

## **EXPLORING THE RELATIONSHIP BETWEEN HR PRACTICES AND ORGANIZATIONAL COMMITMENT IN EGYPTIAN ORGANIZATIONS: THE MEDIATING EFFECT OF JOB SATISFACTION**

**Dina Metwally**

*Helwan University, Egypt.*

Email: [dinametwally2001@gmail.com](mailto:dinametwally2001@gmail.com)

**ABSTRACT:** *Organizational commitment is regarded as the strongest motivator for all employees' positive outcomes. HR practices aim at directing the organization towards positive individual and organizational outcomes. HR practices influence organizational performance through satisfying employees' needs, which is argued to generate favourable HRM outcomes such as, job satisfaction and organizational commitment. Despite the concern with studying the positive impact of HR practices, few studies have explained the reasons behind these outcomes. The present study aims at exploring the impact of HR practices on employees' organizational commitment. The study investigates whether job satisfaction mediates the relationship between HR practice and organizational commitment. The study was conducted at the three public foreign trade companies in Egypt. Questionnaires were used for data collection (N=362). Findings provide evidence that job satisfaction mediates the relationship between HR practices and organizational commitment. HR practices and organizational commitment were found to affect the three types of commitment (affective, continuance, and commitment). Also, the study provides evidence that demographic factors cause differences in employees' perceptions of HR practices, job satisfaction, and organizational commitment.*

**KEYWORDS:** HR practices, job satisfaction, organizational commitment.

### **INTRODUCTION**

Today's Organizations are working in a highly competitive environment with an increase in technological advances and changes. This environment makes it essential for organizations to address issues related to employees' satisfaction, organizational commitment, and work itself. As stated by Aydogdu & Asikgil (2011, p. 43) "the success, survival and competing power of organizations depend on the commitment of their members, supporting their individual development and ensure their participation."

Employees come to the organization with a set of expectations related to working conditions, organizational policies, management styles, relationship with supervisors, and relationship with co-workers. The extent to which the organization meets employees' expectations reflect the level of job satisfaction. The more the organization is capable of meeting employees' expectations, the higher the level of job satisfaction. According to Masood et al (2014), the set of positive and negative attitudes that an employee has towards his/her job reflects job satisfaction. Masood et al argue that the stage where the actual benefits provided by the organization meets employees' expectations, this means the satisfaction level is increasing. organizational

commitment is regarded as the strongest motivator that affects individual's intentions to perform well, increase efficiency, and improve his/her skills (Tella et al, 2007). Mowday, Porter & Steers (1982) define organizational commitment as the strength of an individual's identification with organizational goals. It is about positive involvement of employees, which is crucial to developing organizational goals and objectives.

HRM is the part of organization concerned with people. Boxell & Purcell (2008) refer to HR practices as "all activities associated with the management of people in firms" (p.1). Boxell and Purcell argue that the aim of HR activities is to create an added value to the organization. This justifies the concern with studying the impact of HR practices on organizational and employees' outcomes or, what is referred to as "HR outcomes". Several theoretical frameworks have identified a significant impact of HR practices on improved organizational performance (e.g. Paauwe, 2009; Combs et al, 2006; Wright and Gardner, 2003). However, these studies have not explained the reasons behind this relationship. Nevertheless, soft HRM studies have been more successful in explaining how HR practices influence organizational performance. Soft HRM approach emphasizes the idea that HR practices influence organizational performance through satisfying employees' needs, which is argued to generate favorable HRM outcomes such as, job satisfaction and organizational commitment, and accordingly improve organizational performance (e.g. Marescaux et al, 2013; Gellatly et al, 2009; Gong et al, 2009; Kuvaas, 2008; Gould-Williams, 2007; Edger & Gear, 2005).

## RESEARCH AIM

The present study aims at exploring the impact of HR practices on employees' organizational commitment. The study investigates whether job satisfaction mediates the relationship between HR practice and organizational commitment. Achieving this research aim includes achieving the following objectives:

- To explore employees' perceptions of HR practices.
- To investigate the influence of HR practices on employees' job satisfaction.
- To examine the relationship between HR practices and organizational commitment.
- To examine the mediating effect of job satisfaction on the relationship between HR practices and organizational commitment.
- To study the impact of demographic factors on employees' perceptions of HR practices, job satisfaction, and organizational commitment.

## JOB SATISFACTION

Researchers have not agreed upon a universal definition of Job satisfaction as; it has been defined in different ways and from different perspectives. However, most definitions of job satisfaction relate satisfaction to employees' expectations and their perceptions of job-related factors. Job satisfaction is viewed in two ways: overall and facet. Overall satisfaction focuses on the overall job satisfaction or even life satisfaction of employees (Judge et al, 2005), whereas facet satisfaction relate

satisfaction to specific factors such as, pay, promotion, supervision, and co-workers (Judge et al, 2005).

