

# Enhancing Organizational Commitment through Human Resource Policy

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## Abstract

Human resources management is considered to be one of the most important factors within organizations that help them to achieve a competitive advantage. However, organizations should take care of the human factor to increase their commitment within organizations to take advantage of their capabilities. Despite the fact that, human resource policy is considered as vital elements of organizational commitment, but there are few study that have examined the different components of human resource policy on organizational commitment. Moreover, scholars have failed to address which component of human resource policy has a more impact on organizational commitment. This study addressed to the issue by examining the effect of three components of human resource policy namely human resource recruitment policy, human resource performance appraiser policy and human resource sustaining policy on organizational commitment. A quantitative study using a cross-sectional survey method was used to investigate the relationship between the proposed variables. Data were collected from employees of 10 manufacturing companies in Arak (A city in the central of Iran). The overall response rate was 85.48. The relationships between variables were examined using structural equation modeling (SEM) technique and partial least squares (PLS) software was used. The results revealed there is a significant and positive relationship between the three components of human resource policy and organizational commitment. The study combined social exchange and resource –based theories to develop a new theoretical framework to demonstrate the importance of human resource policy in enhancing organizational commitment. Moreover, the study has provided a new paradigm to effectively improve organizational commitment.

## Keywords

Human Resource Policy, Organizational Commitment (OC), Human Resource Performance Appraiser Policy, Human Resource Sustaining Policy

## 1. Introduction

Conventional competitive methodology has gotten to be less successful as business life got to be confusing. In light of this reason, organizations need to capture more current wellsprings of competitive advantage [1]. Most organizations recognize the importance of human resources in realizing the success of their businesses. A benefit-making organization may have the strongest edge, regarding technology, depth in

funding, business area and so on etc., but without its strong workforce to execute their respective roles and responsibilities, the organization would not have the capacity to progress to meet any of its business or organizational objectives [2, 3]. Undesirable employee turnover is one of the greatest and most expensive problems that may occur in profit organizations. For any organization, with small or large number of employees, losing a member the employee would result in real misery, increase work pressure, drop in employee morale and in extreme cases, failure in achieving

desired results [3]. To employ a replacement employee will normally take some time. Moreover, the works that need to be put in before hiring or getting a replacement employees require a great deal of effort and involve substantial amount of efforts. Besides effort and time, these activities would also require substantial costs [3]. Arak is one of the important industrial cities of Iran. It has been reported that the voluntary turnover rate has risen to 11.1 percent among the employees of manufacturing companies in this city from March 2013 to December 2014.

According to Branham [4], there are some main reasons why employees leave, which are lack of appropriate policy for recruiting, evaluating and sustaining of employees. All the factors are closely related to HR policy and therefore, a good understanding of the relationship between HR policy and employee intention to stay will help organizations make the correct decisions in achieving business results while maintaining an economical or optimum level of resources. This is crucial to ensure scarce resources are spent correctly and wisely and a safe and harmonious workplace is sustained to encourage employees stay employed in the organizations. All these efforts will contribute towards enabling the organization to maximize their business profits and continue to provide jobs and career advancement opportunities to all employees. As noted earlier, HR policy is considered important in predicting employee intention to stay in an organization. Therefore, the main objective of this study is to examine the relationships between HR policy and organizational commitment. Specifically, the study centers on three most important elements of HR policy namely human resource sustaining policy (HRSP), HR performance appraiser policy (HRPAP), HR recruitment policy (HRRP). The present study attempts to investigate these research questions as follows:

Does HRSP have a positive effect on OC?

Does HRPAP have a positive effect OC?

Does HRRP have a positive effect on OC?

## **2. Literature Review**

### **2.1. Human Resources Policy**

Employees as human resources are considered to be one of the most important resources within an organization that help in achieving a competitive advantage [5]. However, it is argued that managing human resources is more difficult than managing technology or capital [6]. HRP is defined as organizational activities directed at managing the pool of human resources and ensuring that the resources are employed towards the fulfilment of organizational goals [6]. Organizations use HRP to form the, attitudes, behaviours and perceptions of employees in a way to improve its performance and desired outcomes [7]. However, it must be taken into consideration that HRP are not fixed, they differ from one organization to another [6]. Different researchers defined different dimensions that are associated with HRP such as, recruitment, training

and development, motivation, sustaining and performance appraiser. This study centres on three most important components of HR policy namely HRSP, HRPAP and HRRP.

