

THE INFLUENCE OF HUMAN RESOURCE MANAGEMENT PRACTICES ON ORGANISATIONAL COMMITMENT: A STUDY OF MANUFACTURING ORGANISATIONS IN NIGERIA

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ABSTRACT

The objective of the study is to investigate the influence of five dimensions of human resource management practices (teamwork, communication, reward and recognition, and training and development and performance appraisal) on employees' organisational commitment in manufacturing organisations in Nigeria. The question asked is whether the practice of training and developing employees, of rewarding and recognizing workers in an organisation, of allowing employees to work as a team, of carrying out regular performance appraisal and communicating with employees about the activities/goals of the organisation and the employee's role in advancing these goals by human resource managers affect or influence their organisational commitment.

Using the questionnaire survey, a total of 377 questionnaires was distributed, from which 321 completed questionnaires were returned (85% response rate). The sample was obtained from fifteen manufacturing organisations in Nigeria. Regression analyses were employed to test the research hypotheses which specified the relationship between the independent variables (training and development, reward and recognition, teamwork, communication, and performance appraisal) and the dependent variable of organisational commitment.

The results of the study revealed that communication, training and development, reward and recognition, teamwork and performance appraisal are positively associated with organisational commitment. The results also show that all dimensions of human resource management practices chosen in the study are important determinants in motivating the employees to be committed to their organisation. The study recommends the need for management of organisations to develop and adopt human resource management practices in order to develop committed workforce for organisational success.

Keywords: *HRM, Organisational Commitment, Performance Appraisal.*

Introduction:

An organisation is effective to the degree to which it achieves its objectives. To realise their objectives, organisations need committed workers. Indeed organisational commitment lies at the heart of any analysis of human resource management. Despite the large number of studies (Karia, 1999; Karia and Ahmad, 2000; Bartlett, 2001; Action and Golden,

2002; and Jolise, 2007) that have examined the antecedents of organisational commitment, the investigation of the influence of human resource management practices on employees' organisational commitment in manufacturing organisations in Nigeria deserves an empirical study.

Organisations today face an increasingly competitive and rapidly changing environment characterized by a

diverse labour market, advancement in information technologies, globalization, deregulation, customer demands, and others. As a result, many organisations have been forced to reformulate their strategies on how to attain competitive advantage. In this era, an organisation's success depends on its ability to continually improve performance by reducing costs, creating new products, services and processes, and enhancing quality and productivity (Luthans and Sommers, 1999). To do this, organisations need to focus on the capabilities of their workforces. According to Harter, Schmidt, and Hayes (2002), effective management of an organisation's human resources would be able to generate increased knowledge, motivation, synergy, and commitment, resulting in a source of sustained competitive advantage for the organisation. This suggestion is in tandem with that of Huselid (1995) who argued that Human Resource Management (HRM) practices represent one avenue that can be used by organisations in shaping their employees' attitudes and behaviours. This is because HRM practices create conditions where employees become highly involved in the organization and work hard to accomplish the organisation's goals. According to Morrison (1996), the way an organisation manages its human resources, as reflected by its HRM practices, establishes the tone and conditions of the employee-employer relationship. When such relationship is seen as a social exchange, employees would be more inclined to engage in positive work attitudes and behaviours (Blau, 1964). In sum, HRM practices affect organisational performance through their effect on individual employee performance. Human resource management practices in this study refer to the actual performance or ways of carrying out human resources management functions or activities in an organisation. According to Meyer and Smith (2000), there is some evidence to suggest that the nature and strength of the relationship between HRM practices and commitment may be determined by the way employees perceive these practices. Practices that are judged to be supportive and caring are more likely to stimulate employees to reciprocate to the organisation via positive work attitudes such as organisational commitment. Recardo and Jolly (1997) proposed a model in which human resource management practices in areas or activities of training and development, reward and recognition, organisational communication and teamwork as a form of management strategy for managing employees commitment. The constructs of HRM practices in areas of training and development, reward and recognition, organisational communication, teamwork and performance appraisal used in this empirical study can be seen as related to the human resource strategies suggested in Recardo and Jolly (1997), Lau and Idris (2001) and Eze (2006). Thus, it could be expected that evidence for the link between these practices and

commitment would be found in this empirical study. Hence, this study is aimed at examining the relationship between organisational commitment and HRM practices in the areas of training and development, reward and recognition, organisational communication, teamwork and performance appraisal in manufacturing organisations in Nigeria.

