is set out in the company's rules.

According to Erasmus et al. (2015), an employee's attitude toward their job and how they interact with their coworkers is the primary factor in determining whether or not an employee will remain affiliated with the firm. Kasekende et al. (2013) found that organisational atmosphere plays a role when considering whether or not an employee's retention by the company is crucial. The choice to stay with the firm rather than leave is heavily influenced by the comfort and relief provided by timely monetary advantages. Similarly, Hanaysha (2016) finds that satisfied workers are more likely to remain in their current jobs when their salaries are paid on time and the human resources department actively works to improve the workplace environment. The proposed model of research is to know the relationship between HR with organisational climate and organisational commitment.

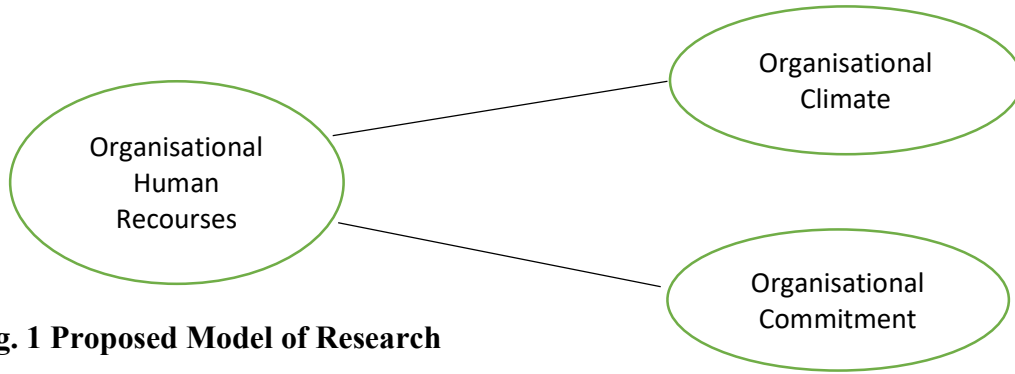


Fig. 1 Proposed Model of Research

Methodology

In the wake of findings from an in-depth literature review, the present study prepares a framework based on questionnaire to test the hypotheses, which were formulated to analyse the relationship among the study variables. A quantitative methodology was adopted to gather the data. A structured questionnaire was designed and distributed to a sample population.

Sample Size: “The researcher taken the sample size of 150 for this study”.

Location: Convenient sampling from the employees and HR professionals in IT organisations in Delhi/NCR.

Nominal Scale: “In this research, a nominal scale was applied. From a statistical perspective, the lowest measurement scale is called the Nominal Scale”.

Data Coding: “In this study, qualitative data were coded using a Likert scale. SPSS and MS Excel have been used for both data coding as well as data transcription”.

Demographics

Table:1 Gender

		Frequency	Percent
Valid	Male	92	61
	Female	58	27
	Total	150	100.0

Table:2 Work Experience

		Frequency	Percent
Valid	“1-3 years”	34	23
	“3-5 years”	77	51
	“5-10 years”	30	32

“More than 10 years”	13	9
Total	593	100.0

H1: “Organisational Climate has a significant impact on Human Resource”.

ANOVA^a

Model	“Sum of Squares”	“df	Mean Square	F	Sig.”
1 “Regression”	1.630	1	1.630	8.965	.003 ^b
“Residual”	72.195	149	.182		
Total	73.825	150			

- a. “Dependent Variable: OC”
- b. “Predictors: (Constant), HR”

The Anova table given checks the statistic significance of the variation accounted for by the prediction equation has significance value of 0.003. So it may be concluded that “there is a statistically significant linear relationship between the dependent and independent variables”.

Coefficients^a

Model		“Unstandardized Coefficients”		“Standardized Coefficients”	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.219	.049		45.169	.000
	OC	-.055	.018	-.149	-2.994	.003

- a. Dependent Variable: OC

“The regression constant and its significance results have been given in the above table. The p-value for regression coefficient is 0.003 for hypothesis testing which is less than .05. So, in this case the hypothesis is accepted which means that Organisational Climate has a significant impact on Human Resource”.

H2: “Organisational Commitment has a significant impact on Human Resource”.

ANOVA^a

Model	“Sum of Squares”	df	Mean Square	F	Sig.
1 “Regression”	.010	1	.010	.043	.036 ^b
“Residual”	96.967	149	.244		
Total	96.978	150			

a. Dependent Variable: OCM

b. Predictors: (Constant), HR

The Anova table given checks the statistic significance of the variation accounted for by the prediction equation has significance value of 0.036. So it may be concluded that, “there is a statistically significant linear relationship between the dependent and independent variables”.

Coefficients^a

Model		“Unstandardized Coefficients”		“Standardized Coefficients”	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.906	.064		29.986	.000
	OCM	.005	.023	.010	.207	.036

a. Dependent Variable: OCM

“The regression constant and its significance results have been given in the above table. The p-value for regression coefficient is 0.036 for hypothesis testing which is less than .05. So, in this case the hypothesis is rejected which means that Organisational Commitment has a significant impact on Human Resource.”.

H3: Organisational climate and organisational commitment are positively related with Human Resources Management.

ANOVA^a

Model		“Sum of Squares”	df	Mean Square	F	Sig.
1	“Regression”	2.158	1	2.158	1.797	.005 ^b
	“Residual”	109.856	149	.277		
	Total	112.013	150			

a. “Dependent Variable: OC,OCM”

b. “Predictors: (Constant), HR”

The Anova table given checks the statistical significance of the variation accounted for by the prediction equation has significance value of 0.005. So it may be concluded that, “there is a statistically significant linear relationship between the dependent and independent variables”.

Coefficients^a

“Model		“Unstandardized Coefficients”		“Standardized Coefficients”	t	Sig.”
		B	Std. Error	Beta		
1	(Constant)	2.123	.061		34.817	.000
	OC	.062	.022	.139	2.792	.005
	OCM	.041	.019	.112	1.915	.017

a. Dependent Variable: Green working environment of satisfaction

“The regression constant and its significance results have been given in the above table. The p-value for regression coefficient is .005 and .017 respectively for hypothesis testing which is less than .05. So, in this case the hypothesis is accepted which means that Organisational climate and organisational commitment are positively related with Human Resources Management.”.

Conclusion

The notion of how it feels to work in a certain workplace is known as the organizational climate. It captures how members see the organization as a whole in terms of such factors as autonomy, trust, cohesion, pressure, support, recognition, fairness, and creativity. The three characteristics of identification, participation, and loyalty are used to assess organizational commitment, which is a condition in which an employee identifies with a certain organization and its aims and desires to retain membership in the organization.

The results show that two aspects of Organisational commitment and organisational climate have a positive and significant impact on Human resources and organisational commitment, climate and human resource management are positively co-related with each other. Human resources play a crucial role in the growth of modern business. All corporate strengths are dependent on people and the main areas of human resources are skill, ability and knowledge. " Knowledge is the only meaningful resource today" said Peter F. Drucker, the father of modern management. HR function has become one of the crucial business drivers in the current millennium. And the success of any organization depends on the creation of "sustainable, productive and highly competitive human resources". With the realization of this element, corporates had benchmarked the best practices in HR. Organisations with interdependent linkage may tend to affect human resource management. Thus, implement constant monitoring of climate, commitment and satisfaction indicators by HR is required.

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