#### **2.1.1. HR Sustaining Policy**

HR sustaining and retention is one of the most important issues related to the HRM objectives [8]. It is an effort by a business to maintain a working environment which supports current human resource in remaining with the organization [9]. Human resource sustaining refers to the ability of an organization to retain employees [10]. Nowadays, one of the most important challenges in any organization is to minimize employee turnover [11]. Generally, low salary, lack of growth prospects and motivation can be considered as the main factors which cause to employee turnover [11]. Employee turnover is costly for organization (coigroup.com). Some of the considerable costs regarding employee turnover are presented as follows [12]. 1-Recruitment costs (from advertising to the time spent interviewing and sourcing).2-Training costs (orientation materials and trainers' time).3-. Lost productivity costs (a new employee operates between 25%-50% of productivity levels for the first three months, not including the time spent by existing employees to assist). 4- Lost sales costs (the loss of business when the role is vacant).

After getting the job, if employees do not be satisfied there would be absenteeism and lack of motivation in the organization which cause to employee turnover [8]. For the organization, likelihood of success can be reduced by losing even one key employee [13]. Therefore, management should focus on the strategies, which can satisfy their employees to retain them in the organization for long time period [8]. Obviously, organizations cannot hold all employees, but they can certainly reduce the employee desertion which is the crucial issue and beneficial for the organization [14]. From the traditional point of view the retention of the employees mainly depend upon the five main factors [11]: 1- Compensation and benefits of the employees. 2-Working Environment.3-Growth and prospect.4-Relation among the peers.5-Support by the higher authority since the concept of HR has been changed in the last three decades, the factors influenced on employee retention has been also changed [15]. Although the mentioned factors are still considered by organizations the most important factors influenced on employee retention regarding the new concept of HR are presented following.

#### **2.1.2. HR Performance Appraiser Policy**

Given current circumstances organizations are paying particular attention to one specific HRP that influences an organizations' performance which is performance appraisal [16]. Even though performance appraisals are considered a necessity, both appraisers and appraises dread the entire process [17]. However, as stated by Robbins, Judge [18] conducting performance appraisals serve three important purposes: 1) providing two-way feedback between employees and supervisors 2) Developing employees and

improving their performance 3) Documenting employees' performance for legal reasons. In addition, performance appraisals serve as a basis for certain organizational decisions such as determining pay packages and promotions [19].

### **2.1.3. HR Recruitment Policy**

Recruitment Methods In order for organizations to be successful they need to attract the best employees through the core staffing activity of recruitment [20]. However, in practice, this is not as simple as it sounds [21]. The aim of recruitment is to obtain the right number of qualified employees to satisfy the need of organizations for human resources [22]. Therefore, various recruitment methods are used to fulfill this purpose. Recruitment methods can be either internal or external [23] but most organizations tend to focus on three external methods which are advertising, online recruitment, and the use of employment agencies which are found to increase the probability of recruiting talented employees (Armstrong [24]).

## **2.2. Organizational Commitments**

Organizational commitment has been theoretically defined in various ways by various researchers and scholars in different fields. Mowday, Steers [25], have conceptually defined organizational commitment as a unidimensional construct. As stated by them, organizational commitment can be characterized by at least three factors: (i) a strong belief in and acceptance of the organization's goals and values; (ii) a willingness to exert considerable effort on behalf of the organization; and (iii) a strong desire to maintain membership in the organization. Becker, Randall [26], define organizational commitment in a three dimensions: (i) a strong desire to remain a member of a particular organization; (ii) a willingness to exert high levels of efforts on behalf of the organization; (iii) a define belief in and acceptability of the values and goals of the organization. Northcraft and Neale [27], organizational commitment is an attitude reflecting an employee's loyalty to the organization, and an ongoing process through which organization members express their concern for the organization and its continued success and well-being. Different definitions of organizational commitment are followed with each of the research stream and these can be categorized into two distinct but related concepts or components, namely attitudinal and behavioral commitment. Attitudinal commitment refers to the "attitude or an orientation toward the organization which links or attaches the identity of the person to the organization" [28]. Mowday, Porter [29] stated that attitudinal commitment reflects the individual's identification with organizational goals and the employee's willingness to work towards them. Attitudinal organization commitment is view as a more positive individual orientation toward the organization. In contrast, behavioral commitment reflects a person's willingness to expend effort on the organization, as well as his or her intention to remain in the organization. Behavioral commitment is represented by what is termed attribution approaches to commitment, and it results from the binding of

individuals to behavioral acts. Mowday, Porter [29] maintain that there is a cyclical relationship between these two types of commitment whereby commitment attitudes lead to committing behaviors which, in turn, reinforce commitment attitudes. Meyer, Bobocel [30] have attempted to integrate the behavioral and attitudinal perspectives of organizational commitment. They propose three dimensions of organizational commitment, affective commitment (AC), continuance commitment (CC) and normative commitment (NC). These three sub-constructs of commitment will now be briefly discussed.