Literature Review:

Organisational Commitment:

Organisational commitment, as an attitude, has been defined as the relative strength of an individual's identification with, and involvement in, a particular organisation (Mowday, Porter and Stress 1979; Allen and Meyer, 1990 Opare 2007).

Kantor (1968, in Buchanan, 1974) and Rashid, Sambasivan and Johari (2003) view organisational commitment as the willingness of social beings to give energy and loyalty to an organisation. Likewise, Porter (1968, in Buchanan, 1974) states that organisational commitment is the willingness of employees to exert high levels of effort on behalf of the organisation, a strong desire to stay with the organisation, and the acceptance of the organisation's goals, mission and values.

Greenberg and Baron (2003) and Silverthorne (2004) have similar views to Mowday, Steers and Porter (1979) and Porter, Steers, Mowday and Boulian (1974), yet they additionally view organisational commitment as the work attitudes of employees toward the organisations in which they work. Greenberg and Baron (2003) agree with the definition by Mowday, Steers and Porter (1979), by stating that organisational commitment is not only concerned with the extent to which an employee identifies with their organisation, but also whether the employee is or is not willing to leave their organisation.

Meyer and Allen (1991) view organisational commitment, as defined by Mowday, Steers and Porter (1979), from two perspectives, behavioural commitment and attitudinal commitment. Behavioural commitment focuses on the processes by which employees become part of a specific organisation and their appropriate behaviour (Meyer and Allen, 1991). Attitudinal commitment, on the other hand, focuses on the processes by which employees come to think about their relationships with their organisation, and the extent to which their goals and values are congruent with those of the organisation (Meyer and Allen, 1991). Meyer and Allen's (1991) attitudinal perspective will be the basis for the concept of organisational commitment in this research. Meyer and Allen's (1991) research is based on the classification by Allen and Meyer (1990), the three components of organisational commitment, namely affective, continuance, and normative commitment. These components appear to reflect at least three general themes that are common to most definitions of

organisational commitment, namely an affective attachment to the organisation; the continuance attachment or perceived costs associated with leaving the organisation; and the normative attachment or obligation for employees to remain with the organisation.

Human Resource Management Practices:

HRM practices are organisational activities that are directed at managing the pool of human resources and ensuring that the resources are employed towards the fulfillment of organisational goals. Delery and Doty (1996) conceptualized HRM practices as a set of internally consistent policies and practices designed and implemented to ensure that a firm's human capital contributes to the achievement of its business objectives. Similarly, Dittmer (2002) viewed HRM practices as an individual's perceptions of the extent of the implementation of the strategies, plans, and programs used to attract, motivate, develop, reward, and retain the best people to meet organizational goals. Building on the arguments given by these scholars, HRM practices comprise specific practices, formal policies, and philosophies that are designed to attract, develop, motivate, and retain employees who ensure the effective functioning and survival of the organisation.

A number of researches have found a positive impact of HRM practices on organisational performance. For instance, Becker and Gerhart (1996), Becker and Huselid (1998), and Dyer & Reeves (1995) empirical studies found that firms which align their HRM practices with their business strategy will achieve superior outcomes. MacDuffie (1995) worldwide studies of auto assembly plants found that some HRM practices are related to productivity and quality of the firm. Delery and Doty (1996) found significant relationships between HRM practices and accounting profits among banks. Youndt et al (1996) found that certain combinations of HRM practices are related to operational performance of manufacturing firms. Guthrie (2001) survey in New Zealand corporations found that HRM practices are related to turnover and profitability of the corporations.

More recent empirical studies of HRM practices (Lee and Lee, 2007) uncovered six underlying HRM practices on business performance, namely training and development, teamwork, compensation/incentives, HR planning, performance appraisal, and employee security help improve firms' business performance including employee's productivity, product quality and firm's flexibility. This study reveals that three items of HRM practices influence business performance: training and development, compensation/incentives, and HR planning. However, some other researches also show that certain HRM practices have significant relationship with operational (employee's productivity

and firm's flexibility) and quality performance outcomes (Chang and Chen, 2002; Ahmad and Schroeder, 2003; Kuo, 2004 Sang, 2005). These research evidence shows that effective HRM practices can have positive impact on business performance.