The most commonly used definition of job satisfaction was introduced by Locke (1976). As stated by Haque & Taher (2008) Locke (1976) defined job satisfaction as a pleasing or positive emotional state resulting from the evaluation of a person's job. Similarly, Robbins (1999) defined job satisfaction as an individual's general attitude regarding his or her job. It is argued that job satisfaction is closely related to motivation as; most factors that motivate employees lead to a high level of job satisfaction such as, style and quality of management, job design, compensation, working conditions, and perceived long range opportunities (Moorhead & Griffin, 1999).

Researchers have explored and investigated factors that influence job satisfaction including factors related to the job and factors related to the individual. Job satisfaction is influenced by job-related factors such as pay level, supervision, relationship with co-workers, promotion possibilities, working conditions, and the nature of work itself (Aydogdu & Asikgil, 2011). Factors related to the individual include factors such as individual's loyalty to the company (Clugston, 2000), experience (Cano & Miller, 2005), Age and gender (Kaya, 1995), and education (Andres & Grayson, 2002). High level of job satisfaction has been positively significantly related to employees' organizational commitment, job performance, organizational citizenship behaviour, and job involvement and negatively related to turnover, absenteeism, and perceived stress (Ray & Ray, 2011; Moorhead & Griffin, 1999; Byars & Rue, 1997, Judge & Hullin, 1993).

Nevertheless, research shows that many HR practices have been identified to increase job satisfaction (Tomavzevic, Seljak & Aleksander, 2014; Chhabra, 2013; Gavino, Wayne, & Erdogan, 2012; Zatzick & Iverson, 2011). Zatzick & Iverson (2011) studied the impact of HR practices on employees in USA. They concluded that promotional opportunities, participation, involvement in decision making, and performance management processes play a significant role in increasing employees' satisfaction and improving performance. Recently, Tomavzevic, Seljak & Aleksander (2014) studied internal and external factors affecting job satisfaction in police service in Slovakia. They found that job satisfaction is highly influenced by gender, length of service, working conditions, job location, position, trust in manager, and pay level.

## **ORGANIZATIONAL COMMITMENT**

Organizational commitment is one of the topics that has been widely discussed in the literature. Coopey & Hartley (1991) argue that change in demographic factors will result in labor shortage accordingly, companies need to give less attention to recruitment and put more effort to retention and development. Researchers have justified the concern with studying organizational commitment with its central position to human resource management policies that aim to maximize organizational integration, employees' commitment, flexibility and quality of work (e.g. Savaneviciene & Stankeviciute, 2012; Buciuniene & Skudiene, 2008; Guest, 1987). Tella et al (2007) argue that organizational commitment is the strongest motivator that

affects individual's intentions to perform well, increase efficiency, and improve his/her skills. Similarly, Bushra, Usman, & Naveed (2011) believe that organizational commitment is a good predictor of organizational goals, objectives, productivity, absenteeism, and turnover.

Despite the concern with studying organizational commitment, there has been a lack of consensus on its definition (e.g. Werner, 2007; Boehman, 2006; Muckinsky, 2003; Jaros et al, 1993; Coopey & Hartley, 1991; Meyer & Allen, 1991). Mowday, Porter & Steers (1982) defined the concept as the strength of an individual's identification with organizational goals. It is about positive involvement of employees, which is crucial to developing organizational goals and objectives. Henkin & Marchiori (2003) suggested that organizational commitment is a feeling that force employees to be a part of their organizations and recognize the goals, values, norms, and ethical standards of the organization. Similarly, Luthans (2007) defines organizational commitment as "an attitude reflecting employees' loyalty to their organizations and is an ongoing process through which organizational participants express their concern for the organization and its continuous success and well-being" (p.147). along with Muchinsky (2003), Boehhman (2006) explain that organizational commitment reflects employee's emotional attachment to, identification with, and involvement in the organization. Nevertheless, Werner (2007) explains that *"an employee who is engaged to the organization is emotionally, cognitively and personally committed to the organization and its goals by exceeding the basic requirements and expectations of the job"* (p.14).

Meyer & Allen (1991) suggest that organizational commitment is a construct made of three factors: affective, continuance, and normative. The "affective factor" describes the attachment of employee's emotion with the organization and its goals. The "normative factor" describes the organizational commitment based on moral obligation, it means that the employee feels morally committed and responsible towards the organization to the extent that the employee can sacrifices his/her personal interest to remain with the organization. The "continuity factor" is related to the economic and social costs that an employee incurs by leaving the organization (Meyer et al, 2002; Meyer, Allen, & Smith, 1993; Meyer & Allen, 1991). Simply, people stay with the organization because they want to (affective commitment), because they need to (continuance commitment), or because they feel they have to (normative commitment).

The three types of commitment identified by Meyer & Allen (1991) suggest that organizational commitment is "an attitude about an employee's loyalty to his organization and is an ongoing process through which organizational participants express their concern for the organization as well as its continued success and wellbeing" (Wiza & Hlanganipai, 2014, p.136).