### **2.2.1. Affective Commitment**

Affective commitment is considered to be the most researched component due to the benefits associated with it [31] such as greater job performance [32]. AC is defined as the identification with and emotional attachment employees have with organizations and which occurs because employees want to stay in their organizations [33]. Organizations can build AC by providing open communication, access to information and allowing employees to participate in decision making [34]. Riveros and Tsai [35] mentioned that experiences that contribute to a person feeling comfortable and competent in their job are considered antecedents of AC.

### **2.2.2. Continuance Commitment**

Continuance commitment has been defined as the need to continue in work with an organization because the expense of quitting is too great [36]. Meyer et al. [30] furthered the study by summarizing that difficulty in finding alternative job increased the commitment of the employee. Alternatively, CC means that the employee wishes to remain in employment with the organization. Meyer et al. [37] concluded that CC has been negative related with job performance. In essence, this kind of commitment can reduce intentions to leave and actual turnover. However, it can be at the cost of low job performance. Sometimes workers represent CC because of individual investments in non-transferable investments. These investments comprise various particular skills that are unique to a specific organization, close working associations with coworkers, and other benefits that create it too costly for one to quit an organization and seek occupation elsewhere [38]. Non-transferable investments comprise things such as relations with other workers, things that are particular about organization and retirement [39]. CC also comprises factors such as benefits that the worker can receive that are unique to the organization or years of occupation retirement [39]. Meyer and Allen [40] further explained that individuals which share CC with their manager often create it very difficult for an individual to quit the organization. There are several factors that can lead to CC. One of them is the degree of investment employees have to accumulate in the organization. Some of the workers create financial investments upon joining an organization. On the other hand, some of them create non-financial investments to achieve the role status within their organizations. The second factor leads to a feeling of CC can be the employee's perceived lack of

alternatives outside of the organization. If an individual believes that less job opportunities exist outside of their organizations, the perceived expenses of quitting recent organizations will be highest, and they will expand a strong feeling of CC to their organizations [38].

### **2.2.3. Normative Commitment**

Normative commitment is defined as an commitment that the employee's wanted to stay in employment with the organization [41]. Bolon [42] defined that NC is the commitment's an individual believes that; they have to the organization or their feelings of commitment to their work setting. Klein *et al.* [43] discussed NC as being a generalized value of loyalty and duty. Munene and Dul [44] concluded that NC is not deriving by age, education or pay but a feel mutual trust that establishes an obligation to remain. Allen and Meyer [45] proposed and concluded that an organization that creating a culture where workers are anticipated to be loyal to the organization will probably have more normative committed workers. NC is determining to increase trust in the organization [46, 47], and it is an influential driver of participation in the organization [48]. NC has been strong correlated with job satisfaction [49]. Wiener [50] concluded that the organizational culture and an employee's ethics will direct this behavior. In the other words, NC may be explained by other commitments such as religion, family and marriage. Hence, when it comes to one's commitment to their position of work they frequently feel like they have a moral obligation to the organization [50].

## **2.3. Underline Theories**

### **2.3.1. Resource-Based Theory (RBT)**

The RBT states that a firm develops competitive advantage by not only acquiring but also developing, combining, and effectively deploying its physical, human, and organizational resources in ways that add unique value and are difficult for competitors to imitate [51]. The RBT suggests that firms should look internally to their resources, both physical and intellectual, for sources of competitive advantage. The central principles of RBT as suggested by researchers [51-53] are that resources that are valuable, rare, inimitable, and non-substitutable will lead to competitive advantage. Value in this context is defined as resources either to the organization and rarity is defined as a resource that is not currently available to a large number of the organization's current or future competitors [51]. Inimitability refers to the difficulty other firms have in copying or reproducing the resources for their own use. Finally, non-substitutability means that other resources cannot be used by competitors in order to replicate the benefit [51]. When all of these are met, it is said that the firm or organization possesses resources which can potentially lead to sustained competitive advantage overtime [51, 54].

