



**THE IMPACT OF HRM PRACTICES ON EMPLOYEE
COMMITMENT IN POPULAR PLASTIC INTERNATIONAL
GROUP COMPANY LIMITED IN YANGON, MYANMAR**

A Thesis Presented
by
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ABSTRACT

The evaluation of the connection between employee commitment and human resource management (HRM) practices is the main objective of this essay. It uses a descriptive research design. In the production and sales at Popular Plastic International Group Co., Ltd., a questionnaire survey is undertaken. In spite of standard HRM procedures, this study discovered an intriguing fact: in situations like this, levels of commitment among workers tend to be good or even superior. All facets of human resource management (HRM) practices, including compensation and benefits, training and development, job descriptions, employee participation, and performance appraisals, clearly demonstrate a positive relationship with all facets of employee commitment, which includes affective commitment, continuance commitment, and normative commitment. Accordingly, if businesses have competitive compensation policies, well-written job descriptions, participatory management strategies, as well as an effective p Employees are also very loyal to organizations if their employers invest in their training and development. In order to accomplish organizational goals, it is crucial to develop and implement efficient HRM procedures that foster a healthy work environment among all employee types.

Key words: HRM practices, Commitment, Employee, Training & Development, Performance Appraisal, Compensation & Benefit

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ABBREVIATION

AVF	Anisotropic Volume Fraction
CSO	Central of Statistical Organization
CV	Coefficient of Variation
QA	Quality Assurance
TQM	Total Quality Management

CHAPTER I

INTRODUCTION

1.1 Background Information of the Study

The goal of this research was to look into the roles of management of human resources and staff satisfaction with work in predicting organizational commitment at Popular Plastic International Group Company Limited. (Cherif, 2020) Any company's success is dependent on the dedication and devotion of its employees. (core.ac.uk, n.d.) Employee dedication has long been seen as a crucial aspect in determining an organization's success. Employee commitment to a business is in high demand since it helps organizations retain more employees and so boost achievement, productivity, and effectiveness. In today's ambitious environment, no business can execute at its highest levels unless each employee is committed to the firm's objective and performs as an effective team member. The hiring of good staff is obviously difficult, but even more important is the organization's capacity to cultivate a devoted workforce. The study's goal is to determine when employees who are engaged in their work and committed to their organizations provide their organizations with critical competitive advantages, such as increased productivity and lower employee turnover, and employee engagement is an enduring predictor of concrete organizational performance, clearly demonstrating the two-way relationship between employer and employee when compared to the three constructs: job satisfaction, employee commitment, and employee engagement. (A. Shahid, 2013)

Human resource management (HRM) refers to the set of regulations and processes that an organization must follow in order to carry out its day-to-day activities in the area of human resources, such as recruiting and firing workers, growing staff, managing achievement and compensation, and encouraging employee input into decision-making. (Dovepress, n.d.) Without the devotion, loyalty, and consistent effort that employees offer to a company's infrastructure, organizations and enterprises like would be unable to realize their missions, aspirations, or objectives.

Each employee has a different level of passion and commitment to their organization. An employee's perspective on their bosses, their work, their coworkers, their salary, recognition, or promotion opportunities can have a big impact on their motivation,

loyalty, and dedication. In light of the aforementioned potential factors, the focus of this study will be on the effect of motivation on staff commitment and loyalty. (Smith, 2015)

This research study proposal describes the effect of HRM procedures on workers' loyalty to Popular Plastic International Group Company Limited. Employee commitment to the company is viewed as a commitment or connection. If workers are not committed to the organization or content with their work, absenteeism and turnover rates will be high. To ensure employee loyalty, businesses should create and apply incentives that encourage workers to strengthen their commitment. This study will use qualitative as well as quantitative investigation techniques.

1.2 Problem Statement of the Study

Everyone can have an opinion on the widely discussed topic of workplace motivation. A person's loyalty and commitment can be significantly impacted by any aspect that either helps increase or help decrease employee motivation, whether it be good, terrible, positive, or negative. Employers must continually attract and keep outstanding workers if they want to stop them from leaving. Employers must evaluate their present employee engagement techniques in order to develop new tactics that will benefit both current and potential employees if they want to attract and keep good workers. This study will shed light on the intrinsic and/or extrinsic variables that the typical employee values and how those aspects may affect their motivation to stay dedicated to their firm, organization, association, job, or position. (Trinity Washington University, n.d.) Popular Plastic International Group Company Limited Popular is leading the market in Myanmar plastic industry. Top management realized that employee's commitment is very necessary to maintain turnover of employee. The research proposal aims to explore how much impact of motivation on employees' commitment for Popular Plastic International Group Company in Myanmar.

1.3 Objective of the Study

The main objective of this study is focus on;

1. To examine the relationship between training & development and employee's commitment of Popular Plastic International Group Company Limited in Myanmar.
2. To investigate the relationship between performance appraisal and employee's commitment of Popular Plastic International Group Company Limited in Myanmar.

3. To analyze the relationship between compensation & benefit and employees' commitment of Popular Plastic International Group Company Limited in Myanmar.
4. To analyze the relationship between health & safety and employees' commitment of Popular Plastic International Group Company Limited in Myanmar.

1.4 Research Questions of the Study

1. What is the relationship between HRM practice and employee's commitment of Popular Plastic International Group Company Limited in Myanmar?
2. Which factors affecting between HRM practice and employee's commitment of Popular Plastic International Group Company Limited in Myanmar?

1.5 Scope and Limitation of the Study

It would have been appropriate if the study could cover the plastic industry in Myanmar as a whole, but due to time and financial constraints, the researcher chose to concentrate the study on the impact of HRM practice on employee commitment towards Popular Plastic International Group Company Limited. The data will be collected from employees who are existing to Popular Plastic International Group Company Limited in Yangon. The sample size is limited, as the study will target only 150 employees. The conclusion of this research study would be limited and constrained to unique factors associated with Popular Plastic International Group Company Limited in Myanmar. Consequently, the conclusion may not be the same as other plastic products.

1.6 Organization of the Study

The proposed research study seeks to examine the employees' commitment to HRM practices in detail. The researchers of this study also anticipate that the findings would be informative for Myanmar's plastics industry. The findings will show how to enhance HRM procedures to increase employee commitment. The benefits of HR management can get improved organizational culture, employee satisfaction & better training and development opportunities.

CHAPTER II

LITERATURE REVIEW

In this chapter, different definitions of training & development, performance appraisal, compensation & benefit, and health & safety, on the relationship & the effectiveness of employee satisfaction and employee commitment of Popular Plastic International Group Limited in Myanmar. After that, a conceptual framework is developed to step forward with this paper.

2.1 Introduction and Importance of Subject Area

Employees are the cornerstone of every prosperous company. Because of this, human resource (HR) management is crucial. The HR department handles a wide range of tasks and is in charge of ensuring that workers feel secure, appreciated, and well-supported. Outstanding human resource management makes sure that the HR division functions properly and keeps changing over time. To achieve the strategic aims and objectives of the employer, human resource management (HRM) is an activity carried out in businesses. HRM is on managing people within businesses with a focus on processes and rules.

HRM is, in a nutshell, the process of hiring, choosing personnel, giving them suitable orientation and induction, giving them proper training, and helping them grow their abilities.



Figure: 2.1 Human Resources Management (Tutorialspoint, n.d.)

HRM also includes employee evaluation processes like performance reviews, enabling appropriate pay and benefits, fostering encouragement, maintaining proper relationships with labor and with trade unions, and looking out for the safety, welfare, and health of employees by abiding by the applicable labor laws of the state or nation in question.

Although it was popularly believed that the Industrial Revolution marked the official beginning of human resource management (HRM) techniques, the reality is that HRM has much older roots within the past. Humans in ancient communities also divided work among themselves, much like the employees who shared the duties that needed to be completed in modern enterprises. Consequently, it may be claimed that division of labor has been used since the Stone Age. The ability to collect food or plants, track animals, or cook were among the abilities that were used to assign tasks (Price, 2007), but the industrial revolution of the 1800s made a significant contribution to the creation of HRM systems.

Depending on the term you choose, human resource management objectives may differ. As the definition differs from researcher to researcher, so too can the HRM goals, depending on the researcher's point of view. For instance, Armstrong (2009, p.8) claims that "the overall purpose of human resource management is to make sure that the organization is capable of achieving success through people." And he added that "HRM strategies goal to support programs for improving the efficiency of organizations by developing policies in areas like knowledge management, talent management, and generally creating 'a great place to work'."

Simply put, human resources are "the people an organization employs to perform various jobs, tasks, and functions in exchange for salaries and other compensation." (DeNisi et al, 2005).

Human resource management is defined as "the operation of buying, instruction evaluation, and compensating employees, and of attending to their labor relations, health and safety, and fairness concerns" by (Dessler 2013, P.3). This is another commonly used slander.

Human resource management (HRM) has quickly acquired recognition as a professional title, in seminar schedules, in business publications in universities and colleges, and in the title of lecturer positions from the mid-1970s (Huselid, 1995).

Research has shown that HR policies and practices are a significant source of a company's competitive advantage in the marketplace since they are challenging to trade or copy. Human resource management (HRM) is regarded as a strategic asset.

Regardless of an organization's activity, human resource management is regarded as a key management role (Batti, 2014).

It establishes the essential prerequisite for effective organizational performance. "A process that helps organizations recruit, select, and foster the growth of staff within the organization," according to Wikipedia, is human resource management.

A comprehensive and coordinated approach to the employment and growth of people is known as human resource management (HRM). It is possible to think of HRM as a management philosophy that is based on a variety of beliefs regarding human and organizational behavior. However, it is also concerned with the ethical aspect, or how employees need to be managed in accordance with a set of moral values. It is also concerned with the contribution that it can make to enhancing organizational effectiveness through people. . (Armstrong & Taylor, 2014).

Human resource management is described as a "management function within an organization that deals with individuals and how they communicate at work" by Vincent & Joseph (2013). Human resource management (HRM) is the administration of an organization's human resources, as described by (O'Brien, 2011). In addition to overseeing organizational leadership and culture, it is responsible for recruiting, selecting, training, evaluating, and 15 rewarding personnel. It also makes sure that employment and labor laws are followed.