In studying organizational commitment, many researchers have focused on affective commitment. However, it is believed that the three types of commitment are important as people may stay with the organization for different reasons. In a developing country as Egypt employees may remain with the organization because it is costly for them to search for another job while having financial commitments. Thus

employees may choose to remain with the organization due to a lack of alternative employment or to protect their financial commitments (Kidombo, K'Obonyo, & Gakuu, 2012). Staying with the organization is not always because of the emotional attachment between the organization and the employee. Connection between the employee and the organization might take different forms ranging from instrumental to emotional (Agarwala, 2003). Identifying three types of commitment suggest that an organization needs to use flexible and alternative management strategies and HR practices so that employees' behaviors can be directed to achieving organizational goals.

## **HR PRACTICES, JOB SATISFACTION, AND ORGANIZATIONAL COMMITMENT**

HRM is composed of the policies, practices, and systems that influence employees' behaviors, attitudes, and performance (Noe et al, 2007). HRM practices can be defined as "all practices, specific policies, tools, or techniques that contribute to managing human resources in an organization" (Petersitzke, 2009, p.1). Examples of HRM practices include recruitment and selection, training and development, compensation practices, performance management, employment security, employee feedback, and workforce structure (e.g. Demo et al, 2012; Yeganeh & Su, 2008; Thang & Quang, 2005; Ahmed & Schroeder, 2003).

Researchers have identified the relationship between HRM practices and various work-related attitudes and behaviors such as, commitment (e.g. Akintayo, 2010; Ongorie, 2007; Dex & Smith, 2001; ), job satisfaction (e.g. Petrescu & Simmons, 2008; Edgar & Geare, 2005; Gould-William, 2003; Appelbaum et al, 2000), organizational citizenship behavior (e.g. Kehoe & Wright, 2013; Wei, Han, & Hsu, 2010; Sun, Aryee, & Law, 2007), turnover intention (e.g. Abubakar, Chauhan, & Kura, 2014). Job satisfaction was found to be significantly and positively influenced by HR practices (e.g. Petrescu & Simmons, 2008). Also, HR practices were found to be significant determinant of employee's organizational commitment (e.g. Kooij et al, 2010; Agarwala, 2003).

Despite the substantial amount of research concerned with studying the impact of HRM practices and various work-related attitudes and behaviors, the majority of this research has been conducted in a Western context. Relatively few studies have been conducted to study the influence of HR practices on work-related attitudes and behaviors in developing countries. As stated by Joarder, Sharif & Ahmed (2011) *"there is lack of knowledge of how these human resource practices affect individual employees' perceptions, their attitudes, and their behaviors, and what employees actually think and how they react to the practices"* (p.138). Thus, one of the contributions of this study is to fill in this gap in the literature.

Researchers have identified a significant impact of HR practices on job satisfaction. It is believed that better HR practices are reflected in a higher level of job satisfaction which ultimately improves organizational performance (Petrescu & Simmons, 2008; Edgar & Geare, 2005; Gould-William, 2003; Appelbaum et al, 2000). Further, individual characteristics such as, age, gender, and education were found to be



significantly related to job satisfaction (Steijn, 2004). However, these research findings were in Western Context. This leads to the following hypothesis:

**H1: HR practices have an impact on employees' job satisfaction**

In addition, research suggests a strong relationship between HR practices and level of employees' commitment. Ongor (2007) suggests that the degree to which employees are committed to their organization depends on job enrichment, employees' empowerment, and compensation schemes. Nevertheless, Dex & Smith (2001) concluded that levels of employees' normative and affective commitment are affected by the organizational concern for family-friendly policies such as child care and working at home. Dex & Smith argued that employees' commitment is largely determined by the organizational culture and HR practices rather than the attitude of the employer or supervisor. However, these results were limited to the private sector. Similarly, Akintayo (2010) investigated the impact of work-family role conflict on employees' commitment in Nigeria. Akintayo concluded that the level of employees' family responsibilities need to be considered by the organization since early stages of recruitment. This should extend to assigning job responsibilities and placement process in order to raise up organizational commitment.

Accordingly, research suggests a relationship between HR practices in organizational commitment which leads to the second, third, and fourth hypotheses:

**H2: HR practices have a direct impact on organizational commitment.**

**H3: Employees' job satisfaction has a positive impact on organizational commitment.**

**H4: HR practices have an impact on organizational commitment through the mediating effect of job satisfaction.**

**IMPACT OF DEMOGRAPHIC FACTORS**

Organizations deal with a large pool of employees with differences in demographic variables such as age, gender, education, marital status, etc. HR practices are responsible for considering differences among employees. HR strategies should be flexible enough to change or modify according to demographic/individual differences. According to Bashir et al (2011), HR practices are responsible for aligning employees and organizational goals through shaping HR practices in different combination according to employees' demographic variables like ranks, gender, experience, age, and nature of appointment. It is argued that ignoring demographic variables by HRM leads to critical problems in organizational performance (Bashir et al, 2011; Qiao et al, 2009; Edgar, 2005). Meanwhile, the perception of HR practices varies with demographic variables. For instance, Qiao et al (2009) found a significant difference in the perception of HR practices among single male and married female Chinese employees.