Wright *et al.* [55] broadly conceptualized HRP as a people management system, expanding the relevant policies to those beyond the control of the HR function, and a host of others that impact employees and shape their competencies,

cognitions and attitudes. Effective systems for managing people evolve through unique historical paths and maintain interdependence among the components that competitors cannot easily imitate [56]. The important aspect of these systems is that they are the means through which the firm continues to generate advantage overtime. It is through the people management system that the firm influences the human capital pool and elicits the desired employee behavior. The RBT is appropriate as a theory that underpins the relationship between HRP and different components of organizational outcome e.g., organizational commitment r for a couple of reasons. First, there is the human capital pool comprised of the stock of employee knowledge, skills, motivation, and behaviors. HRP can help build the knowledge and skill base as well as elicit relevant behavior. Second, there is the flow of human capital through the firm. This reflects the movement of people (with their individual knowledge, skills, and abilities) as well as knowledge itself. HRP can certainly influence the movement of people. Third, the dynamic processes by which organizations change themselves constitute the third area illustrating the link between HRP and the RBT. HRP are the primary levers through which the firm can change the pool of human capital as well as attempt to change employee behaviors that lead to organizational success [57]. Based on the above arguments, RBT informs the relationships depicted in the model of the study. HRP can be unique, causally ambiguous and synergistic in how they enhance firm competencies [58] and development of a skilled workforce [57]. The use of HRP can enhance the organization's human capital pool. This is because employees' knowledge, skills and abilities are improved, and their motivation enhanced through the system of HRP that they experience.

### **2.3.2. Social Exchange Theory (SET)**

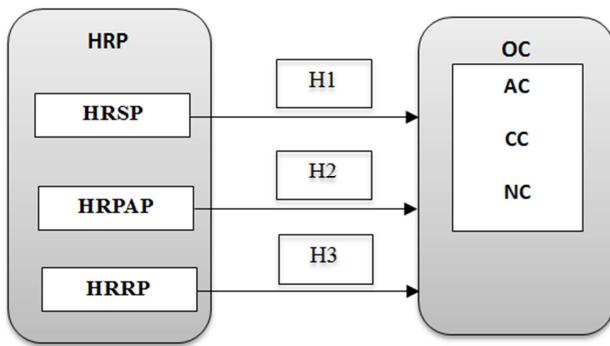
Social exchange theory (SET) is among the most influential paradigms for understanding work place behavior. Its roots can be traced back to at least the 1920s [59], bridging such disciplines as anthropology [60, 61], social psychology [62, 63] and sociology [64]. Although different views of social exchange have emerged, theorists agree that social exchange involves a series of interactions that generate obligations [65]. Within SET, these interactions are usually seen as interdependent and contingent on the actions of another person [64]. SET also emphasizes that these interdependent transactions have the potential to generate high-quality relationships [66].

SET was originally developed to account for the development and maintenance of interpersonal relationships. It has since been applied to workplace relationships or the employment relationship [67]. Of special interest to social exchange theorists are differences in the parties involved in the relationship. The general presumption is that workers can form distinguishable social exchange relationships, with immediate supervisor [68], co-workers (e.g., Flynn, 2003), and employing organizations [69]. These distinct relationships have implications for behavior. Specifically,

because individuals return the benefits they receive, they are likely to match goodwill and helpfulness toward the party with whom they have a social exchange relationship [66].

### **2.3.3. The Theoretical Framework in the Study**

The purpose of the study is to investigate the impact of HRP on OC. The SET and RBT are exercised as the main theoretical framework to explain and justify the relationship between HRP and OC. The RBT will utilize to explain the relationship between HRP and OC as two of the most valuable intangible assets of the organization. In addition, SET will exercise for understanding workplace behavior and justifies how the application an appropriate HRP can lead to OC. Therefore, according to this explanation, the theoretical framework of research is represented in Figure 1 as follows:



*Figure 1. Theoretical Framework of the study.*

### **2.4. Relationships Between HRP and OC**

Organization commitment is defined as the recognition of a person with respect to an organization's goals and values for example Buchanan [70] and Porter, Steers [71], whereas some believe it to be moral affection of an individual with the organization for example Hall and Schneider [72] and Wiener [50]. Present research assumes OC as professional loyalty and deep identification with the organization [73]. OC is typically believed as mutual association between individuals and organizations where, they remain attached with each other in exchange of certain outputs, returns, rewards or payments [29, 74, 75]. New entrants in an organization are expected to utilize their skills to accomplish their goals. It is perceived that the organizations would facilitate the employees to achieve these ends thereby enhancing likelihood of increased commitment to the organization. Alternatively, OC is likely to reduce if employees perceive that organization is not providing sufficient opportunities [76]. HRP in the present working environment emphasizes on a resource based view of the organizations as all the organizations treat human resources as capital and develop them to gain competitive advantage e.g., Barney [51] and Barney, Wright [77]. Investing in HRP the organizations create capable workforce, equip them to find opportunities in external environment and be more responsive than their competitors [57]. HRP can be segregated to the extent they lead to OC [78, 79]. To examine the three components of

HRP on OC the following hypotheses have been formulated:

H1: There is a positive relationship between HRSP and OC.