As part of an employment exchange (or more temporary contractual arrangement), HRM is further defined as the managerial in nature utilization of the efforts, knowledge, capabilities, and committed behaviors that people contribute to an authoritatively coordinated human enterprise to carry out work tasks in a way that enables the enterprise to continue into the future. (Watson, 2010):

According to Tiwari & Saxena (2012), p. 671, the practices of HRM are "organizational activity directed at managing the pool of human capital and making sure that those resources are employed forward toward the fulfillment of organizational goals." According to (While & Ling, 2012), there are numerous categories into which human resources management practices can be divided, including recruiting, selection, training and development, motivation, and maintenance. Since they all participate in

tasks like hiring, interviewing, choosing, and training, all managers might be considered human resource managers. However, the majority of businesses also have top-level human resource departments (Dessler, 2013). The organization can use a variety of HR practices.

HR procedures, including hiring, firing, training, development, and performance reviews, all have an impact on an organization's bottom line. These procedures should be consistent, integrated, and strategically targeted to help businesses maintain their workforce over the long run. (Choudhary & Lamba, 2013).

The phrase "strategic HRM" is primarily used by human resource (HR) researchers to express their conviction that successful HRM enhances corporate effectiveness. This is most likely accomplished by HR specialists who collaborate closely with upper management and have a voice in important business decisions. This fundamental view of "strategic HRM" is shared by many HRM academics. Although the definition of strategic HRM has changed over time, across cultural contexts, and as a reflection of the many disciplinary action identities of strategic HRM scholars, the field is united by the premise that fresh perspectives on managing individuals at work can be acquired through research that views the various activities present as an integrated HRM system that, if properly designed and linked to the larger context, yields beneficial outcomes. (Bratton & Gold, 2012, p.50).

Numerous studies have demonstrated that particular human resource strategies, either as an individual or as a system, can directly or favorably effect the company's individual and overall results. (Becker & Gerhart, 1996 and Jiang et al., 2013). Therefore, empirical research (Becker & Huselid, 1998; Delaney & Huselid, 1996; Huselid, 1995) have made significant attempts to link sets of human resource practices to corporate results through high performance and increased satisfaction. The idea that human resource strategies can influence a firm's performance favorably through having an impact on the conduct of its employees is a prevalent theme in many research. These employees' performance, contentment, and motivation are positively impacted, which enhances individual and/or group productivity. (Becker & Huselid, 1998 and Guest, D. E., 2011)

Although some studies (Guest, et al., 2003) did not fully confirm these positive relationships, Jackson et al. (2014) found that human resource practices impact

employee behavior and have a positive impact on individual performance. Individual performance, in turn, has a positive impact on collective enterprise-level performance. A qualified workforce is developed and maintained through a comprehensive set of managerial actions and tasks, according to the definition of strategic human resources management (SHRM). According to the organization's strategic goals, this workforce supports organizational effectiveness. Within the organizational setting, there is a complex and dynamic environment where strategic human resource management takes place. (Fottle et al., 2010), Human resources managers are increasingly adopting a strategic perspective on their work and recognizing the vital connections between organizational and human resources initiatives. (AlShaikhly, 2017)

The HRM's Purpose

HRM covers a lot of ground. It entails every activity that falls under the category of human resource management. The various roles are as follows:

Planning for Human Resources

It is the procedure by which a business determines which positions are open, whether it has an excess of employees or a shortfall, and how to address the excess or shortage.

Job Analysis Design

The process of observing and controlling in detail the specific job duties and requirements, as well as the relative significance of these duties for a certain job, is known as job analysis. task analysis design is a method of creating jobs where assessments are made based on the information gathered from a task. Each and every role inside the organization is described in detail.

Selection and Recruitment

The business creates ads and posts them on numerous social media sites in accordance with the data gathered through job analysis. We call this recruiting. Following the publication of the posting, interviews are held, and the qualified candidates are chosen

from the many applications that were received. Recruitment and selection are thus still another crucial component of HRM.

Orientation and Induction

A program for orientation or induction is put together when the personnel are chosen. The employees are given an update on the company's history, as well as its culture, principles, and work ethics. They are also given an opportunity to meet other employees.

Educating and Developing

Employees are required to participate in a training program that helps them perform better at work. In order to help experienced staff members who are already working advance their skills, training is occasionally also provided to them. It's called refresher training.

Performance Appraisal

Performance reviews are held after employees have worked for about a year to evaluate their performance. Future promotions, benefits, and pay raises are determined in part by these evaluations. Compensation Planning and Remuneration

Various rules and regulations pertaining to compensation and related concerns are handled under compensation planning and remuneration. The HR department has a responsibility to investigate salary and remuneration plans.

Features of HRM

The following characteristics describe human resource management as a discipline. –

- Because it exists in every industry,
- it is widespread in nature, puts an emphasis on results rather than rules,
- assists workers in realizing their full potential.
- It encourages workers to give the business their all.
- It seeks to put people on specified duties in order to have good production or results. It is all about people at work, both individually and in groups.
- It attempts to develop and maintain friendly relationships among individuals working at various levels in the firm, which helps a company achieve its future goals by facilitating work for competent and highly motivated personnel.

HRM is essentially a multi-disciplinary activity that draws on information and input from several fields, including psychology, economics, etc. (Tutorialspoint, n.d.)

One of the most important aspects of human resource management is the discussion of employee commitment and satisfaction. A committed employee believes in the company's common objectives, vision, and mission, which leads to improved productivity and performance. After that, they can make a bigger effort to be independent, make more ambitious objectives, and accomplish more.

Employee loyalty to their employer is referred to as commitment. Employees that are dedicated to their company typically feel a sense of belonging, a sense of understanding of the company's aims, and a connection with their company.

2.2 Theoretical Concepts and Principles

Employee commitment is an emotional bond with and participation in a company. Employee commitment is a connection between the employee and the organization that makes the person desire to keep working for and with the organization to meet its goals. The three-component theory, which is a major paradigm in organizational commitment, states that the interaction between an employee's levels of affective, normative, and continuous commitment determines their commitment profile. Affective commitment is when a person stays at their job because they want to. Improvements in performance are correlated with higher employee job satisfaction; as a result, organizations produce better results. It can measure many things and highlight various locations depending on whether it is used as a single or multi-variable construct. According to the idea, human needs can be categorized into five

categories: physiological requirements, safety needs, belongingness/love needs, esteem needs, and self-actualization needs (Figure 1).

1.2.1 Employee Satisfaction Theories

Job satisfaction

One of the factors in workplace psychology that has been the subject of the most research is job satisfaction, which has been linked to a variety of psychosocial problems, from job design to leadership. The purpose of this article is to provide an overview of the fundamental definitions of job satisfaction, the various theories used to explain it, as well as the many approaches and problems involved in measuring it. Examining the elements that come before and have an impact on job satisfaction is important, but that topic is covered in another article.

Definition of job satisfaction

The term "job satisfaction" has been defined in a variety of ways by scholars and practitioners due to the topic's popularity among those working in the field of professional and organizational psychology. Job satisfaction is defined as "the enjoyable mental state resulting from an appraisal of one's job as achieving or encouraging the achievement of one's job values" and "to the extent which people like (satisfaction) or do not like (dissatisfaction) their jobs," according to the two definitions that are most frequently used.

In general, the affective feel a worker has toward their job is covered by most definitions. This could be their attitudes regarding their employment in general or toward particular components of it, such their coworkers, compensation, or working conditions. Additionally, the degree to which work results meet or surpass expectations may impact how satisfied an employee is with their employment. However, a worker's level of job satisfaction goes beyond just how much they like what they do. When employees at an American educational institute evaluated how much they loved specific tasks within their roles, Taber and Alliger discovered that their scores were marginally tied to job satisfaction and associated (although weakly) with overall job satisfaction. In addition, Taber and Alliger discovered that other variables (such as task significance, amount of supervision, and needed level of focus for the job) had no effect on

satisfaction. This study shows that the enjoyment of individual jobs over time increased overall job satisfaction. The weak relationship does, however, imply that factors other than enjoyment have a role in how contented individuals are at work.

Theories of job satisfaction

Human motivation theories and job satisfaction theories frequently overlap. The Job Characteristics Model, Herzberg's Motivator-Hygiene Theory, Maslow's Needs Hierarchy Theory, and the Dispositional Approach are some of the most prevalent and well-known theories in this field. (Hassard, 2013)

Theories on employment satisfaction can shed insight on the elements that affect employees' levels of enjoyment or discontentment at work as well as what could be done to raise those levels. There are many overlaps between various theories of motivation in humans and notions of job satisfaction. The job characteristics model, the dispositional approach, Herzberg's motivator-hygiene theory, and Maslow's requirements hierarchy theory are the most well-known and significant frameworks in this field.