The Link between Human Resource Management Practice and Organisational Commitment:

In this study we will base our discussion of human resource management practices and activities on a slightly modified version of Recardo and Jolly's (1997) work. Five core dimensions of human resource management practices and activities will be adopted, namely, teamwork, rewards and recognition, communication, training and development and performance appraisal. In order to understand whether human resource management practices have effects on employees' commitment, the effects of each individual human resource management practice are highlighted as follows:

Training and Development:

Training and development can be defined as the process of improving current staff performance by increasing, through learning, his or her skills and knowledge (Schuler, 1990), while McCormick and Tiffin (1989) defines training and development as a conscious and deliberate effort by organisation, aimed at raising the quality of employees deemed necessary for achieving organisational objectives.

However, a number of studies have been conducted on the relationship between training and development and organisational commitment Bartlett (2001), Ahmad and Bakar (2003) and Al- Emadi and Marquardt (2007). These studies all find a strong positive relationship between training and development and organisational commitment. Bartlett's (2001) study finds a strong relationship between training and commitment while Ahmad and Bakar's (2003) study, finds a significant relationship between training variables and commitment. Al – Emadi and Marquardt (2007) examined the perceptions of senior staff in the petrochemical industry on the benefits of training participation and its impact on organisational commitment. They found a positive relationship between training and development and commitment.

Bartlett's (2001) study on the relationship between employee attitude towards training and feelings of organisational commitment, among a sample of 337 registered nurses from five hospitals, using social exchange theory as a framework for investigating the relationship, found that perceived access to training, social impact of training, motivation to learn, and perceived benefits of training are positively related to organisational commitment.

According to Cherrington (1995), a successful training and education program would create more-favourable

employee attitudes and loyalty, and help employees in their personal development and advancement. Moreover, Deming (1986) stressed the importance of education and training for continual updating and improvement, identifying one source of human motivation at work as intrinsic motivation, the desire to grow, learn and to develop oneself. Cherrington (1995) also stated that most learning situations are fundamentally reinforcing because of the satisfaction and commitment associated with the acquiring of new knowledge or skills.

In summary, the studies that have examined this dimension found that it plays an important role since it facilitates the updating skills, leads to increased commitment, well-being and sense of belonging and consequently led to the strengthening of organisational competitiveness (Cherrington, 1995; Bartlett, 2001) particularly, organisational commitment. Therefore, the following hypothesis is developed:

H1: The more the training and development of employees, the more their organisational commitment.

Reward and Recognition:

Reward and recognition can be defined as benefits in the form of increased salary, bonuses and promotion which are conferred as public acknowledgement of superior performance with respect to goals (Juran and Gryna, 1993). It also refers to something that increases the frequency of an employee's action (Zigon, 1997).

In Nigeria, interest in effective use of rewards to influence workers' performance to motivate them began in the 1970s. So many people have carried out researches in this area, some of which are Oloko (1977), Kayode (1973), Egwuridi (1981), Nwachukwu (1994), and Ajila (1997). The performance of workers has become important due to the increasing concern of human resources and personnel experts about the level of output obtained from workers due to poor remuneration. A study by O' Driscoll and Randall (1999) indicated that the rewards offered by an organisation have a powerful effect on employees' attitude towards their job and their organisation.

In summary, rewards and recognition refer to something that increases the frequency of an employee's action (Zigon, 1997). This dimension is considered a motivating factor in helping employees build feelings of confidence and satisfaction (Keller, 1998) and should closely align to organisational strategies (Allen and Helms, 2002). Studies that examined this issue found consistent influence that rewards and recognition influence employees' commitment and in turn influence organisational success (O'Driscoll and Randall, 1999; Zhang, 2000; Karia and Ashari, 2006). Thus, we propose the following hypothesis:

H2: The more employees are rewarded and recognised, the more their organisational commitment.

Organisational Communication:

Organisational communication refers to the process whereby individuals and groups transact in a variety of ways and within different areas with the aim of carrying out organizational goals (Smidts, Pruyn and Van Riel 2001; Brunetto and Farr-Wharton, 2004). Communication also refers to the sending and receiving of messages by means of symbols and sees organisational communication as a key element of organisational climate (Drenth, 1998).

The construct of organisational commitment that has been researched extensively over the past two decades has also demonstrated the relationships between commitment and communication (Argyris in Housel and Warren, 2002). In most of these studies the antecedents of commitment have focused primarily on structural, individual, and role-related variables (Mowday, Porter, and Steers, 1982; Dornstein and Matalon, 1989). Putti, Aryee, and Phua (1990), explored the impact of organisational communication relationship on organisational commitment. They demonstrated a relationship between organisational communication and commitment. The two factors that showed the strongest relationship to organisational commitment were relationship with top management and supervisor; of these the relationship with top management had the highest correlation.