Accordingly, demographic variables are expected to affect employees' job satisfaction and organizational commitment. For example, Bilgiç (1998) found that demographic

variables are important predictors of job satisfaction. Also, Ravichandran (2011) along with Hassan et al (2006) concluded that rank is an important predictor of job satisfaction. In contrast, Cano & Miller (1992) found no significant relationship between these demographic factors and job satisfaction

Gender was also found to influence job satisfaction. Most researchers provided evidence that females are more satisfied than their male counterparts (e.g. Hunjra et al, 2010; Santhapparaj & Alam, 2005; Ssesanga & Garrett, 2005; Callister, 2006; Hult et al, 2005). Few studies found that females are less satisfied than males (e.g. Sabharwal & Corley, 2009; Subramaniam, 2003; Olsen et al, 1995). Others have found no difference in job satisfaction between males and females (e.g. Cano & Miller, 1992). This study includes the following demographic variables:

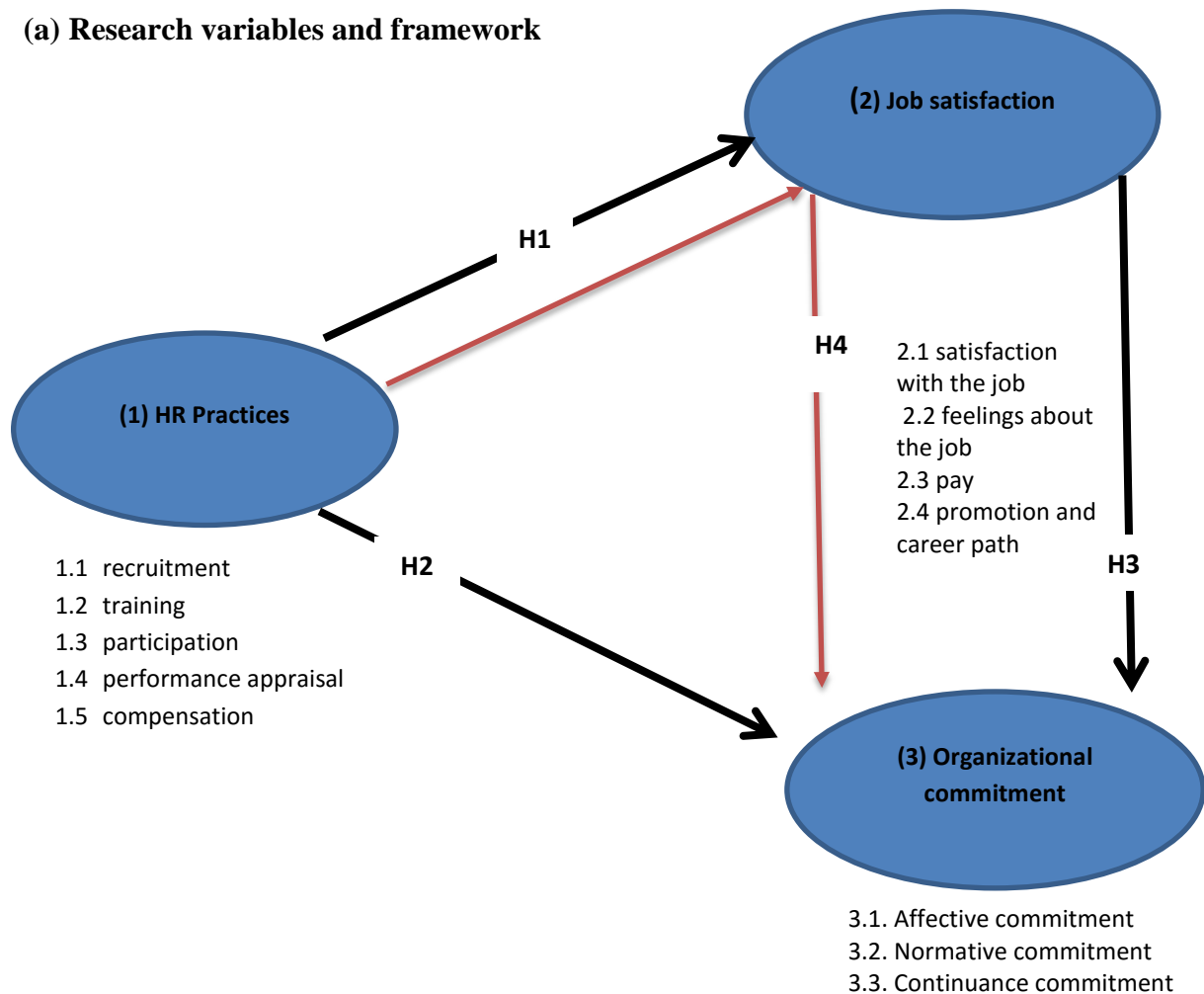
- Age
- Gender
- Age
- Experience (length of service within the organization).