Hierarchy of Needs

One of the very first theories to attempt to explain job happiness was Maslow's demands hierarchy theory. This theory proposes a hierarchical structure for human desires, with the most fundamental requirements at the bottom. Maslow's theory of motivation holds that meeting basic needs comes before more complex motivations (such a sense of belonging and esteem). Maslow's hierarchy of needs provides an explanation of human motivation. Its theories can be used to explain job satisfaction at work. An employee's physiological demands are met in part by the compensation and health benefits supplied by their employer. A risk-free atmosphere, job security, or appropriate organizational structures and norms are all things that employees might desire. Workers can create a sense of community at work once this requirement is met. People who enjoy their jobs typically do so because they get along well with both their superiors and coworkers. Once this need is satisfied, the person will look for praise and gratitude at work. The employee aspires to reach their full potential. Despite seeming independent, each step is crucial in shaping one's true nature. Businesses that want to increase employee satisfaction should focus on basic requirements before moving on to

more complicated issues. The fact that this tactic disregards the employee's cognitive processes and lacks scientific backing has caused it to lose favor. Others struggle with self-actualization. On what self-actualization entails or how to define it, there is disagreement. (Kumar, 2023)

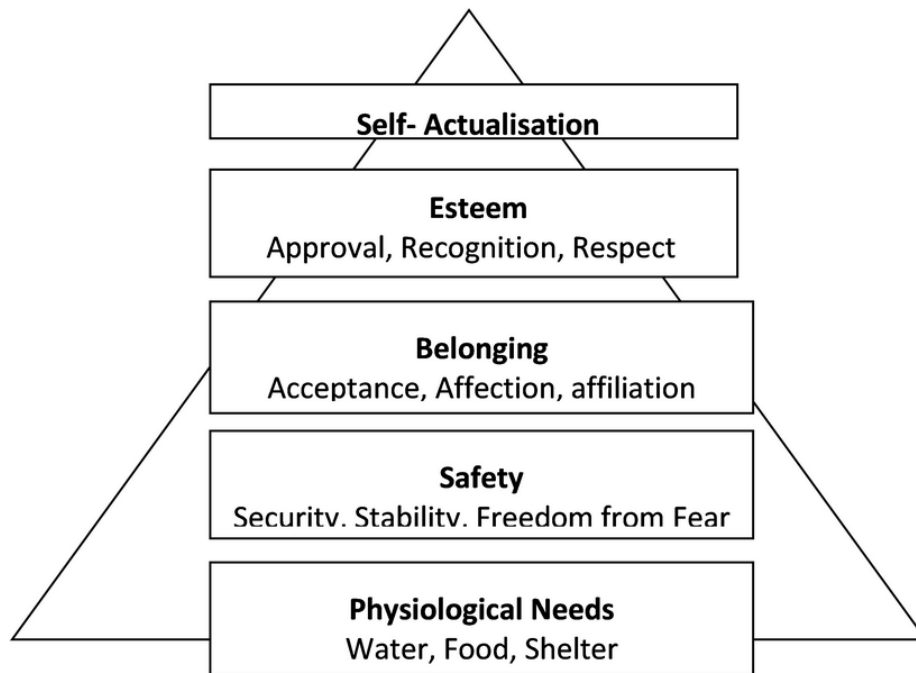


Figure: 2.2 Maslow's Five Level hierarchy (Hassard, 2013)

Motivator-Hygiene Theory

According to Herzberg's motivator-hygiene hypothesis, ideas of job satisfaction and discontent are distinct and occasionally unrelated. A person needs "motivating" components like income, recognition, and achievement to be happy at work. Workplace conditions, organizational rules and structures, job security, interactions with coworkers, and managerial caliber are linked to employment discontent. Employees may not be content or unsatisfied if cleanliness and motivation are addressed separately. According to this theory, discontent among employees rises when sanitary conditions are subpar. Drivers can forecast a worker's pleasure. Employees are satisfied at work when their motivations are satisfied. The emotions of a worker might range from tremendous satisfaction to extreme unhappiness. It might be beneficial to group these events into several categories.

The motivator-hygiene idea has helped distinguish between unhappy and satisfied jobs despite its lack of scientific proof. It is said that Herzberg's initial study used a shaky technique. The findings of testing this hypothesis have been inconsistent, with some studies endorsing it and others not.

Job Characteristics Model

According to the Job Characteristics Model, employees are happiest when their workplace promotes actions that have intrinsic rewards. The three mental states of being able to figure out new things, taking on new activities, and feel a feeling of success are impacted by the top five job qualities. Each of the three emotional states can then result in work satisfaction. By concentrating on these five areas, employers may raise morale and increase employee satisfaction.

Less empirical evidence supports Maslow's and Herzberg's ideas than JCM. It is criticized that many research using this approach focus on the impact of key job components on personnel outcomes. Despite this, the idea is supported by three analyses of how the JCM affects job satisfaction. Behson and his colleagues came to the conclusion that crucial psychological states play a significant role in the theory and application of the JCM through a meta-analysis of 13 studies.

Dispositional Approach

According to this dispositional perspective, personality influences occupational pleasure. It assumes that a person's level of satisfaction remains largely stable and consistent across time. Compare and contrast direct and indirect investigations. Judge and others have thoroughly examined these subjects.

Indirect data are obtained from scientific research that do not directly analyze people's personalities. The National Longitudinal Studies in the United States claim that job satisfaction is comparatively consistent over the course of two, three, and five years, and that this definition takes into account changes in employment. In an unusual study on identical twins, 34 sets of separate siblings were examined. This study found that 30% of later-life work satisfaction is due to genetic characteristics.

The most evident risk associated with indirect studies is the possibility that other factors not taken into account could influence job satisfaction. Therefore, personality studies are important. A study found that a person's self-perception is influenced by their locus of control, emotional stability, self-efficacy, self-esteem, and self-efficacy. Data show that people's perceptions of themselves are influenced by their self-esteem. Job satisfaction increased along with self-reported self-esteem, self-efficacy, emotional wellness, and locus of control. Self-efficacy, emotionality, self-worth, and locus of control According to the study, extraversion, neuroticism, and conscientiousness all show sporadic associations with job satisfaction.

Summary of Theories

Sadly, despite their historical relevance, the motivator-hygiene method and the hierarchy of requirements still require additional empirical validation. However, the JCM and the emotional approach are being supported by more and more data. Only a portion of job satisfaction can be explained by personality and the Work Content Matrix (JCM). However, it is impossible to argue against the impact of motivational variables on both the workplace atmosphere and employee job satisfaction. Furnham and his colleagues coupled Herzberg's motivator-hygiene approach with personality to study the combined impact on job satisfaction. The five generally used personality qualities (openness, conscientiousness, extroversion, agreeableness, and neuroticism) and scores on these traits were both significant predictors of job satisfaction. (Kumar, 2023)

1.2.2 Employee Commitment Theories

Commitment to work: Definition, importance and tips to improve work commitment

Strong job commitment can result in career development chances and a passion for what you do. If you're not committed to your task, you could lose interest and drive. To increase your devotion and advance your career and make your job more gratifying, there are several things you may do.

The commitment to work

The level of passion an employee has for the responsibilities allocated to him or her at work is known as commitment to their jobs or work commitment. It is the sense

of accountability one has for the objectives, mission, and vision of the company they are a part of.

Great levels of employee engagement and dedication at a company are linked to high levels of employee happiness. It produces greater business results, which in turn boost profitability, productivity, employee retention, and an improvement in the working environment for all employees.

Any firm would demand that degree of dedication from its staff, right? But endurance, effort, and dedication are the keys to achieving the majority of great things in this life. These attributes don't just appear overnight.

Over time, a person acquires certain traits. The same is true for businesses; if a business expects its staff to perform above average, it must create an environment that will foster greater commitment to work.

Importance and benefits of commitment to work

Work dedication is vital for a number of reasons. One of the most crucial factors is that it enables a business to achieve its objectives and adhere to its vision. Without a motivated workforce, a company risks losing all they have worked so hard to gain over the years, including market share and respect.

Although it is a serious issue, employers can boost dedication at work by making their people feel valued. But without a group of enthusiastic and dedicated workers, a company may be in danger.

Productivity is increased through workplace dedication. It would be awful if employees were not committed to their work in the workplace. These employees routinely browse the internet on their personal devices while at work. Workplace commitment increases productivity. Imagine a workplace where people are not dedicated to their work; the results would be disastrous! Such workers frequently use their downtime at work to browse the internet for fun or to hunt for new employment prospects. Simply said, it is a waste of time and money.

Please be aware that this is just one instance and cannot be taken to apply to all employees. But if a company fails to inspire its staff and foster a greater sense of

commitment to their work, then it will undoubtedly experience these circumstances more frequently.

An organization's ideal comes true when it has a dedicated team of workers. For an organization's or any business's long-term success, a dedicated group of employees is best. Building that culture within the company is the responsibility of the leaders. The advantages of having a group that is dedicated to working are as follows:

Increased productivity

Committed workers require a boss who will mentor them. They don't need someone who is perpetually behind to finish the work. A team that is compliant will design its own duties and make sure they are carried out. They will perform the necessary tasks and even more when they arrive at work on time. Increased productivity at work is the result of such corporate commitment.

Target is met

A committed team understands goals and their individual role in achieving those goals. They are self-motivated and set targets higher than what is expected of them. For a committed team, goals are more than a number, date, or target; it is a vision and journey for them. A complacent team will do what is asked of them, and a committed team will do that and more to meet their targets and goals.

Bring “fun” to work

Simply said, a dedicated team makes work more enjoyable. Engagement increases work ownership and creativity. A dedicated team thrives on fresh, creative thinking, and putting such concepts into practice repeatedly is enjoyable.

Value addition

To accomplish its objectives, a company needs the commitment and dedication of its personnel. Working with commitment adds value by actively participating in topics pertaining to the organization. Committed staff members contribute excellent ideas, and they are always eager to assist others in visualizing those ideas. (Bhat, n.d.)



Figure: 2.3 Benefits of Commitment to Work (Bhat, n.d.)

Employee dedication can come in many different forms. As a result, it is frequently thought of as a vague HR variable. Confusion and disagreement can arise over the nature, scope, and evolution of commitment as well as the degree to which it affects behavior.

Here are a few definitions of commitment from various perspectives:

- Connection to a goal: Being committed to a goal or a decision made in relation to a goal, regardless of the objective's source. Commitment can also be seen in having faith in a cause and wanting to see it through.
- Connection to an organization: a psychological condition that ties a person to the group. Employee loyalty is increased as a result, and turnover is decreased.

- Connection to a job: The likelihood that someone remains employed there and feels psychologically obligated to do so. Regardless of whether it is rewarding or not, this is the case.
- a person's perspective on their work.

Commitment means in business

In essence, these definitions indicate the same thing: commitment is a stabilizing or binding force (mindset) that governs behavior. But what does dedication entail in business? We leverage the dedication of your employees to your company to demonstrate how devotion to work may help improve performance. In other words, your connection to your company.

We apply the following standard definition when dealing with international corporations:

Employee commitment is the connection they feel to their employer. Employees that are loyal to their company typically feel a sense of belonging, a sense of understanding of the company's aims, and a connection with their company. Employee engagement differ from organizational commitment

In short:

- Employees who are committed to their work but not to the organization are engaged in their work.
- Employees that are committed are engaged in the organization but not in their employment.