Potvin's (1991) study addressed the relationship between organisational communication and organisational commitment in three organisations: a retail organisation, a large hospital, and a multinational high technology organisation. Potvin concluded that there was a definite positive relationship between communication and employees' organisational commitment. The strongest correlations appeared between commitment composites, communication climate and supervisory communication.

Downs (1991) studied the relationship between communication and organisational commitment in two Australian organisations. She found that a positive relationship existed between communication satisfaction and organisational commitment. She also found that the exact relationship between communication dimensions and levels of commitment varied somewhat across organisations. Finally, she discovered that supervisory communication, personal feedback and communication climate were the strongest communication predictors of organisational commitment. Several authors noted that communication is important for improving employees' commitment and for positive outcomes (Goris, Vaught and Pettit 2000; Pettit, Goris and Vaught 1997; Guimaraes 1996 and Guimaraes 1997). Stuart (1999) argued that communication can effect empowerment of employees, which in turn affects organisational commitment.

In summary, Communication refers to the sending and receiving of messages by means of symbols and sees organisational communication as a key element of organisational climate (Drenth et al., 1998). Studies examining this issue found that the manners in which the organisational goals and employees' role in advancing these goals are communicated to employees strongly influence organisational commitment (Robbins, 2001; Brunetto and Farr- Wharton, 2004). This led to the following hypothesis:

H3: The higher the quality of management- employee communication, the higher the level of commitment exhibited by employees.

Teamwork:

The concept of teams and teamwork is increasingly important to productivity and employees' organisational commitment in the contemporary workplace (Adebanjo and Kehoe, 2001). Teamwork facilitates the meeting of affiliate needs within the workplace and has been directly connected to organisational commitment (Karia and Ahmad, 2000; Karia and Asaari, 2006).

A study by Osland (1997) showed that working together within a production unit led to better employee attitudes. Anschutz (1995) stated that participation in teamwork, continuous learning and flexibility were the major factors for success within organisations in achieving a partnership between workers and managers. Karia and Ahmad (2000) studied the impact of Empowerment and Teamwork (E&T) practices on employees and found that an organization that practiced some level of teamwork experienced an increase in employees' organisational commitment. Silos (1999) stated that the key to Japanese efficiency was in how the people work together and also suggested that teamwork will result in more commitment and involvement of employees within the organization.

These studies found that teamwork is one of the important dimensions in influencing organisational success as well as achieving good relationship between workers and managers. The results indicate that organisations that practice some levels of teamwork often experience an increase in employees' commitment to the organisation. It is expected that similar results would appear in this study. Therefore, the following hypothesis is developed:

H4: The higher the level of teamwork in an organisation, the higher the level of organisational commitment.

Performance Appraisal:

Performance appraisal is basically concerned with performance improvement in order to achieve organisational, team and individual effectiveness. Traditionally, performance appraisal is the primary

means of managing employee performance – evaluating employees' current or past performance relative to the person's performance standards. The workforce need to be appraised continuously, by the immediate supervisor and the outcome of the appraisal, discussed with each employee periodically, to help him to grow and to remain effective and sufficiently contribution in the service to the organisation (Eze 2006).

Some other studies found that for the evaluation process to be effective, it should be perceived as being fair. Further fairness (as measured by perceived equity) is positively related to the employee's level of job satisfaction (Gilliland and Langdon 1998; Huffman and Cain 2000; Thomas and Bretz 1994; Wanguri 1995). In performance appraisals, individuals compare their efforts with the rating they received and the fairness of that rating and develop attitudinal outcomes as reactions (Erdogan 2002). Unfairness in performance appraisal processes will affect attitudinal outcomes negatively. Poon (2004) study findings indicated that dissatisfaction with performance appraisal influenced employees' intention to quit through reduced job satisfaction. In a study, Clardy and Dobbins (1994) identified that for performance appraisal to positively influence employee behaviour and future development employees must experience positive appraisal reactions. If not, any appraisal system will be doomed to failure. Consequently, performance appraisal and its fairness has been the focus of performance appraisal research.

The performance appraisal system currently used in Nigeria mainly serves the determination of appropriateness of pay increments. This is not an appropriate use of a performance appraisal system (Eze 2006). Folger and Cropanzano (1998); Konovsky and Cropanzano (1991) discovered that employees' perceptions of fair performance appraisal have positive associations with commitment. Hence, the following hypothesis is proposed:

H5: The more positive or fairer the performance appraisal, the higher the level of organisational commitment.