This leads to the fifth hypothesis:

**H5: Demographic variables have an impact on employees` perception of HR practices, job satisfaction, and organizational commitment**

## METHODOLOGY

### (a) Research variables and framework



**Figure 1. Research Variables and Hypotheses**

### (b) Data collection

Data was collected using self-administered questionnaire. A covering letter was attached clarifying research aim and objectives and a brief idea about the purpose of the study. The questionnaire consisted of two parts. The first part included personal and demographic factors. The second part of the questionnaire included a number of statements to measure research variables including HR practices, job satisfaction, and organizational commitment. A 5- points Likert scale was used to express participants' opinion with each statement. Respondents were asked to choose the level of agreement that expresses their opinion about research variables. Statements used were adopted from the literature and questionnaires used by other researchers. This is explained below:

**HR practices:** this study focused on five HR practices that were commonly discussed in the literature including: recruitment, training, participation, performance appraisal,



and compensation. HR practices questionnaire was adopted from Mansour (2011) and Khatri (2000).

**Job satisfaction:** five factors that have been identified in the literature as leading to job satisfaction were included in this study (satisfaction with the job, feeling about the job, promotion and career path, and supervision and co-workers. Job satisfaction questionnaire was adopted from Spector (1994) and Heckman & Oldham (1975). These questionnaires have been used by many researchers to measure job satisfaction.

**Organizational commitment:** organizational commitment included the three types of commitment identified by Meyer & Allen (1991). Questionnaire was adopted from Meyer et al (1993) and Sersic (1999).

### (c) Sample

The study was conducted at public drug trade companies in Egypt. This includes two main companies: Egyptian company for drug trade (EGYDRUG) and El Gomhoreia Company for pharmaceuticals (HOLDIPHARMA). The study used a simple random sample. Table 1 shows population and sample size according to number of employees.

**Table 1. Population and Sample Size**

	<b>Total number of employees</b>	<b>Sample size</b>
<b>EGYDRUG</b>	5032	272
<b>El Gomhoreia</b>	1198	90
<b>Total</b>	6230	362

Sample size was calculated using the following equation (Cochran, 1963):

$$N = \frac{(Z \frac{\alpha}{2})^2 \cdot p \cdot q}{E^2}$$

**Where:**

- N is the sample size
- $(Z \frac{\alpha}{2})^2$  is the abscissa of the normal curve that cuts off an area  $\alpha$  at the tails. The value for Z is found in statistical tables which contains the area under the normal curve e.g. Z=1.96 at a confidence level 95%.
- P is the estimated response rate, i.e. the estimated proportion of an attribute that is present in the population (e.g. 50% or 0.5) and q equals (1-p).
- E is the desired level of preciseness (usually calculated at 5%).

For small population size (less than 20,000) sample size equals  $= \frac{N \cdot n}{N + n - 1}$

**Where:**

- n is the population size.

Accordingly, sample size in this study is calculated as follows:

$$N = \frac{(Z \frac{\alpha}{2})^2 \cdot p \cdot q}{E^2}$$

$$N = \frac{(1.96)^2 \times 0.5 \times 0.5}{(0.05)^2} = 384$$

As the population size is less than 20,000, then:

$$\text{Sample size} = \frac{384 \times 6230}{384 + 6230 - 1} = 362$$

#### (d) Data analysis

Data were statistically analyzed using SPSS VR 22. Descriptive statistics were used to for the purpose of comparison. Pearson Correlation was used to test the correlation between each dimension and its components. Multiple STEP wise regression analysis was used to study the relationship between independent variables and dependent variable. T-test (two independent groups) and one way ANOVA (more than two independent groups) were used to study the impact of demographic factors on research variables. Structured Equational Modelling was conducted using AMOS VR (22) to test the mediating effect of job satisfaction on the relationship between HR practices and organizational commitment.

### RESEARCH FINDINGS

#### (a) Reliability and validity

Reliability reflects consistency and stability of test results determined through statistical methods after repeated trials (i.e. the degree to which an assessment tool produces stable and consistent results). Reliability is measures using Cronbach's Alpha Coefficient. Cronbach's alpha coefficient ranges from zero to 1 (Carmines & Zeller, 1979). The closer the coefficient to 1 the higher is reliability. An acceptable reliability level is usually of a coefficient that ranges from  $0.6 \geq \alpha \leq 1$ . On the other hand, validity refers to how well a test measures what it is purported to measure (Carmines & Zeller, 1979).

#### Overall reliability and validity:

Cronbach's Alpha of the overall questionnaire is .934 ( $0.6 \geq 0.934 \leq 1$ ) which indicates a high level of reliability (stability over time). Consequently, the overall validity is 0.967 ( $\geq 0.9$ ) which implies a high validity level.

#### Reliability and validity of each research variable and its dimensions:

Pearson correlation of HR dimensions ranged between 0.620 and 0.802. This indicates a high correlation between the different dimensions of HR practices on the one hand,

and between these dimensions and the overall dimension at a confidence level of 99% - Table 2.