Employee Commitment Types

The aforementioned description just provides a general overview, yet it is a very good indicator of staff commitment. John Meyer and Natalie Allen go into considerable length about commitment in their paper, "Three Component Model of Commitment". Their thorough research reveals three different sorts of employee dedication, which are as follows:

1) Affective commitment

Employees' level of desire to remain with their company is referred to as affective commitment. An employee that is emotionally invested in their company is one who wants to work there permanently. They often feel like a part of the organization, identify with its aims, and are content with their employment. Affectively dedicated workers feel appreciated, serve as brand ambassadors for their employers, and are generally excellent assets for businesses.

2) Normative commitment

Employees' sense of how long they should stick with their company is referred to as their "normative commitment." The majority of normatively committed employees believe they should stick with their companies. Normally dedicated workers feel guilty about the prospect of leaving their company since they believe doing so would have terrible repercussions.

Although the causes of such guilt can vary, they frequently stem from employees' fears that if they left the company, a knowledge or skill gap would be left behind, putting more strain on their coworkers. Such emotions have a negative impact on employees' performance in organizations and already do.

3) Continuance commitment

A wise man once advised, "Do not hire a man who does your work for money, but him who does it for the love of it"

The degree to which employees feel compelled to stick with their company is referred to as continuity commitment. Employees that are devoted to the organization in the long run do so because they need to continue working there. The need to remain with an organization may have a variety of causes, but the two basic ones are compensation and the absence of other employment options.

Employees that feel compelled to remain with their company because leaving would result in lower pay and benefits are a strong example of continuation commitment. Such situations can cause problems for organizations since long-term

employees may lose interest in their jobs and grow disillusioned with them while being adamant about staying with the company. (Wainwright, 2022)

2.3 Variables of the Study

Several researchers have looked at connections between HRM practices and other organizational factors, including whether there is a link between HRM practices and organizational performance (at the unit level, for example, manufacturing), HRM practices that improve organizational performance, differences in HRM practices depending on the sector and country, and relationships between HRM Below is a brief summary of the findings related to these research projects: Some of this research concerns whether there is a relationship between organizational commitments and human resources management practices, and attempts have been made to identify HR practices that appear to have a stronger relationship with organizational commitment:

- Using the sample of = 590 for-profit and nonprofit organizations, Delaney and Huselid (1996: 949) discovered favorable relationships between human resource management (HRM) strategies, such as training and staffing selectivity, and perceptual firm performance metrics.
- According to Pfeffer (1998: 96), the following seven HRM strategies should improve organizational performance: (1) Job security; (2) Careful selection of new hires; Procedia - Social and Behavioral Sciences 99 (2013) 818–827 A. Aslan Endodu et al. Reduced status distinctions and barriers, including dress, language, office arrangements, and wage differences across levels; extensive sharing of financial and performance information throughout the organization; (3) self-managed teams and decentralization of decision making as the basic principles of organizational design; (4) relatively high compensation based on organizational performance; (5) extensive training; (6) reduced status distinctions and barriers; and (7) reduced status distinctions and barriers. (Ahmad & Schroeder, 2003: 20).
- Jayaram et al. (1999: 1) investigated the connections between manufacturing performance of first-tier suppliers to the Big 3 in North America and various aspects of human resource management methods. According to the study's findings, the proposed framework may be used to categorize human resource management methods into five different categories, four of which are related to

certain manufacturing competitive characteristics (quality, flexibility, cost, and time).

- Several HRM strategies have been identified as crucial elements influencing industrial performance and competitive advantage. A study on top management commitment, goal communication, employee training, cross-functional teams, cross-training, employee autonomy, employee impact, broad job descriptions, open organizations, and efficient labor management interactions was undertaken by Jayaram et al. (1999:3). The association between the implementation of 12 human resource management (HRM) techniques and organizational performance as assessed by turnover rates for managerial and non-managerial personnel, labor productivity, and return on assets was examined by Cho et al. (2006: 262). According to the findings of regression studies, businesses that use HRM practices including incentive plans, pre-employment testing, and labor-management involvement programs are more likely to have lower turnover rates for non-managerial employees.

Ahmand & Schroeder's (2003) findings provide overall support for Pfeffer's 7 HRM practices and empirically justify an ideal-type HRM system for manufacturing plants among the research work that suggests that HRM practices vary dependent on countries and types of industries. According to their study, there are differences in HRM practices between plants operating in various nations and industries (particularly, the use of some HRM practices in machinery industry plants consistently lagged behind that of plants operating in the auto industry).

On the other side, there is research in the literature that examines organizational commitment as a result of HRM practices and calls into question their connection. These studies can be summarized as:

- Meyer & Smith (2000; sample size = 281) found that perceptions of organizational support and procedural justice significantly influenced practices and their affective and normative commitment.
- Conway's 2003 study adds to the body of research by evaluating whether an employee's career stage has a moderating effect on the relationship between HR commitment and commitment. The results show how interaction effects are significant in influencing attitudes toward HR procedures, persistence, and normative commitment, but not affective commitment.

- According to Paul & Anantharaman (2004: 77), HRM strategies including an accommodating workplace, career opportunities, development-focused evaluations, and thorough training exhibit a strong positive association with organizational commitment.
- • Shahnawaz and Juyal (2006) examined and contrasted a variety of HRM approaches and the degrees of commitment that may be attributed to HRM practices in two distinct firms—the fashion industry and consultancy/research oriented organizations. Aslan Endodu et al. / *Procedia - Social and Behavioral Sciences* 99 (2013) 818 - 827 organization, it was discovered that the HRM practices were significantly different between the two organizations. Various HRM strategies were significantly predicting organizational commitment in two organizations and when they were combined, according to the regression results.
- • Fiorito et al. (2007: 186) created and evaluated hypotheses on the effects of organizational traits and human resource (HR) practices on organizational commitment. The findings indicated that remuneration reductions are negatively connected to organizational commitment, but grievance resolution procedures and employee involvement indicators are positively related.
- Qiao et al. (2008) used a sample of 610 IT employees to study the impact of HRM practices on organizational commitment. The theories that suggested that analysis would benefit from information sharing, training and development, recruitment and selection, and compensation management.
- Gellatly et al. (2009: 869) looked at the relationship between employee perceptions of development-oriented, stability-oriented, and reward-oriented human resource management (HRM) practices and the likelihood of a person belonging to an affective and continuous commitment profile. They demonstrated how businesses can strategically apply HRM techniques to influence the nature of overall employee commitment. (using the sample of = 317).
- • Giauque et al. (2010: 185) examined the effects of HRM practices created in Swiss SMEs on knowledge workers' commitment. For instance, the findings indicate that while organizational support, procedural justice, and organizational reputation may all obviously have an impact on decision-making, skill management or even the level of pay satisfaction may not.

- Hashim (2010: 785) investigated the impact of human resource management from an Islamic perspective on employees' organizational commitment in Malaysian Islamic organizations. The results of the correlation and regression analysis revealed a strong and significant association between organizational commitment and the Islamic approach to HRM. The Islamic perspective on HRM was able to account for about 45 percent of the variation in organizational commitment.
- Gelade and Ivery (2003) investigated the connections between organizational performance, work environment, and human resource management (HRM) in a retail bank's branch network. They discovered strong connections between workplace culture, human resource management, and financial performance.
- According to Agarwala's (2003) research, the most important predictor of organizational commitment was the perception of how far organizations have implemented innovative human resource strategies. (Elsevier Ltd, 2013)

2.3.1 *Training & Development*

Employees are required to participate in a training program that helps them perform better at work. In order to help experienced staff members who are already working advance their skills, training is occasionally also provided to them. It's called refresher training. (Tutorialspoint, n.d.)

The dedication of employees is positively impacted through training and development. The following variables are taken into account for training and development: Our employer offers extensive training programs for its staff in all quality-related areas. Staff in every task typically participate in training programs annually. Training needs are identified through a proper overall performance appraisal mechanism. There are formal training programs for brand-new hires to increase their skill sets. New information and skills are periodically imparted to staff so they can work in teams. (Dilip Parajuli, 2021)

Any strategy to increase a worker's capacity for performance through learning—typically by altering the worker's attitude or enhancing his or her skills and knowledge—is known as training and development. To improve an organization's performance, training and development are crucial. (Iftikhar Ahmad and Sirajud Din, 2009)

The most crucial component of HRD, training and development (T&D), focuses on enhancing, enhancing, and changing employees' knowledge, skills, and abilities to enable them to perform their current and future jobs successfully and promote personal and organizational growth. Training is described as "a planned process to modify attitude, knowledge, and skills through learning experience to achieve effective performance in an activity or range of activities" by the Manpower Services Commission (1981) in [14]. Development is described as "the expansion of a person's realization of their ability, through conscious or unconscious learning." Development programs frequently receive support from a coaching or counseling facility and typically incorporate aspects of a planned study and experience. However, it also describes education as "activities that aim at acquiring the information, skills, and understanding necessary in all parts of life, rather than knowledge and skills belonging to only a particular field of activity. The goal of education is to provide children and adults the tools they need to understand the customs and ideologies that shape the society in which they live and to enable them to contribute to it. Education frequently takes place in classrooms and entails the formal means of knowledge transfer, such as lectures and guided discussion. Participants learn new material, but the desired result is not the acquisition of new abilities and know-how meant to increase profitability.

Therefore, the difference between training and development is that training focuses on enhancing and improving people's skills, knowledge, behavior, and attitudes in order for them to be able to conduct their current jobs effectively, thus improving people's performance while on the job, whereas development activities focus on developing people's skills, knowledge, behavior, and attitudes in order for them to conduct their future jobs effectively. Nevertheless, even if training is focused on current or existing positions, its advantages may last the duration of an employee's career and aid in preparing them for upcoming promotions.

Training is a form of learning by doing, whereas education is learning without doing, and this is the major difference between the two. While people do/will or are expected to apply or transfer what they learn into their employment during training, this is not necessarily the case throughout schooling, as learning is only retained in the memory. Practically speaking, there is a distinction between knowing something and

being able or wanting to perform it [4]. (Ikhlas I. Altarawneh^{1*}, Amal Ibrahim Ahmed Aseery², 2016)

To increase the effectiveness of a team and an organization, training is a systematic approach to learning that is often short-term and focused on a specific task connected to the job. (Herman Aguinis and Kurt Kraiger, 2008)

To maintain employees' competence levels and keep their skills current, training is crucial. Training is a fantastic approach to specialize and increase performance. One of Frederic Taylor's fundamental ideas at the beginning of the 20th century was to encourage businesses to train and specialize their staff. He argued, however, that only the best employees should receive training, as opposed to today, when businesses are required to train their whole workforce. It could be disastrous for a business to employ unskilled workers. Their employees' work will most likely be of lesser quality than that of the competition and may need to be repaired, wasting even more time and resources. Additionally, especially in dangerous occupations, they could make blunders that end up being expensive or even harmful to the safety of other workers. The employees may also be under pressure, overwhelmed, and unsatisfied with their employment. However, the employer and organization must ensure that they are adequately trained; it is not the employee's fault.