Methodology:

Sample and Survey Procedures:

The population of this study was made up of employees of manufacturing organisations in Nigeria that have been in operation for at least ten years and having more than one hundred employees. A list of manufacturing organisations in Nigeria was obtained from the office of the Manufacturers Association of Nigeria (MAN).

From the qualified manufacturing organisations, fifteen were used for the study using the Yaro Yamane formula for population at 5% level of significance. Simple Random sampling technique was adopted in selecting the fifteen major manufacturing

organisations and participants for the study. The organisations selected are viewed as the best and most valid representation of all manufacturing organisations in Nigeria, because each of these organisations have more than one hundred employees and human resources practices are likely to be sophisticated and established.

This study is based on employee individual job function. The sample size was made up of full time employees. Contract, casual and independent workers were excluded. From a total strength of 6,610 employees of the fifteen manufacturing organisations selected for the study, a sample size of 377 was chosen using the Yaro Yamane formula for calculating sample size at 5% level of significance. A total of 377 questionnaires were distributed with an average of twenty five questionnaires for each of the fifteen manufacturing organisations using contact persons in the organisations with an appeal to allow a spread across the three management /occupational groups in the organisations.

Out of the total number of 377 distributed, 321 questionnaires were returned giving a return rate of 85%. Thirteen questionnaires were invalid as they were improperly completed, while 308 were actually used in this study for data analyses. The strategies highlighted above for questionnaire administration were adopted and the response rate was adequate for the purpose of the study.

Measurement of Variables:

Dependent Variable: Employees’ Organizational Commitment:

This measure was operationalised by a fifteen item scale adopted from Mowday, Porter and Stress (1979). Guess (1997) suggested that organisational commitment should be measured using the standard measure developed by Mowday, Porter and Stress (1979) -the organisational commitment questionnaire (OCQ) - because this scale captures the extent to which the employees identify with the organisation, their desire to remain in the organisation, and their willingness to exert effort on behalf of the organization (Edger and Geare, 2005). Sample items included “I am very loyal to this organization” and “I really care about the fate of my organisation.” The responses to these items were measured on a scale from 1 = “strongly disagree” to 5 = “strongly agree.”

Independent Variables:

Human Resource Management Practices Dimensions:

This measure is based on the five dimensions of human resource management practices. According to Cooke and Rousseau (1998), human resource management practices are a multidimensional construct, and therefore it is essential to evaluate each dimension. The five dimensions, which are

communication, rewards and recognition, training and development, teamwork and performance appraisal, consist of 20 items. These dimensions of human resource management practices have been selected because they have previously been identified as those likely to have the greatest effects on employee behaviour and attitudes (Recardo and Jolly, 1997; Lau and Idris, 2001; Eze 2006). Sample items included “I am more comfortable working in a team rather than individually” (teamwork); “The organisation employees’ organisational communication is effective in communicating things that are relevant to them” (communication); “Top management arranges adequate resources for employees’ training and development” (training and development); “The organisation’s compensation system encourages team and individual contributions” (reward and recognition) and “The organisation uses appraisal feedback to improve subsequent performance”(performance appraisal). Responses to these items were measured on a 5- point Likert scale from 1 = “strongly disagree” to 5 = “strongly agree.”

Data Analysis Method:

The simple Regression models were used to analyse and evaluate the functional models specified in the study.

Model Specification:

Five models are stated specifically as:

Model 1:

The functional relationship between organisational commitment and Training and Development is stated as follows:

$$OCM = f(T\&D) \dots\dots\dots equ.1.1$$

Therefore,

$$OCM = a + b_1T\&D + e_1 \dots\dots\dots equ.1.2$$

Model II:

The functional relationship between organisational commitment and Reward and Recognition is stated as follows:

$$OCM = f(R\&R) \dots\dots\dots equ. 2.1$$

Therefore,

$$OCM = a + b_1R\&R + e_1 \dots\dots\dots equ 2.2$$

Model III:

The functional relationship between organisational commitment and Organisational communication is stated as follows:

$$OCM = f(OC) \dots\dots\dots equ. 3.1$$

Therefore,

$$OCM = a + b_1OC + e_1 \dots\dots\dots equ 3.2$$

Model IV:

The functional relationship between organisational commitment and Teamwork is stated as follows:

$$OCM = f(TW) \dots\dots\dots \text{equ. 4.1}$$

Therefore,

$$OCM = a + b_1TW + e_1 \dots\dots\dots \text{equ 4.2}$$

Model V:

The functional relationship between organisational commitment and Performance appraisal is stated as follows:

$$OCM = f(PA) \dots\dots\dots \text{equ. 5.1}$$

Therefore,

$$OCM = a + b_1PA + e_1 \dots\dots\dots \text{equ 5.2}$$

Where

OCM = Organisational Commitment

a = Constant

T&D = Training and Development

R&R = Reward and Recognition

OC = Organisational Communication

TW = Teamwork

PA = Performance Appraisal

e₁ = error term T&D, R&R, OC, TW, PA > 0

Profile of Respondents:

There were 227 (73.7%) male and 81 (26.3%) female respondents. Among the respondents, 51 (16.7%) were aged less than 30 years, 108 (35.0%) were between 31 to 40 years old, 149 (48.3%) were aged over 41 years. 264 out of 308 or 85.7% of the respondents were married while 44 (14.3 %) were single, divorced or widowed. Majority of the respondents 202 or 65.6% had a minimum of National Diploma, while holders of SSCE were 106 or 34.4 % of the total respondents. 59 (19.1%) of the respondents had spent less than 5 years in service, 110 (35.8 %) had been in service between 5 to 10 years while 139 (45.1 %) had spent more than 11 years in service of the organisations under study. The respondents profile also shows a total of 127 (41.2%) operators/ junior staff were involved in the study, 111 (36.1%) were middle management staff while 70 (22.7%) were executive officers of the companies under study.

Analyses of Data:

This section presents the descriptive statistics of human resource management practices and organisational commitment.

Descriptive Statistics of Human Resource Management Practices and Organisational Commitment

Variable	Means score	Std. D
Organisational commitment	3.81	0.54.
Training and development	3.78	0.72
Organisational communication	3.71	0.77
Teamwork	3.59	0.73
Performance Appraisal	3.56	0.83
Reward and Recognition	3.48	0.85

The result shows the mean score for organisational commitment is 3.81. The result indicates that most respondents have moderate commitment towards their organisation. The table also shows that the respondents provide the highest mean score for training and development (3.78) followed by organisational communication (3.71), teamwork (3.59) and performance appraisal (3.56). On the other hand, the respondents provide the lowest mean score for reward and recognition (3.48). The standard deviation (SD) of the independent variables ranged from 0.72 for training and development to 0.85 for reward and recognition and 0.54 for the dependent variable of organisational commitment.

Model Evaluation:

Since the preliminary analyses indicate that data collected were usable, the models as specified in functional forms were evaluated in this section using SPSS 16.0 simple regression package.

Model 1:

Summary of the Simple Regression Analysis Values for Model 1

Variable	Model 1
Constant	2.087(16.050)
Coefficient	0.458(13.545)*
R ² (%)	0.375
Adjusted R ² (%)	0.373
F- Stat	183.463*
Durbin- Watson	2.110

*Regression significant at P < 0.05 level.

T values are shown in parentheses

The model 1 equation is recalled as:

$$OCM = a + b_1T\&D + e_1$$

$$OCM = 2.087 + 0.458 T\&D$$

$$(16.050) \quad (13.545)*$$

Source: Computer printout

Given the value of R² which is 37%, it shows that the independent variable explain 37% of the total variation of the dependent variable. The t- values are reported in parenthesis below the coefficients. The t- statistics is significant at P ≤ 0.05: this shows that the independent variable (Training and development) is capable of predicting organisational commitment. The F- statistic of 183.463 indicates that there is a significant linear relationship between the dependent and independent variables at P ≤ 0.05, the positive sign of the coefficient reveal that there is a direct relationship between the dependent and independent variables, this means the more the training and development of employees, the more their level of organisational commitment. This confirms the *a priori* expectation that an increase or more training and development will also lead to an increase in the level of organisational commitment. However, the Durbin-Watson statistics of 2.110 shows the absence of first serial order correlation.

Model II:

Summary of the Simple Regression Analysis Values for Model II

Variable	Model 11
Constant	2.492(23.634)
Coefficient	0.380(12.935)*
R ² (%)	0.353
Adjusted R ² (%)	0.351
F- Stat	167.302*
Durbin- Watson	1.948

*Regression significant at P < 0.05 level.