**Table 2. Pearson Correlation for Research Variables**

Research variables	Dimensions	Pearson Correlation	P-value
<b>HR Practices</b>	Recruitment	.799**	.000
	Training	.620**	.000
	Participation	.675**	.000
	Performance Appraisal	.780**	.000
	Compensation	.802**	.000
<b>Organizational Commitment</b>	Affective Commitment	.798**	.000
	Continuance Commitment	.760**	.000
	Normative Commitment	.831**	.000
<b>Job Satisfaction</b>	Satisfaction with the job	.734**	.000
	Feeling about the job	.737**	.000
	Pay	.826**	.000
	promotion and career	.621**	.000
	supervision and coworkers	.418**	.000

\*\* correlation is significant at the 0.01 level (2-tailed)

Also, there is a statistical significant correlation among dimensions of organizational commitment as well as among these dimensions and the overall dimensions (Pearson correlation ranges between 0.760 and 0.831) at a confidence level of 99%. Further, there is a statistical significant correlation among dimensions of job satisfaction as well as among different dimensions and the overall dimension (Pearson correlation ranged between 0.418 and 0.826) at a confidence level of 99%.

#### (b) Testing Research Hypotheses

##### **H1: HR practices has an impact on employees` job satisfaction**

The correlation matrix (Table 3) shows a significant correlation between HR practices and job satisfaction at a level of confidence (.99). The correlation is positive and ranges between (.484 - .695).

**Table 3. Correlation Matrix HR Practices and Job Satisfaction**

		Recruitment	Training	Participation	Performance Appraisal	Compensation
Pearson Correlation	J	.660	.484	.505	.567	.695
Sig. (1-tailed)	J	.000	.000	.000	.000	.000

J: Job Satisfaction

Table 4 shows that the total correlation (R) equals (.803) this correlation is very strong. The coefficient of determination (R square) is (.645), which indicates that HR practices (the independent variable) explains 64.5% of any change in job satisfaction

(dependent variable). In addition, the regression model is statistically significant when the F test is significant at a level of confidence (.99).

**Table 3. Coefficient of Determination: Goodness of Fitness**

Model	R	R Square	Adjusted R Square	F	P-value
4	.803	.645	.641	164.145	.000

Thus, the first research hypothesis is accepted as there is a positive impact of HR practices on job satisfaction at a significant level ( $\alpha \leq 0.05$ ). Specifically, there is a positive significant impact of recruitment, training, participation, performance appraisal, and compensation on employees' overall job satisfaction. This relationship can be expressed using the regression equation as follows:

$$y = b_0 + b_1X_1 + b_2X_2 + \dots \dots \dots$$

Where:

$y$  : Dependent variable

$b_0$ : Constant

$X_1$  : t value for the first independent variable,  $b_1$ : beta coefficient for the first independent variable

$X_2$  : t value for second independent variable,  $b_2$ : beta coefficient for the second independent variable

**Job Satisfaction = 1.100 + .247 (Compensation) + .132 (Training) + .130 (Recruitment) + .116 (Participation)**

**Job satisfaction = 1.100\*\* + 0.247 (7.848)\*\* + 0.130 (6.129)\*\* + 0.130 (7.800)\*\* + 0.116 (4.457)\*\***

\*\*confidence level 99%

## **H2: HR practices have a direct impact on organizational commitment**

The correlation matrix between HR practices and organizational commitment (Table 4) shows that there is a significant correlation between HR practices and organizational commitment at a level of confidence (.99). This correlation is positive and ranges between (.549 - .783).

**Table 4. Correlation Matrix HR Practices and Organizational Commitment**

		Recruitment	Training	Participation	Performance Appraisal	Compensation
Pearson Correlation	OC	.783	.687	.593	.549	.688
Sig. (1-tailed)	OC	.000	.000	.000	.000	.000

OC: organizational commitment

Also, the total correlation (R) equals (.953) which is a very strong correlation. The coefficient of determination (R square) equals (.907) – Table 5. This indicates that the independent variables (HR practices) explain 90.7% of any change in the dependent variable (organizational commitment). In addition, the regression model is statistically significant when the F test is significant at a level of confidence (.99).

**Table 5. Coefficient of Determination: Goodness of Fitness**

Model	R	R Square	Adjusted R Square	F	P-value
5	.953	.907	.906	705.846	.000

Thus, the second hypothesis is accepted as there is a significant positive relationship between HR practices and organizational commitment. Specifically, there is positive effect of HR practices (recruitment, training, participation, performance appraisal, compensation) on organizational commitment at a significant level ( $\alpha \leq 0.05$ ). This can be expressed using the regression equation:

$$y = b_0 + b_1X_1 + b_2X_2 + \dots$$

$$\text{Organizational Commitment} = 0.335 + 0.156(\text{Compensation}) + 0.321(\text{Training}) + 0.271(\text{Recruitment}) + 0.213(\text{Participation})$$

$$\text{Organizational Commitment} = 0.335 + 0.156(7.129)** + 0.321(22.508)** + 0.271(24.184)** + 0.213(11.796)**$$

\*\*confidence level 99%

### **H3: Employees` job satisfaction has a positive impact on organizational commitment.**

According to the correlation matrix between job satisfaction (independent variable) and organizational commitment (dependent variable), there is a significant positive impact of job satisfaction on organizational commitment at a confidence level 99% and Pearson correlation ranges between (.342 - .754) – Table 6. Although the value of Pearson Correlation for pay, promotion and career, and supervision and coworkers is relatively low, the significance level is very high which ensures the impact of the three variables on organizational commitment.