If you train your staff and they go, the only thing worse is if you don't train them and they stay. (Henry Ford)

Nowadays, there are multiple ways to train people. Those training methods can be classified into two types:

- Internal training, often known as on-the-job training, refers to training that takes place within an organization. The company can organize everything quickly and affordably. The firm has extensive control over what is taught as well. This form of instruction may involve job switching, mentoring, apprenticeships, short-term promotions, etc.
- Off-the-job training or external training - In this scenario, the business trains its workers using resources and personnel from outside the company. It benefits from being held by experts and doesn't interfere with business as usual. This

training can take place in person or online, with the latter option providing the benefit of being conducted from any location in the world. A variety of instructional techniques, such as lectures, seminars, conferences, and business simulations, etc.

Training Methods and Techniques

What training methods and techniques have you encountered in your life at work or during your studies?

Let's have a look at the following seven most common types of training methods and techniques:

- Technology-based learning
 - On-the-job training
 - Simulators
 - Instructor-led training
 - Role-playing
 - Films and videos
 - Coaching and mentoring
-
- Computer-based training (CBT) or e-learning are other names for technology-based education. Computer-based training uses training platforms like software, computer games, or soft materials, whereas e-learning uses online training courses and materials.
 - On-the-job training takes place when employees begin working with their jobs right after receiving training from their coworkers or managers. Employees will therefore monitor others while at work and get knowledge from feedback on their duties in order to advance their knowledge and experiences.
 - Simulator training techniques are frequently employed by HRM professionals in technical areas like the medical or aviation sectors. As a result, this approach incorporates simulations that reflect real-world work settings. As a result, students are expected to use their knowledge and abilities to resolve simulated problems. Instructor-led training takes place in a classroom style in which

instructors prepare and present training materials with visual components to groups of employees.

- Instructor-led training is delivered to groups of staff members in a classroom setting by instructors who create and present instructional materials involving visual elements.
- By acting out hypothetical work situations, role-playing incorporates them. This approach is typical in sectors like consulting that demand engagement between customers and businesses or strategic counsel.
- The popularity of films and videos can be attributed to their adaptability and ease of use. As a result, businesses can offer screen recordings, live-action, and animated movies to train their staff on particular topics.

Training or individual training sessions are possible with mentoring or coaching. Companies frequently use mentoring or coaching training techniques to support the professional growth of their staff members or to strengthen the bonds between people and their organizations. (Study Smarter, n.d.)

According to Govil, training is a crucial component of human resource management and development for the following reasons:

1. Training ensures higher application quality and aids in worker recruiting.
2. It lowers risk because skilled workers can use resources more wisely and effectively, lowering and eliminating waste.
3. For employees in an organization, training acts as a monitoring factor.
4. It increases productivity and efficiency.
5. It improves staff members' loyalty and adaptability.
6. It raises employee morale. (Engetou, 2017)



Figure 2.4 Training & Development (Choice, 2021)

2.3.2 Performance Appraisal

Performance reviews are held after employees have worked for about a year to evaluate their performance. Future promotions, incentives, and pay increases are determined based on these evaluations. (Tutorialspoint, n.d.)

Performance evaluation is a fundamental technique for assessing employees' job-relevant strengths and weaknesses so that the organization may run an efficient performance management system. It offers a venue for reviewing the employees' strengths and flaws while also giving them the chance to strengthen their weaknesses in order to perform better in the future. The following factors are used while evaluating performance: The appraisal system in our organization is growing and development-oriented, employees receive performance-based feedback and counseling, employees have faith in the performance appraisal system, the performance appraisal system has a strong influence on individual and team behavior, and the appraisal data is used for decisions like job rotation, training, and compensation. Performance of the employees is measured based on objective quantifiable results. (Dilip Parajuli, 2021)

This technique compares predetermined goals with actual results to evaluate how well an employee performed. Although evaluating employees' performance is one of the most crucial tasks a manager can perform, managers readily say they struggle to do it effectively. Accurately evaluating a subordinate's performance is not always simple, and it is frequently extremely harder to evaluate personnel in a way that is constructive and painless. Performance is more focused on the success of the

organization. Has the stated goal been attained, for instance, over the last years? pinpointing of weak points? Was the requirement for training found? Setting performance standards and ensuring that staff members receive the proper training, rewards, and feedback are also crucial to avoid performance issues. (Dessler, 2015).

Performance evaluation includes the three-step Performance Appraisal Process in addition to its significance: Setting work standards, measuring actual performance against standards (often using rating scales), and giving feedback to employees in order to help them improve their performance are the first two steps.

There are often five factors to consider when evaluating a subordinate's performance, including

1. Enables the employer to determine employee retention, base pay, and promotion candidates.
2. The performance management process for employees, which is a constant method of ensuring that each employee's performance is relevant to the organization's overall goals, heavily relies on appraisals.
3. The evaluation assists the company and employee in creating a strategy to address any shortcomings and to highlight the employee's strengths.
4. Appraisal gives an opportunity to review the employee's career plans.
5. It helps the supervisor to identify if there is a need for training and the necessary steps to be taken. Dessler (2015) (Engetou, 2017)

2.3.3 Compensation & Benefit

Different rules and regulations pertaining to compensation and associated factors are taken care of under compensation planning and benefit. The HR department must investigate salary and remuneration plans. (Tutorialspoint, n.d.)

In order for people to be motivated and perform well, there is a critical need for proper remuneration or income. According to Delaney and Huselid (1996), remuneration or compensation has a favorable effect on how well an organization is regarded to be performing. It is thought that performance-based compensation has a favorable impact on employee attitudes, which in turn increases their dedication to corporate tasks. The pay for all employees is strongly related to their commitment

planning in business organizations, where remuneration is established based on employee competency. (Dilip Parajuli, 2021)

The wages, financial benefits, and non-financial advantages that the company offers its employees at the workplace are referred to as compensation and benefits in human resource management. It is a key tool used by human resource managers to maximize each employee's potential at work. 'Better is the remuneration & benefits, better is the performance and retention!' is how it sort of works. Compensation and Benefits takes care of everything, from boosting internal motivation to increasing productivity!

Companies with superior compensation and benefits packages are on the point of stealing your staff since employees are constantly looking for better pay scales, benefits packages, and other perks like health insurance. Online resources, like Glassdoor, make it simple to find out about the company's benefits and work culture. Online reviews of the business include information on all employee experiences, both financial and non-financial.

Additionally, by examining the online data, employees can decide whether to join the organization by weighing the benefits and drawbacks of working there. The new talent may now be drawn to or detracted by reading those web reviews. The happier you maintain your internal staff members, the more positive word-of-mouth advertising they will do for your business through the fair Compensation and Benefits packages.

You must make use of the appropriate resources in order to create a comprehensive compensation system in order to guarantee competitive and fair pay that will draw in new hires and keep hold of current ones. You can implement pay and benefits in accordance with your industry's requirements with the help of compensation data tools based on real-time data for marketplaces.

"Compensation and rewards simply represent paying employees for achieving the task assigned to them," says Dale Yoder.

The term "compensation" refers to giving employees direct financial contributions or indirect benefits in the form of benefits in order to encourage greater organizational production, according to Cascio.

In order to improve the overall achievement and efficacy of the personnel working for the firm, compensation is crucial in human resource management. Every organization is built around compensation! Similar to how a beating heart is one of the essentials for human living, settlement benefits help employees live or stay in their jobs for a long time. Employees are typically motivated in a variety of hidden ways, which reinforces them to give over full effort in order to gain more and more prizes like these. In the modern world of business, compensating the primary wage earners in the firm has long been standard practice.

According to the HR research-based reports, 90% of employees verify for such minor details including compensation as a main part before joining and leaving the companies, as a result, 80% of upper management believe that compensation is the that is needed incentive system, not because it costs money.

"Compensation in multiple ways attire encourages the employees to take care of all their even more monthly expenses, helps with savings, copies up with the inflation rates, and much more," according to the numerous legitimate studies of the workforce.

In addition to being paid a salary, some employees also work to the reward they receive for the work they complete. It should go without saying that no one will make the effort to travel a few more kilometers for the same pay.

Businesses must "give more in order to be given more" — it really is as easy as you may have faith!

Objectives of Compensation and Benefits

Regarding pay and benefits, the employer and employees have very different perspectives. To reduce the expense to the business, the employers seek to pay the bare minimum. The employees, though, are interested in obtaining as much as they can. As a result, the goals of compensation management are developed to address and satisfy the needs of both employers and employees in order to reach a consensus.

Multiple objectives are associated with Compensation and Benefits. Understand all of them one by one below:

1. Control the organization's escalating costs.

2. Adhere to the wage system or labor laws by accepting the legal requirements to make it simple for the company's employees to grasp the compensation structure and other advantages.
3. To raise an employee's general level of motivation.
4. To raise the overall company's score on social media for employee satisfaction and motivation.
5. Appropriate incentive for encouraging the conduct that leads to rewards The correct and innovative talent can be attracted with the aid of a wage structure that is balanced.
6. The worker's long-term retention.
7. In exchange for the task performed, compensation must satisfy the employees' general needs and expectations.

Types of Compensation

Compensation can take place on Monetary and Non-Monetary terms.

1. Direct Compensation

It enables companies to ensure that workers are paid fairly and impartially within the walls of an organization. This sort of pay includes all advantages, such as the wage of the employees and any health-related benefits.

It prevents employers from worrying about "cost incurred loss," or the possibility that a skilled worker could defect to the opposition.