H2: There is a positive relationship between HRPAP and OC.

H3: There is a positive relationship between HRRP and OC.

## **3. Methodology**

A quantitative survey methodology using self-administered questionnaires has been adopted to collect data for the constructs proposed in the theoretical model. HRP and OC are the constructs of the study. These constructs were operationalized by multi-item measures using 5-point Likert scale, and the items used to measure them were adopted and adapted from previously tested scales. An English version questionnaire was developed in this study. Since the native language of respondents is not English, the survey tool is translated to Persian by one bilingual expert.

To ensure that the wording of this questionnaire is clear and understandable and the equivalence of the instrument is met, a pilot study will conduct prior to conducting the final survey. The pilot study is considered necessary to discover any problems in the instrument, and to determine face validity of the measures. Following the pilot study procedures, the final survey was conducted. In total, 310 questionnaires were distributed among employees of 10 manufacturing companies in Arak, that 265 questionnaires were used for the final analysis. To analyze the data, two statistical techniques were adopted. The Statistical Package for the Social Sciences (SPSS) version 21 was used to analyze the preliminary data and provide descriptive analyses about the study sample such as means, standard deviations, and frequencies. Structural Equation Modeling (SEM using smart PLS) using Confirmatory Factor Analysis (CFA) was used to test the measurement model. Structural Equation Modeling using Confirmatory Factor Analysis (CFA) used to test the measurement model. SEM was conducted using the two steps. The first step includes the assessment of the measurement model, while the second step includes assessment of the structural model. The measurement model stage in this study conducted in two steps. This involves the assessment of the unidimensionality, followed by the assessment of reliability and validity of the underlying constructs. Reliability was investigated using both the internal consistency measures of Cronbach's alpha, construct reliability and AVE. Validity criterion construct, including convergent, discriminant and construct validity were assessed. Once the scale is developed in stage one, the hypotheses were tested in stage two (the structural model).

### **3.1. Questionnaire Design and Pretest**

The development of the questionnaire was based on the conceptualization of the variable theorized to examine the effect of three dimension of HRP on OC. To measure the constructs, the five point Likert-scale was utilized, which was

anchored with responses to the statements ranging from 1 = strongly disagree to 5 = strongly agree with statements. Since the 5 category Likert-scale is assumed suitable to fulfill the requirement of continuously scaled data, we chose the latter. The questionnaire and the cover letter for this study were first (as pretest) sent out by e-mail to the sample respondents consisting of 20 human resource management experts and consultants. Both documents were discussed in-depth with the respondents. Their comments and suggestions for improvements were used to revise the questionnaire. The results from the pretest indicated that respondents had no difficulty in comprehending the directions or questionnaire items.

### 3.1.1. Pilot Study

It is well established in the literature that pilot study is an integral step towards developing a reliable instrument, to achieve the set objectives. The pilot study aimed to evaluate the important requirements during instrument purification e.g. testing questions wording, sequence, layout, familiarity with respondents, response rate, questionnaire completion time and analysis process [80]. Accordingly, after minor revisions of the instrument in pretest, a pilot-test was performed. For the piloting, selecting small sample size is in accordance to the guidelines in literature which suggested the pilot study sample size to be generally small i.e. up to 100 respondents [81] or between 10 to 30 [82]. The pilot test of the instrument was conducted by distributing 60 instruments to respondent companies. By the cutoff date, all of the survey instruments were collected; out of which 4 were excluded due to large number of missing data. Thus, response rate of the pilot study was 86.66%. The respondents included into pilot study were not invited to participate in the final study. This is because it may influence the later behavior of the respondents if they have already been involved in the pilot study [83].

### 3.1.2. Reliability for Pilot Study

In purifying process of the instrument, next stage after content validity is reliability of the questionnaire which confirms that 'measures are free from the error and therefore yields consistent results [84]. Moreover, exploratory factor analysis (EFA) was exercised to validate that scale designated for the study is reinforced by the data. The full discussion about the reliability and validity, and EFA is offered in section (4.5 and 4.6) correspondingly. The overall reliability of the questionnaire within piloting was  $\alpha=0.872$  or 87.2% which is above than the suggested threshold 0.7 [85]. The individual construct reliability ranges from 0.756 to 0.875 (see table 1). The results of EFA revealed that Kaiser-Mayer-Olkin (KMO) statistics which is measurement of sampling sufficiency was higher than minimum recommended value of 0.60 [86] for all of the constructs. In addition, significance of Bartlett's test of Sphericity in all the constructs designates that the correlation among the measurement items was higher than 0.3 and were suitable for EFA [87]. The total variance extracted by the questions within construct were higher than 0.60 [87].