**Table 6. Correlation Matrix Job Satisfaction and Organizational Commitment**

		Satisfaction with the job	Feeling about the job	pay	Promotion and career	Supervision and coworkers
Pearson Correlation	OC	.754	.707	.537	.346	.342
Sig. (1-tailed)	OC	.000	.000	.000	.000	.000

OC: Organizational Commitment

Table (7) shows that the total correlation (R) equals (.867) which is very strong. The coefficient of determination (R square) equals (.752). This indicates that the independent variables (job satisfaction) explains (75.2%) of any change in the dependent variable (organizational commitment). In addition, the regression model is statistically significant when the F test is significant at a level of confidence (.99).

**Table 7. Coefficient of Determination: Goodness of Fitness**

Model	R	R Square	Adjusted R Square	F	P-value
5	.867	.752	.749	218.508	.000

Thus, the third hypothesis is accepted as there is a positive effect of job satisfaction on organizational commitment at a significance level ( $\alpha \leq 0.05$ ). The regression equation is:

$$y = b_0 + b_1X_1 + b_2X_2 + \dots \dots \dots$$

***Organizational Commitment = 0.007 + 0.423(satisfaction with the job) + 0.334(feeling about the job) + 0.142(Promotion and career) + 0.214(supervision and coworkers)***

***Organizational Commitment = 0.007\* + 0.423(15.462)\*\* + 0.334(11.416)\*\* + 0.142(6.711)\*\* + 0.214(6539)\*\****

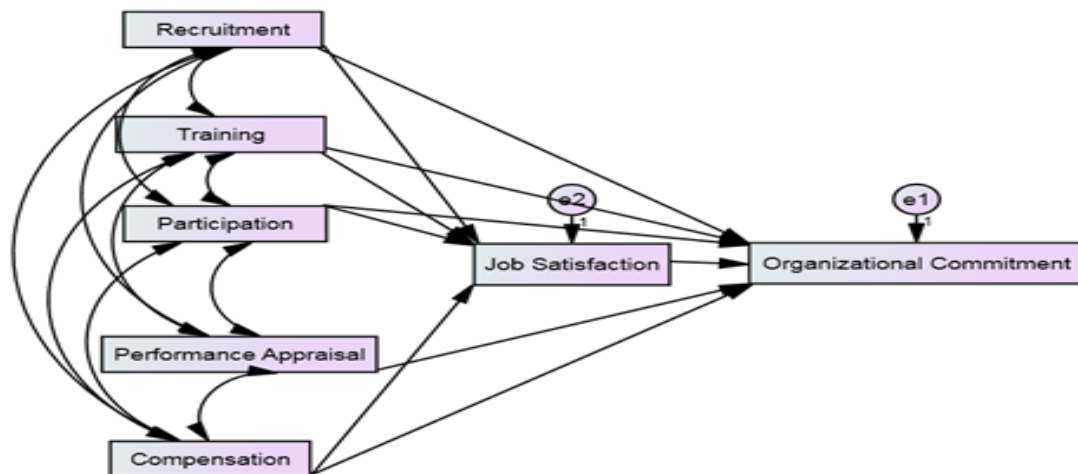
\*confidence level 95%

\*\*confidence level 99%

#### **H4: HR practices have an impact on organizational commitment through the mediating effect of job satisfaction**

Structured Equational Modelling was useful in testing this hypothesis. It suggests a positive impact of HR practices (independent variable) on organizational commitment (dependent variable) through the mediating effect of job satisfaction (mediator) – Figure 2.





\*e1, e1: an estimate of error

**Figure 2: PATH Analysis of the Relationship among Research Variables**

Statistical analysis of different research paths (Table 9) suggests the following:

- There is a statistical impact of recruitment, training, participation, performance appraisal, and compensation on job satisfaction at a confidence level .99.
- There is a statistical impact of job satisfaction on organizational commitment at a confidence level 0.99.
- There is a statistical impact of HR practices on organizational commitment at a confidence level 0.99.