Multiple Monetary forms of compensation include the following

1. Bonus
2. Employee rewards and recognition,
3. commission on sales,
4. Sharing of profits,
5. Paying for working overtime etc.

2. Indirect Compensation

Employees are indirectly motivated by indirect remuneration. It excludes the exchange of money in a direct manner between the parties. Instead of receiving rewards in the form of cash, the employees receive assistance with many other advantageous things. In the end, it fosters a feeling of admiration and belonging from the company, preventing people from considering quitting.

Non-Monetary forms of compensation include:

1. Internet reimbursement
2. Mobile phone reimbursement,
3. Public recognition
4. Transfer facility
5. Promotion opportunities
6. Paid house for stay by the company, as well as
7. Company car for traveling office.
8. Free scholarship for an online course. (Azmi, 2021)



Figure: 2.5 Compensation and Benefit (Suhail, 2021)

2.3.4 Health & Safety

Health and safety are all about averting or minimizing any workplace mishaps or occurrences that could harm your workers as well as third parties. Programs, laws, rules, regulations, policies, guidelines, processes, and procedures that protect the safety, welfare, and health of your employees and others on your property make up health and safety. Your health and safety program's overarching objective is to provide a secure workplace and lower the likelihood of mishaps, injuries, and fatal workplace incidents. All employees should feel comfortable with their working conditions, thanks to health and safety. The organization is more frequently burdened by workplace health and safety-related problems than by putting measures in place to assure those conditions from the start. Effective health and safety practices across all organizations can have a variety of general advantages, including:

Decreased absences among employees

- Increased worker productivity
- Increase brand image within the wider community
- Ensure workers and stakeholders are at ease while at work
- Legal responsibilities will be met
- Customers will be happy as they know they are buying from a fair company

The efforts your organization does to make sure all of your employees are as safe and healthy as possible are referred to as health and safety in the workplace. Depending on the industry a company is in and the nation in which it operates, different steps may be taken to maintain a safe and healthy workplace.

There are legal standards in every country that your company must adhere to in order to run a safe and healthy workplace.

The guidelines for complying with health and safety legislation are straightforward:

- Everyone has a role to play in health and safety
- Everyone's responsibilities should be clear
- The focus should be on managing work risk
- Those who create the risk then manage the risk
- Businesses are to engage with workers and enable them to actively participate in health and safety

- There is flexibility in managing your health and safety risks. (Mango)



Figure: 2.6 Workplace Health & Safety (Sampras, 2021)

2.4 Review of Empirical Studies

Empirical studies investigating the HRM practice have provided insight into the importance of these additional elements in relationship & affecting the HRM practice and employee commitment.

2.5 Conceptual Framework of the Study

Independent Variables

Dependent Variables

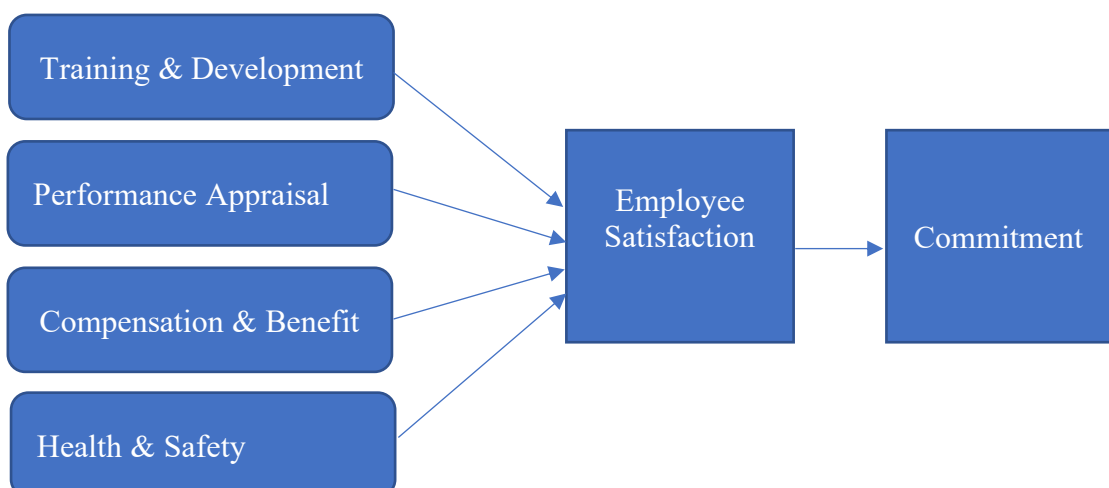


Figure: 2.7 Conceptual Framework of the Study

Source: Own Compilation Based on Previous Studies

CHAPTER III

RESEARCH METHODOLOGY

3.1 Research Methods

This research examines possible actual links between independent and dependent variables through descriptive analysis. To explain and identify the research factors that make up the HRM practices strategy components for Popular Plastic International Group Company Limited the descriptive section is required. In the analytical section, the research model is put to the test by looking at how the elements of HRM practices and employee commitment relate to one another.

This study examines possible actual links between variables that are independent and dependent through descriptive analysis. According to research findings on commitment among staff for Popular Plastic International Group Company Limited in Myanmar, the descriptive portion is established. This chapter focuses on a discussion of the study's methodology, which covers the methods of research, the design of the research, data collection techniques, and ethical issues. By analyzing the link and factors influencing Popular Plastic International Group Company Limited's HRM practices and employee commitment in Myanmar, the analytical element of the survey methodology is put to the test.

3.2 Research Design

The study was undertaken to examine the level of employee satisfaction and HRM practice that influence on the employee commitment by the employees of Popular Plastic International Group Company Limited in Myanmar. Stratified Random sampling method will be used in this research to collect the data from employees of each department at Popular Plastic International Group Company Limited. The main benefit using stratified random sampling is the fact that it accurately represents important population traits in the sample. This sampling technique yields features in the sampling that are proportionate to the entire population, much like a weighted average. When populations have a diversity of characteristics, stratified random sampling performs well; nevertheless, it is useless if subgroups cannot be created. In comparison to the straightforward random sampling method, stratification provides a lesser estimation error and improved precision. The advantage in precision increases

with the size of the discrepancies between the layers. (Hayes, 2023) Total sample respondents will be 150 numbers.

3.3 Data Collection Method

The present study depends on primary data, which is collected through survey method by using a questionnaire. A survey method of data collection through questionnaire was used to collect data for this study because Krishnaswami and Ranganatham (2007) recommended that the advantage of this method is that it is less expensive, permits anonymity and may result in more responses that are honest. The respondents are asked to rate each statement using Likert scales of 1 to 5.

In addition, Secondary Data of Available of internet, thesis, journals and international publications will be used on the reviews of the literature.

3.4 Ethical Consideration

Business ethics in human resource management is concerned with the employer's moral responsibility to uphold fairness and equality for all employees. Safety in the workplace, respect, fairness, privacy, fundamental human rights, reasonable treatment of employees, and honestly based processes at work are all examples of areas of ethics in HRM. For instance, many remote-working businesses believe that staff monitoring is important. By purposefully lowering movies and photos that are shot, employee productivity can be measured in a more moral manner with ethical time monitoring. Human Resources will be able to effectively attract and maintain a skilled staff if they successfully traverse the ethical obstacles of their profession. The idea around ethical decisions is thought of as an individual obligation.

Globalization, which has impacted organizational policies to function in the global market, and rising competition, which encourages the business to discover a competitive advantage and enhance profitability, are the main causes of the relevance of ethics in human resources management. There is a growing need to address the ethical concerns relating to human resources as businesses expand their ability to conduct business internationally. The business today sees human resources as strategically important and has thought of them as a source of competitive advantage

for making moral decisions. This is necessary because it is crucial to guarantee that choices impacting the work relationship are made using only relevant information.

Problems with discrimination, sexual harassment, and unfair hiring practices can cause businesses to lose customers, potential business partners, and future employees. Human resource management is fundamentally concerned with how people should be handled, compensated, trained, and expected to work. It's also concerned with how hard they should work, how they should be reprimanded, and how their employment should be ended. Human resource professionals created a code of ethics to address these, and ethical HR directors must make difficult choices.

An organization is empowered to preserve and grow trust by integrating ethical practices into human resource management and ethical ideals in employees. However, ethical transgressions can have a significant negative impact on an organization's human resource management. It was detrimental to people, companies, stockholders, and society. It could have a negative effect on organizational profitability and human resource discipline. The organization's financial security and competitiveness may also suffer as a result. Smart, morally responsible business owners implement extensive ethics programs to demonstrate a strong commitment to ethics in every facet of their operations, including human resources.

CHAPTER IV

ANALYSIS AND RESULTS

In this part of paper, we first present the descriptive statistics. Next, we conduct statistical analysis to determine if there are relationships between HRM practices and organizational commitment in these industries.

4.1 Description of Population and Sample

According to the employee database of the Company, Popular Plastic International Group Company Limited is utilized by more than 250 employees in Myanmar. Within this population, the researcher selected 200 employee through the convenience sampling techniques and the primary data was randomly collected from the respondents who are from Popular Plastic International Group Company Limited in Yangon, Myanmar, but total sample size is 150 customers.

4.1.1 *Demographic Profile of Respondents*

Demographic data are collected from 150 employees of Popular Plastic International Group Company Limited by using interview method and the profile composed of gender, marital status, age, education level, working experience years in this organization, current position in this organization and monthly income which are shown in Table (4.1).

Table (4.1) Demographic Profile of Respondents

Variable	Description	Frequency	Percent (%)
Educational Level	Under - Graduate	18	12
	Graduate	129	86
	Post-Graduate	3	2
Gender	Male	19	12.7
	Female	131	87.3
Marital Status	Single	98	65.3
	Married	52	34.7
Age (Year)	<25	23	15.3
	26-35	92	61.3
	36-45	30	20
	46-55	4	2.7
	>55	1	0.7
Position	Non-Manager	114	76
	Manager	36	24
Working Experience	<5	77	51.3
	6-10	48	32
	11-15	20	13.3
	Over 15	5	3.3
Monthly Income (MMK)	<300000	43	28.7
	<300001-500000	50	33.3
	<500001-700000	32	21.3
	>700000	25	16.7

Source: Survey Data (2023)

According to the survey data, the most of the respondents are female. It means that women are more likely to work in the manufacturing and sales of plastic containers for food and cosmetics manufacturers than men but most of works in manufacturing industries & sales of plastic containers are hard works.