T values are shown in parentheses

The model 11 equation is restated as:

$$OCM = a + b_1R\&R + e_1$$

$$OCM = 2.492 + 0.380 R\&R$$

(23.634) (12.935)*

Source: Computer printout

Given the value of R² of 35%, this shows that the independent variable of reward and recognition explain 35% of the systematic variation in the dependent variable of organisational commitment. The t- values reported in parenthesis below the coefficient shows that reward and recognition is significant at P ≤ 0.05, this reveals that the independent variable (reward and recognition) is capable of influencing the dependent variable (organisational commitment). The positive sign of the coefficient indicate that there is a direct relationship between reward and recognition and organisational commitment, which means the more employees, are rewarded and recognised, the more their organisational commitment. This confirms the theoretical postulation that the more employees are rewarded and recognised will lead to an increase in organisational commitment. The F- statistic of 167.302 is highly significant at P ≤ 0.05: this means that there is a significant linear relationship between

dependent and independent variables. However, the Durbin-Watson of 1.948 which is approximately 2 shows the absence of first serial order correlation.

Model III:

Summary of the Simple Regression Analysis Values for Model III

Variable	Model 111
Constant	2.715(19.671)
Coefficient	0.297(8.151)*
R ² (%)	0.178
Adjusted R ² (%)	0.176
F- Stat	66.436*
Durbin- Watson	1.794

*Regression significant at P < 0.05 level.

T values are shown in parentheses

The mode 111 equation is restated as:

$$OCM = a + b_1OC + e_1$$

$$OCM = 2.715 + 0.297OC$$

(19.671) (8.151)*

Source: Computer printout

Given the value of R² of 17%, it thus mean that the independent variable of organisational communication explain 17% of the systematic variation in dependent variable of organisational commitment. The t-value is significant at P ≤ 0.05, this indicate that organisational communication is capable of influencing the dependent variable of organisational commitment. The positive sign of the coefficient shows there is a direct relationship between organisational communication and organisational commitment, which means that the higher the quality of management- employees communication, the higher the level of commitment exhibited by employees. This further confirms the *a priori* expectation that an increase in number and quality of management- employees communication will lead to an increase in organisational commitment. The F-statistic of 66.436 is significant at P ≤ 0.05; this shows that there is a significant linear relationship between the dependent and independent variables. However, the Durbin-Watson of 1.794 which is approximately 2 shows the absence of first serial order correlation.

Model IV:

Summary of the Simple Regression Analysis Values for Model IV

Variable	Model 1V
Constant	2.567(18.568)
Coefficient	0.348(9.226)*
R ² (%)	0.218
Adjusted R ² (%)	0.215
F- Stat	85.124*
Durbin- Watson	1.980

*Regression significant at P < 0.05 level.

T values are shown in parentheses

The model IV equation is restated as:

$$OCM = a + b_1TW + e_1$$

$$OCM = 2.567 + 0.348TW$$

(18.568) (9.226)*

Source: Computer printout

Given the value of R² which is 21% shows that the independent variable of teamwork explains 21% of the systematic variation in the dependent variable. The t-statistic reported in parenthesis below the coefficient is significant at P ≤ 0.05; this shows that teamwork which is the independent variable is capable of predicting the dependent variable (organisational commitment). The positive sign of the coefficient indicates that there is a direct relationship between the dependent variable of organisational commitment and independent variable of teamwork. This study confirms the *a priori* expectation that high level of teamwork in an organisation will lead to an increase in employees' organisational commitment. The F-statistic of 85.124 is significant at P ≤ 0.05; this means that there is a linear relationship between organisational commitment and teamwork. However, the Durbin-Watson statistic of 1.980 which is approximately 2 shows the absence of first order serial correlation.

Model V:

Summary of the Simple Regression Analysis Values for Model V

Variable	Model V
Constant	2.503(22.271)
Coefficient	0.369(12.006)*
R ² (%)	0.320
Adjusted R ² (%)	0.318
F- Stat	144.133*
Durbin- Watson	2.080

*Regression significant at P < 0.05 level.

T values are shown in parentheses

The model V equation is restated as:

$$OCM = a + b_1PA + e_1$$

$$OCM = 2.503 + 0.369PA$$

(22.271) (12.006)*

Source: Computer printout

Given the value of R² which is 32%, shows that the independent variable of performance appraisal explains 32% of the systematic variation in the dependent variable of organisational commitment of the study. The t-value reported in parenthesis below the coefficient is significant at P ≤ 0.05; this indicates that the performance appraisal is capable of influencing organisational commitment. The positive sign of the coefficient shows that there is a direct relationship between the dependent variable (OCM) and independent variable (PA). This confirms the

theoretical postulation that the more positive and fairer performance appraisal will have a direct and positive effect on organisational commitment. The F-statistic of 144.133 is significant at P ≤ 0.05; this means that there is a linear relationship between the dependent variable and independent variable. However, the Durbin-Watson of 2.080 also shows the absence of first order serial correlation.