**Table 1.** Cronbach's Alpha Value of the Instruments.

Variables	Number of Items	Cronbach's (Alpha)	KMO	Bartlett's test Sphericity	Variance Explained
HRSP	6	0.922	0.862	0.000	66.084
HRPAP	6	0.902	0.852	0.000	62.606
HRRP	6	0.913	0.875	0.000	66.612
OC	22	0.879	0.756	0.000	69.661

### 3.2. Data Collection

This study relies on a self-administered questionnaire that is a set of questions for gathering data from individuals. This method has some advantages in obtaining data in terms of more efficient, time, cost and maintaining participants' privacy. The target population of this study was employees of 10 manufacturing companies in Arak. According to the official figure of the university 1560 people work at the aforementioned companies. At total of 310 of the 1560 employees took part in study as respondents.

## 4. Data Analysis

The theoretical framework of the study was evaluated using a two-step approach on the hierachal basis first; the inner-model was assessed through examining psychometric reliability and validity tests for the measurement items used. The evaluation of inner-model is also referred as confirmatory factor analysis (CFA), which is practically useful when one dependent construct becomes independent in subsequent dependence relationship [88]. The next step was to assess the outer-model through multiple regression technique (i.e. hypothetical relationships based over sign, magnitude and significance level).

### 4.1. Step-One: Measurement Model Results

The first part in evaluating model is named measurement model and employs CFA to examine the reliability (Cronbach's  $\alpha$  and composite reliability) and validity (convergent and discriminant) of the model. The measurement or outer-model uses the factor analysis to assess the extent to which observed variables are loaded on their underlying construct (Chin [89], 1998). Even though, the theoretical model of the study was established from the well mature and acceptable theoretical research streams in human resource management, that does not require measurement re-assessment [90], still outer model is suggested to confirm the underlying relationship of the observed variables with the latent Factors [91].

#### 4.1.1. Measurement of the Reliability and Validity

In assessment of measurement model, first criterion is to evaluate the internal consistency of the measuring items with each other. Specially, item-reliability designates that which part of item's variance can be enlightened by the underlying latent variable [92]. A common assumption is that absolute correlation (i.e. standardized outer loadings) should be more

than half (i.e. 50%) enlightened by the latent construct [93]. Nevertheless, value above 0.7 [94] and value no less than 0.4 [95] are suggested. Results on Table 2 displays that the absolute correlation between the construct and its measuring manifest items (i.e. factor loading) were above than the minimum threshold criterion 0.4; the factor loading was ranging from 0.712 to 0.973 and fulfilled the requirements of the psychometric reliability test [94, 95].

In this study, construct level reliability was examined by using Cronbach's  $\alpha$  as well as composite reliability. Where, Cronbach's alpha measured the unidimensionality of multi-item scale's internal constancy [96], and composite reliability measured that how well construct were measured by its assigned items [92]. Table 1 shows that the Cronbach's alpha was higher than the required value of 0.6 [96], and composite reliability was higher than the recommended 0.7 value [85].

The validity is the extent to which a set of measuring items correctly represents the underlying theoretical proposed concept [90]. Specially, convergent validity enlightens that the correlation between responses obtained through different methods denote same construct [97]. On the other hand, it indicates that set of items should denote one and same underlying construct that can be confirmed through their unidimensionality [94]. In the study, convergent validity was surveyed by means of widely recognized method average variance extracted (AVE) [90, 94, 98]. An AVE was originally recommended by Fornell and Larcker, [99] that tries to examine the amount of variance that a construct captures from its measuring items compared with the amount because of measurement error. Table 1 shows that AVE extracted for the each construct was higher than the required value 0.5 (50%) [99] and designate that each construct has capability to enlighten more than half of the variance to its measuring items on average.