In marital status, majority is single. Age of respondents are grouped into five in which one group (26–35 years) is about two-third of all respondents. For education level, most are graduated level and the second is under graduated level. It indicates that manufacturing and sales are running with strong and healthy employees mainly and educated people are needed largely. For years of service in this organization, the most

are less than 5 years of service. Fortunately, there are 5 employees more than 15 years of service are seen. It indicates that some employees are likely to stay in this organization and also 6-10 years and 11-15 year are 68 employees are likely to stay in this organization.

In Popular Plastic Co., there are managers, assistant managers, supervisors, assistant supervisor, senior staff and junior staff. Most of employees are junior staff, senior staff and assistant supervisor because most works are done through modernize high-technology machines with assistance of junior staff and senior staff.

The most of the respondents get less than 500,000Ks., because most employees are senior staff and assistant supervisor. Supervisor and Assistant Manager get higher salaries depend on their job position and performance.

4.2 Statistical Analysis and Interpretation of Results

In this section, depending on respondents' responses, each set of questionnaire on whether Myanmar local companies are practicing ethical workplace practice is shown in Table 4. Each is expected to be dedicated to good work ethics practices. All statements are organized as 5-point scale questions. Descriptive analysis is performed on surveys that have been completed by participants.

4.2.1 *Cronbach's Alpha Analysis of Construct Variables*

The ability to judge the dependability of a questionnaire that identifies variables or constructs is referred to as “reliability”. If the alpha value is more than 0.7, the dependability is high, if the alpha value is less than 0.3, the reliability is insufficient. “Values greater than 0.9” are seen to be outstanding. “Value greater than 0.8” are regarded as favorable. Value greater than 0.7 are considered acceptable. “Values less than 0.5”, while poor is defined as having “Values greater than 0.5”.

Table 4.2 Cronbach's Alpha Analysis of Construct Variables

Variables	No. of Items	Cronbach's Alpha
Training & Development	5	0.362
Performance Appraisal	6	0.894
Compensation & Benefit	7	0.743
Employees' Job Satisfaction	7	0.686
Employees' Commitment	7	0.840
Health & Safety	5	0.904

Source: Survey Data (2023)

Table 4.2 shows the reliability of the construct variables was evaluated through Cronbach's alpha analysis. The results are as follows: Training & Development: Consisting of 5 items, it demonstrated its reliability was found to be low with a Cronbach's alpha value of 0.362. Performance appraisal: Consisting of 6 items, it exhibited a reasonable level of high reliability with a Cronbach's alpha value of 0.894. Compensation & Benefit: Comprised of 7 items, high reliability with a Cronbach's alpha value of 0.743. Employees' Job satisfaction: Consisting 7 items, its reliability was found to be low, with a Cronbach's alpha value of 0.486. Employee Commitments': Consist of 7 items, high reliability with a Cronbach's alpha value of 0.840. Health & Safety: Consisting of 5 items, its show a high level of reliability with a Cronbach's alpha value of 0.904. However, training & development construct, consisting of 6 items, exhibited low reliability with a Cronbach's alpha value of 0.362. The constructs of performance appraisal, compensation & Benefit, employees' job satisfaction, employees' commitment and health & safety all show satisfactory levels of reliability, with Cronbach's alpha values of 0.894, 0.743, 0.686, 0.840 and 0.904, respectively. These findings provide insights into the internal consistency and dependability of the questionnaire used to measure the construct variables.

4.2.2 Employees' perception on Training & Development

Employees will be happy and give commitment when they have skills and capacity to perform their tasks. Nowadays, there are strong competition and change in the industry. Training becomes essential for both organization and employees. It is

important to find out whether trainings meet the job functions of the employees. The findings are shown in Table (4.3).

Table (4.3) Training & Development

No.	Description	Mean	Std. Deviation
1	The organization adopts continuous training to improve performance	4.03	0.579
2	Every employee goes through various training programs every year	3.89	0.651
3	Organization has cross departmental training programs.	3.56	0.798
4	I am satisfied on the organization's Training program	4.21	3.355
5	I have training opportunities to learn and grow.	4.05	0.683
	Overall Mean	3.948	

Source: Survey Data (2023)

As shown in Table (4.3), the respondents agree with the statements of training & development factor because all mean value is more than 3%. The highest mean score (4.21%) is found in the statement of “satisfied on the organization's Training program”. In terms of this statement, the respondents are satisfied with using the organization's training program is able to fulfill their operation needs during the short-term and makes the development of their performance.

The lowest score (3.56%) is found in the statement of “Organization has cross departmental training programs.”. In terms of this statement, the respondents not agree that, they wouldn't know that. Therefore, it is necessary to notify to know the related department for cross departmental training programs.

4.2.3 Employees' perception on Performance Appraisal

Performance appraisal and development are ongoing process for all organizations. It is essential to do the performance appraisal regularly since the organizations could do necessary measures such as trainings and incentives based on the result. Perceptions of the employees towards the performance appraisal and development of Eden is presented in Table (4.4).

Table (4.4) Performance Appraisal

No.	Description	Mean	Std. Deviation
1	Performance appraisal is fairly evaluated.	3.85	0.595
2	There is a formal and written performance appraisal system.	3.99	0.655
3	Appraisal system helps me to grow and develop my career.	3.95	0.617
4	Performance Appraisals help to recognize current ability and encourage high performance	4.10	0.610
5	Appraisal system has a strong impact on individual and team performance	4.13	0.598
6	The objectives of the appraisal system are clear to employees	3.93	0.580
	Overall Mean	3.992	

Source: Survey Data (2023)

As shown in Table (4.4), the respondents agree with the statements of performance appraisal factor because all mean value is more than 3%. The highest mean score (4.13%) is found in the statement of “Appraisal system has a strong impact on individual and team performance”. In terms of this statement, the respondents are satisfied with using the organization’s appraisal is able to fulfill their operation needs during the short-term and makes the development of their performance. The lowest score (3.85%) is found in the statement of “Performance appraisal is fairly evaluated.”. In terms of this statement, the respondents not agree that, Therefore, it is necessary to do the clearly and inform the information which factors included in evaluated.

4.2.4 Employees’ perception on Compensation and Benefit

Compensation and benefit could drive the commitment of the employees. It includes the basic salary, bonus and incentives; pay package; and welfare, vacation trip plan, entertainments and other allowances. Table (4.5) shows the employee satisfaction on compensation & benefit of Popular Plastic International Group Co., Ltd.

Table (4.5) Compensation & Benefit

No.	Description	Mean	Std. Deviation
1	I believe financial rewards (salary, bonus and other perks) could increase motivation at workplace.	4.41	0.557
2	I am satisfied with the company pay structure.	4.20	0.579
3	I believe rewards should be based on performance.	4.27	0.542
4	Employees are rewarded based on performance	4.02	0.728
5	Employees are recognized and rewarded appropriately in this organization	3.99	0.728
6	Job performance is an important factor in determining the incentive compensation of employees	3.71	0.763
7	There is regular appraisal for promotion.	4.04	0.566
	Overall Mean	4.092	

Source: Survey Data (2023)

According to the Table (4.5), it is found that most respondents feel that compensation & benefit systems are very attractive and those give motivation at work. The respondents agree with the statements of performance appraisal factor because all mean value is more than 4%. The highest mean score (4.41%) is found in the statement of “I believe financial rewards (salary, bonus and other perks) could increase motivation at workplace.” Many employees perceive that those rewards and recognitions motivate them in order to work better and depend on the performance, employees get rewards accordingly. Moreover, employees perceive that they get the rewards appropriately since Popular Plastic International Group., Ltd. usually provide compensation & benefit concerning with the performance appraisal. Popular Plastic usually pays compensation & benefit after project or every year.

The lowest score (3.71%) is found in the statement of “Job performance is an important factor in determining the incentive compensation of employees.”. In terms of this statement, the respondents not agree that, but according to the overall mean score,

employees are satisfied with the entire plan of compensation & benefit of Popular Plastic International Group Co., Ltd.

4.2.5 Employees' perception on Employees' Job Satisfaction

The following Table (4.6) shows the mean values and standard deviation of job satisfaction of employees at Popular Plastic International Group Co., Ltd. There are five questions to analyze the employees' job satisfaction. Each question for job satisfaction of employees at Capital Hyper Market in Yangon shown as follows.

Table (4.6) Employees' Job Satisfaction

No.	Description	Mean	Std. Deviation
1	I am satisfied that the work at this company.	4.15	0.679
2	I am satisfied with the pay and benefits system.	4.15	0.595
3	I am satisfied that the fair and clear assessments of employee performance for promotion	3.95	0.659
4	I am satisfied with my supervisor for fair treatment.	4.03	0.755
5	I am satisfied with co-worker appreciate on achievement.	4.21	0.574
6	I am satisfied with the working conditions in this company.	4.15	0.663
7	I feel this organization has created an environment where I can do my best work	4.13	4.161
	Overall Mean	4.111	

Source: Survey Data (2023)

According to the results shown in Table (4.6), most of the employees are satisfy their job with overall mean value of 4.111. Employees are satisfy their job with co-worker appreciate on achievement with the highest mean of 4.21. at Popular Plastic International Group Co., Ltd. But, the lowest mean of 3.95, I am satisfied that the fair and clear assessments of employee performance for promotion. Therefore, to meet the employees' satisfied, the performance appraisal's assessments system has to clearly and open information.

4.2.6 Employees' perception on Employees' Commitment

Employees' commitment is the major driving force for every organization in order to achieve high performance. Employees' commitment is very important for both

organization and employees. Thus, it needs to be analyzed to evaluate the commitment levels of the employees.