Discussion of Findings:

The overall objective of this study was to investigate the influence of five dimensions of human resource management practices on organisational commitment within the context of the Nigerian manufacturing organisations. The results of this study reveal that the five dimensions of human resource management practices are positively related to employees' organisational commitment. The results indicate that training and development was the dominant dimension of human resource management practices that showed the strongest association with employees' organisational commitment.

However, the findings also indicate the importance of organisational communication, teamwork and performance appraisal for predicting employees' organisational commitment. For instance, teamwork was found to be positively associated with commitment. The result implies that human resource management practices recognise and emphasise the importance of teamwork in facilitating employees' ability to work together to get a job done (Morrow, 1997). The results also support the views of Osland (1997), who found that working together within a production unit led to better employee attitudes.

Reward and recognition were found to have significant contributions towards employees' organisational commitment. This indicates that both recognition and rewards have motivating effects on people at work. Further, aspects of rewards such as fairness, opportunities for professional growth, high pay, and praise for good performance appear to influence employees' organisational commitment in this study. The present results are consistent with the findings of O'Driscoll and Randall (1999), who found that the rewards offered by an organization have a positive effect on employees' commitment towards their job and their organisation.

Providing employees with proper training and development saves time and enables employees to do the right thing right the first time, thereby increasing their productivity and efficiency and, ultimately, their commitment (Karia, 1999). Our results are consistent with those of Karia and Asaari (2006), who emphasized that training and development led to increased job satisfaction and commitment towards the organisation.

The results also indicate that organisational communication had a positive relationship with

employees' organizational commitment. This study is consistent with previous research which found that communication is important for improving employee commitment (Varona, 1996).

Finally, in terms of performance appraisal, results show that there is a significant relationship between performance appraisal and organisational commitment. The results support the results of previous studies (Folger and Cropanzano, 1998; Konovsky and Cropanzano, 1991 and Eze 2006). The findings imply that organisations that conduct fair and regular performance appraisal of their employees would lead to employees' commitment towards the organisation.

Conclusion:

Based on our findings, human resource management practices do have significant effects on personnel attitudes towards their commitment within the organisations. The fifteen major Nigerian manufacturing organisations yield test revealed that the five human resource management practices dimensions are positively related to their commitment, with those perceiving a greater awareness of these dimensions exhibiting the more satisfactory reactions towards their commitment. The findings are considered to have made a significant contribution by advancing the human resource management practices literature to a better understanding of the influence of human resource management practices on commitment among employees in the manufacturing sector.

The findings also make a contribution in creating awareness and understanding of the development of a theoretical base for application of the five human resource management practices resulting in an improvement of employees' working conditions that inevitably contribute towards their commitment. In addition, the findings prescribe potential implications for top management to review their human resource management practices dimensions, consistent with the needs of the employees within the organisations.

Hence, employees will be more likely to perform better and to feel a higher level of commitment towards the organization. To the best of the researcher's knowledge, this is the first study that examines the association between human resource management practices and employees' organisational commitment within the Nigerian manufacturing work environment.

Recommendations:

Based on our findings and conclusion, the following recommendations are made, there is need for management of organisations to develop and adopt HRM policy and practices to develop committed workforce and remain competitive.

In an age and era when many sources of competitive advantage for organisations are becoming increasingly

easy to copy, this study provides further evidence for managers of organisations that human capital, when paired with the appropriate HRM practices, can help an organisation obtain competitive advantage and thus maximize performance through the commitment of their employees. Indeed, a switch in viewpoint from considering human resource as a cost to an investment seems appropriate as human resource are becoming an even more important source of competitive advantage today than ever before as the advantages of other resources like technology and capital are being eroded away.

In addition, the findings of this study prescribe potential implication for top management of organisations to review their human resource management practices dimensions, consistent with the needs of the employees within their organisations, hence employees will be more likely to perform better and to feel a higher level of commitment towards their organisations.

Management of organisations in Nigeria must be aware that employees who feel that they are cared for by their organisations and managers also have not only higher levels of commitment, but are more conscious about their responsibilities, have greater involvement in their organisations, and are more innovative. Managers and organisations must reward and support their employees for the work they do because this perceived support allows for trust and efficiency in the organisations.

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