**Table 2. The Result of Convergent Validity.**

Variables	Average Variance Extract (AVE) ( $>0.5$ )	Composite Reliability	Cronbach's Alpha
HRSP	0.777	0.951	0.931
HRPAP	0.674	0.915	0.872
HRRP	0.792	0.920	0.903
OC	0.741	0.934	0.909

#### 4.1.2. Discriminant Validity

The discriminant validity is complementary concept of convergent validity which shows that two conceptually different constructs should exhibit differently i.e. the set of measuring items are expected not to be unidimensional [94]. In this study, discriminant validity at construct-level was inspected by means of Fornell and Larcker [99] criterion, while at item level were inspected by means of Chin [89] criterions. Fornell and Larcker criterion propose that square-root of AVE for each constructs should be greater than the other construct's correlation with any other (i.e. inter-construct correlation). Table 3 shows that none of the inter-construct correlation value was above the square-root of the AVE and fulfilled the criterion of the discriminant validity. At

item-level discriminant validity, Chin [89] recommended to inspect the cross-loading within factor loading. Table 2 approves that each of measuring item within construct was higher than all of its cross-loadings in row and column. Infect, all cross-loading were lower than the 0.4 values recommended by Hair *et al.*, [90].

**Table 3. Outer/Factor Loading with Cross-Loadings.**

Item	HRS	HRP	HRR	OC
HRSP1	0.856	0.597	0.45	0.388
HRSP2	0.921	0.392	0.334	0.358
HRSP3	0.893	0.495	0.463	0.733
HRSP4	0.789	0.626	0.605	0.804
HRSP5	0.866	0.653	0.596	0.663
HRSP6	0.912	0.578	0.549	0.702
HRPAP1	0.464	0.843	0.357	0.793
HRPAP2	0.132	0.834	0.377	0.396
HRPAP3	0.329	0.973	0.334	0.203
HRPAP4	0.255	0.819	0.363	0.690
HRPAP5	0.101	0.875	0.405	0.432
HRPAP6	0.321	0.796	0.439	0.368
HRRP1	0.512	0.384	0.795	0.344
HRRP2	0.641	0.312	0.968	0.117
HRRP3	0.324	0.425	0.839	0.448
HRRP4	0.476	0.571	0.712	0.467
HRRP5	0.602	0.683	0.933	0.550
HRRP6	0.426	0.531	0.873	0.400
OC1	0.477	0.611	0.511	0.725
OC2	0.553	0.667	0.454	0.923
OC3	0.661	0.572	0.308	0.906
OC4	0.673	0.764	0.442	0.722
OC5	0.696	0.470	0.530	0.942
OC6	0.727	0.571	0.431	0.838
OC7	0.578	0.636	0.540	0.799
OC8	0.604	0.573	0.353	0.861
OC9	0.526	0.160	0.416	0.776
OC10	0.438	0.651	0.420	0.925
OC11	0.276	0.482	0.586	0.883
OC12	0.152	0.396	0.235	0.785
OC13	0.483	0.203	0.402	0.768
OC14	0.229	0.326	0.331	0.753
OC15	0.356	0.432	0.250	0.783
OC16	0.552	0.668	0.352	0.869
OC17	0.543	0.344	0.432	0.742
OC18	0.342	0.117	0.521	0.863
OC19	0.414	0.356	0.45	0.915
OC20	0.445	0.548	0.334	0.876
OC21	0.458	0.328	0.486	0.932
OC22	0.369	0.417	0.436	0.853

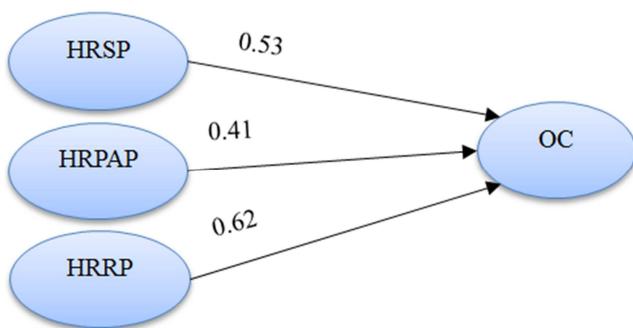
**Table 4.** The Results of Discriminant Validity.

variables	HRS	HRP	HRR	OC
HRSP	0.8814			
HRPAP	0.324	0.8209		
HRRP	0.215	0.186	0.8899	
OC	0.316	0.347	0.428	0.8608

## 4.2. Step-Two: Structural Model Results

Having established reliable and validated measurement, the next step is to estimates the assumed causal and covariance linear relationship among the independent and dependent latent variables. The structural model permits to evaluate the inner-model or path model i.e. established with the series of structural equations representing theoretical model [100]. Unlike covariance-based approaches PLS does not supports to statistically evaluate the overall goodness of fit of the model that is based on assumption of distribution-free variance (e.g. GFI, AGFI, CFI, REMSI), therefore, non-parametric statistical tests were applied to evaluate the overall model fitting. The essential criterions used for the assessment of the structural model in this study were coefficient of determination ( $R^2$ ) for endogenous variable, estimation of path coefficient ( $\beta$ ).