Table (4.7) Employees' Commitment

No.	Description	Mean	Std. Deviation
1	I would be happy to work at my organization until I retire.	3.43	0.798
2	I feel like “part of my family” at my organization.	4.00	0.579
3	I believe that a person must always be loyal to his or her organization.	4.26	0.607
4	If another company offers me more money, I will not change job.	3.72	0.761
5	I would recommend a friend to join the job.	3.90	0.749
6	I feel like making some contribution towards organizational well-being.	4.17	0.536
7	I am willing to do more than my job.	4.27	0.654
	Overall Mean	3.964	

Source: Survey Data (2023)

The employees do not comfortable about “I would be happy to work at my organization until I retire” relating to employee value only 3.43. The reason for this might be most of Myanmar local companies do not have retire plan. There is strong employee commitment seems on the statement “I am willing to do more than my job”, which has mean value 4.27. Employees have strong commitment and willing to help to their current organization which they are working at. Overall mean shows (3.964) mean employees have strong and good attitude towards their organization.

4.2.7 Employees' perception on Health & Safety

Health and safety are very important in the manufacturing industry. Only healthy workforce and safe working environment could produce the high commitment and performance of the employees. The perceptions of the employees on health and safety are shown in Table (4.8).

Table (4.8) Health & Safety

No.	Description	Mean	Std. Deviation
1	The company conducts regular inspections at the workplace.	3.96	0.633
2	The company has a healthy and safe policy in place that aims at promoting a safety culture.	4.05	0.617
3	There is an assessment of the working environment to identify factors that may affect workers' health	3.96	0.503
4	Health and Safety audits are conducted regularly.	3.91	0.714
5	There is an ongoing education programs on health and safety.	3.96	0.644
	Overall Mean	3.96	

Source: Survey Data (2023)

According to Table (4.8), many employees feel secure that Popular Plastic International Group Co., Ltd. cares health and safety of the employees since company does regular inspections at workplace. Popular Plastic International Group Co., Ltd. leads for secure environment in the company so that the company provides better precaution plan for workers' health and safety. Moreover, ongoing safety audit and education programs are placed for health and prevention from accident. According to overall average mean score 3.968, many employees are pleased with health and safety plans that are provided by Popular Plastic International Group Co., Ltd. and they feel that Co., care for their security.

4.3 Statistical Analysis the Impact of HRM Practice on Employee Commitment

Regression analysis was then conducted to assess the relationship between the influencing factors of the impact of HRM practice on employee commitment. The dependent variable, employee commitment, was regressed on the independent variables, representing the different elements of the HRM practice. The analysis aimed to identify the significant predictors of employee commitment and determine the

strength and direction of their impact. The results of the regression analysis were interpreted by examining the regression coefficients, values, and significance levels. A statistically significant coefficient indicated that the corresponding factor had a significant influence on employee commitment. Positive coefficients indicated a positive relationship, meaning that an increase in the factor would lead to higher employee commitment, while negative coefficients indicated a negative relationship.

The interpretation of the regression results provided insights into the specific factors within the HRM practice that had the most substantial impact on employee commitment among Popular Plastic International Group Co., Ltd. These findings were valuable for understanding the key drivers of employee commitment and could guide HRM practice. Overall, the regression analysis provided a rigorous statistical approach to analyze and interpret the results of the influencing factors of the HRM practice in the specific context of Popular Plastic International Group Co., Ltd.

The outcome of a regression analysis based on the seven independent variables contained in the basis of the connection versus employee commitment. The assessed association between HRM practice and employee commitment is displayed in the table 4.8.

Table 4.9: Influencing Factors Impact of HRM Practice on Employee Satisfaction coefficients ^a

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	0.020	0.268		0.073	0.942
Training & Development	0.128 ***	0.031	0.228	4.146	0.000
Performance Appraisal	0.180 ***	0.067	0.184	2.675	0.008
Compensation & Benefit	0.594 ***	0.078	0.496	7.667	0.000
Health & Safety	0.071 **	0.034	0.122	2.045	0.043
N=150, R=0.781, R Square= 0.61, Adj R Square = 0.599, F= 56.601					

Source: Survey Data (2023)

Notes: *** = Significant at 1% level, ** = Significant at 5% level, * = Significant at 10% level

a. Dependent Variable: Employee Satisfaction

The formula for a multiple linear regression model, which includes multiple independent variables, can be represented as follows:

$$Y = b_0 + b_1X_1 + b_2X_2 + \dots + b_nX_n + e$$

Where:

Y represents the dependent variable.

b_0 represents the intercept or constant term.

$b_1, b_2, \dots, b_n$ represent the regression coefficients or weights assigned to each independent variable ($X_1, X_2, \dots, X_n$).

$X_1, X_2, \dots, X_n$ represent the independent variables.

e_i represents the error term.

Table 4.9: provided data and coefficients, we can draw the following conclusions regarding the influencing factors of the impact of the HRM practice on employee satisfaction:

Training & Development: The coefficient of 0.128 (*** significant at the 1% level) suggests that the training & development has a significant positive influence on employee commitment. A well-designed and high-program of the training & program is associated with higher employee satisfaction levels.

Performance Appraisal: The coefficient of 0.180 (*** significant at the 1% level) indicates that performance appraisal has a significant positive impact on employee satisfaction. A well-designed and high-program of performance appraisal is associated with higher employee commitment levels

Compensation & Benefit: The coefficient of 0.594 (*** significant at the 1% level) indicates that compensation & benefit has a significant positive impact on employee satisfaction.

Health & Safety: The coefficient of 0.071 (** significant at the 5% level) indicates that Employee Job satisfaction has a significant positive influence on employee satisfaction. Efficient and streamlined processes contribute to higher levels of employee satisfaction.

Table 4.10: Influencing Factors Impact of HRM Practice on Employee Commitment coefficients ^a

Coefficients					
Model	Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	0.020	0.268		0.073	0.942
Employees' Job Satisfaction	0.750 ***	0.066	0.681	11.319	0.000
N=150, R Square= 0.664 , Adj R Square = 0.640 , F= 128.112					

Source: Survey Data (2023)

Notes: *** = Significant at 1% level, ** = Significant at 5% level, * = Significant at 10% level

a. Dependent Variable: Employee Satisfaction

The formula for a multiple linear regression model, which includes multiple independent variables, can be represented as follows:

$$Y = Mx + B$$

Where:

- Y= the dependent variable of the regression equation
- M= slope of the regression equation
- x=dependent variable of the regression equation
- B= constant of the equation

The table (4.10) appears that r-square of 0.664 and this implies that there is a strong positive significant relationship between the dependent variable (Employees' Job Satisfaction) and dependent variable (employees' Commitment). The table above demonstrated there are independent variables that significantly have linear relationship with employees' commitment.

Employee Job Satisfaction factor is highly significant to Organizational Performance and significant at 1 percent level. Practically, employees thought that working in the plastic industry is more satisfactory than other industries since employees feel like a smart and systematic working environment with their education. Employee Job Satisfaction has the expected positive sign. The positive relationship means the increase in Employee Job Satisfaction may lead to more Employee Commitment. The increase in Employee Job Satisfaction by 1 unit will also raise the Organizational Performance by 0.750 units.

This appeared that dependent variable is significantly positive related to Employee Commitment. The standard coefficient (Beta) value of the variable, Employees' Job Satisfaction is 0.681. The B value is the portion of the variable within the overall relationship. As we can see, Employees' Job Satisfaction has the most noteworthy portion that is 0.681. Thus, Employees' Job Satisfaction significantly positive related to Employee Commitment. Thus, Employees' Job Satisfaction has the greatest contribution to increase the Employee Commitment in Popular Plastic Group International Ltd.

Therefore, employee job satisfaction is influenced on employee commitment. The results show that Employee Job Satisfaction has significant value and the main determination of influencing of Employee Job Satisfaction on employee commitment in Popular Plastic Group International Ltd is found to be the compensation and benefit practices. According to the survey findings, it supports attractive compensation package discussed with employees could be significantly raised Employee Job Satisfaction in work place of Popular Plastic Group in order to achieve the organizational goal with the best employee commitment.

CHAPTER V

CONCLUSION AND RECOMMENDATIONS

This chapter describes the findings and discussion from the primary data collected from 150 respondents of Popular Plastic International Group Co., Ltd. It focuses on the influencing factors of employee satisfaction and the effect on employee loyalty. Furthermore, this chapter presents suggestions and recommendations based on the analysis of the surveyed results and the need for further researches are discussed in the last part of this chapter.

5.1 Findings and Discussions

The whole purpose of the research was to identify the influencing factors on the relationship between HRM practice and employee commitment of Popular Plastic International Group Co., Ltd and to analyze the effecting between HRM practice and employee commitment of Popular Plastic International Group Co., Ltd. Firstly, in this study, it found out the influencing factors on employee commitment and evaluated the independent variables on employee commitment like training & development, performance appraisal, compensation & benefit, health & safety factors.

This study based on employee satisfaction which leads to job satisfaction and organizational commitment in Popular Plastic International Group Co., Ltd. In order to achieve this paper, primary data are used by means of interview method. To examine the effectiveness of reward system of Popular Plastic International Group Co., Ltd, one hundred and fifty employees are analyzed by collecting structured questionnaires. Then regression analysis is used in seeking to determine the effect of reward system on job satisfaction and organizational commitment. After analyzing the surveyed data, based on the outcomes of mean values, it can assume that employees are satisfy mostly on employee job satisfaction provided by Popular Plastic International Group Co., Ltd.

The result found that the moderating effects of demographic variables are not related between compensation & benefit system and organizational commitment. Because male or female, single or married employees and age level are not very effecting on both compensation & benefit system and organizational commitment.

Based on the result of the story, it can be concluded that all variables (both dependent and independent) have positive relationship with each other so that the

effective rewards system motivates employees in order to give more satisfaction and get organizational commitment. Therefore, it can be assumed that the positive effect of rewards system on job satisfaction and organizational commitment in Popular Plastic International Group Co., Ltd.

5.2 Suggestions and Recommendations

Based on the findings, the organization gets many benefits to understand what it can give rewards to its employees more effectively and increase organizational commitment in the workplace. Most employees are satisfied with fringe benefits, working condition and skills enhancement rewards provided by Popular Plastic International Group Co., Ltd.

Finally, the study recommends that it is better if the organization can improve its performance appraisal system weakness after analyzing in detail to get job satisfaction by means of Performance appraisal is fairly evaluated. The organization always needs to adjust its performance appraisal to be effective.

Need try to do the clearly and inform the information which factors included in evaluated, because the effective performance appraisal is essential to get job satisfaction and organizational commitment.

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