The results of boot strapping method (Table 6) show a p-value for each relation. All structural model relationships were significant considering a p-value = 0.05. In the model all independents variable had a positive and significant coefficients on dependent variable that mean the application of an appropriate HRP Will be conducive to improve and increase the OC. Among HRP dimensions the highest coefficient belonged to HRRP ( $\beta=0.62$ ,  $p<0.05$ ) followed by HRSP ( $\beta=0.53$ ,  $p<0.05$ ). It is important to note that contrary to confirmative SEM models (e.g., LISREL), explorative PLS models still do not have such global indicators that would assess the overall goodness of the model, to evaluate the goodness of fit for models. The criterion of global fitness (GoF) was calculated. The GoF is a geometric average of all communalities and  $R^2$  in the model. The GoF is an index that can be used to validate models with PLS.

**Figure 2.** Paths standardizes coefficient ( $\beta$ ) Results of Hypothesis.

$$\text{GoF} = \sqrt{\text{Communality} * R^2}$$

**Table 5.** Goodness of fit for the structural model without moderator.

Dimension	Communality	R Square	GoF
HRSP	0.6581		
HRPAP	0.8201		
HRRP	0.7766		
OC	0.8192	0.838	
Average Communality	0.7685		
GoF	0.8055		

A value higher than the  $\text{GoF} > 0.5$  shows that the set of structural equations is well defined and offers a good representation of the dataset and is valid. GoF of current model was 0.8055 which is ready to consider 63 % of the reachable fitness.

**Table 6.** Test of the Total Effects Using Bootstrapping.

	Original sample	Std. error	t-statistics	P value
HRSP -> OC	0.53	0.0121	43.802	0.001
HRPAP -> OC	0.41	0.0341	12.023	0.007
HRRP -> OC	0.62	0.0615	10.081	0.010

## 5. Analysis and Results

The primary purpose of this study was to evaluate the impact of several HRP on OC among employees of 10 manufacturing company in Arak, one industrial city in the central of Iran. In the study assumed that three components of HRP namely HRSP; HRPAP and HRRP significantly and positively related to OC. Three hypotheses have been formulated to provide empirical responses to the research questions and proposed hypotheses. The first question sought to determine is there any positive relationship between HRSP and OC? The finding indicated that HRSP fit as the strongest predictor of OC ( $\beta=0.53$ ,  $t=43.802$   $p=0.001$ ) suggests organizations that adopt an appropriate policy for sustaining human resource have more chances to promote employee intention to stay. This result provides additional support to the findings by Johari, Yean [101] which found HRSP has a positive effect on OC. The second question in this research was, is there any positive relationship between HRPAP and OC? The SEM results in Table 3 provide empirical evidence that hypothesis H2 was fully supported ( $\beta= 0.41$  and  $t=12.023$   $P=0.007$ ). This result posits that adoption a HRPAP based on justice and fairness has the potential to improve and increase OC. This result is in line with finding of Huselid [102], Nasurdin, Hemdi [103] and Sial, Jilani [104] those who believed there are a significant and positive relationship between HRPAP and OC. The third question sought to examine was, is there any positive relationship between HRRP and OC? The finding indicated that HRRP fit as the strongest predictor of OC ( $\beta=0.62$ ,  $t=10.081$   $p=.001$ ) suggests organizations that adopt an appropriate policy for recruitment human resource have more chances to promote employee intention to stay.

Theoretically, this study has provided some empirical evidence on the relationship between HRP and OC. The result of this study has also added to the literature on HRP

and OC. In terms of practical contribution, the research results validated the notion that HRRP and HRSP are of utmost importance in enhancing OC. Practically, the results of the study emphasizes on three components of policy namely HRRP, HRPAP and HRSP on organizational commitment. This study has paved several directions for future studies. Specifically, future research should replicate the framework of this study in other settings, i.e., service sectors. The different nature of the area of service industries, particularly in terms of the three components of HRP, would perhaps stimulate different results in relation to OC. A comparative study between the manufacturing and service sectors would be very insightful in understanding factors related to OC in different work environments. Future studies should consider incorporating other predictors of OC such as organizational justice. This is because OC is influenced from different factors, not limited to HRP only. There may be other situational as well as personal predictors of OC that should be scrutinized in future studies. As a conclusion, the research results have provided support for the key propositions. Most importantly, this study has succeeded in answering all of the research objectives, which aimed at analyzing the empirical link between three aforementioned component of HRP and OC.

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