**Table 9. Relationships among Research Variables**

			Standardized	T-test	P-value
Job Satisfaction	<---	Recruitment	0.325	7.843	***
Job Satisfaction	<---	Training	0.217	6.163	***
Job Satisfaction	<---	Participation	0.167	4.482	***
Job Satisfaction	<---	Compensation	0.347	7.891	***
Organizational Commitment	<---	Job Satisfaction	0.171	6.791	***
Organizational Commitment	<---	Recruitment	0.47	21.504	***
Organizational Commitment	<---	Training	0.372	20.857	***
Organizational Commitment	<---	Participation	0.213	11.001	***
Organizational Commitment	<---	Performance Appraisal	-0.087	-4.255	***
Organizational Commitment	<---	Compensation	0.114	4.77	***

Quality indicators of the models are all within the acceptable level which indicate a high quality of the model used. For example, the value of Root Mean Square Residual (RMR) and Root Mean Square Error of Approximation (RMSEA) is 0.002 and 0.067 respectively which indicates a very low error percentage of the model. Also, the value

of Incremental Fit Index (IFI) is 0.999. This is very close to 1 and indicates a very high quality of the model used for testing research hypotheses – Table 10.

**Table 10. Structured Equational Modelling Quality index**

Structured Equational Modelling Quality index		
1	Normed Chi-Square	2.615
2	Goodness of Fit Index (GFI)	0.998
3	Normed Fit Index (NFI)	0.999
4	Comparative Fit Index (CFI)	0.999
5	Tucker Lewis Index (TLI)	0.982
6	Incremental Fit Index (IFI)	0.999
7	Root Mean Square Residual (RMR)	0.002
8	Root Mean Square Error of Approximation (RMSEA)	0.067

**H5: Demographic variables have an impact on employees' perception of HR practices, job satisfaction, and organizational commitment**

T-test was used to test the impact of Age and nature of job on research variables, while one-way ANOVA was used with age and experience.

**a. Gender**

T-test shows a significant difference between responses of males and females regarding HR practices ( $P=0.039$  this is  $<0.05$ ). The mean value for females is higher than males ( $3.529 > 3.419$ ) which implies that females tend to be more satisfied with HR practices than males. On the other hand, there is no significant difference between males and females towards job satisfaction and organizational commitment with P-value  $>0.05$  ( $0.323$  for job satisfaction and  $0.223$  for organizational commitment).

**b. Nature of the job**

There is a statistically significant difference between managers and non-managers at a confidence level of 99%. This difference is in favor of managers. This is true for the three research variables (HR practices, job satisfaction, and organizational commitment). This implies that managers tend to perceive HR practices more positively than non-managers (mean for managers is 3.582 in comparison to 3.333 for non-managers). Also, managers tend to be more satisfied (mean value 3.403 compared to 3.177) and committed than nonmanagers (mean value is 3.601 compared to 3.306).

**c. Age**

One-way ANOVA shows a significant statistical difference among age groups ( $P\text{-value} = 0.000 < 0.05$ ). The difference is in favor of old age groups (45 to less than 55 and 55 or more). The mean values for older groups are higher than mean values for

younger groups. Older age groups tend to perceive HR practices positively, have high levels of job satiation and organizational commitment compared to younger groups.

#### **d. Years of experience in the present job**

There is a statistical difference across employees with different length of experience. This difference is significant with  $P\text{-value}=0.000 < 0.05$ . The difference is in favor of employees with 10 years of experience or more towards the three research variables. Thus, employees with 10 years or more of experience tend to positively evaluate HR practices (mean value is 3.576 compared to 3.236 and 3.345) more to other employees with less experience. Also, they have higher levels of job satisfaction (mean value is 3.396 compared to 3.150 and 3.151) and organizational commitment (mean value is 3.582 compared to 3.235 and 3.318).

### **DISCUSSION**

#### **(a) Impact of HR practices on organizational commitment**

Research has been concerned with studying the impact of HR practices on affective commitment (Marescaux et al, 2013; Gellatly et al, 2009; Gong et al, 2009; Kuvaas, 2008, Gould-Williams, 2007; Edger and Gear, 2005). Few studies have provided evidence that HR practices have an impact on affective and normative commitment (e.g. Akintayo, 2010; Dex & Smith, 2001). This study provides evidence that HR practices have an impact on the three types of commitment. This supports the view that employees may choose to remain with the organization for other reasons than the emotional attachment (Kidombo, K'Obonyo, & Gakuu, 2012; Agarwala, 2003).

However, the study shows that HR practices affect the three types of commitment differently. Specifically, each type of organizational commitment is affected by different HR practices. This is explained below:

- Regarding the impact of HR practices on affective commitment, recruitment and training tend to be the most important in increasing the level of affective commitment as they explain 70.3% of the change in affective commitment ( $R\text{ Square} = 0.703$ ). Further, Beta Coefficient ( $\beta$ ) for recruitment ( $\beta=0.450$ ) is higher than training ( $\beta=0.178$ ) which means recruitment is more important than training in shaping employees' affective commitment.
- In addition to recruitment and training, participation and compensation are enhancing continuance commitment. These four HR practices explain 84.1% of any change continuance commitment ( $R\text{ Square}=0.841$ ). However, training tend to be the most important HR practice affecting continuance commitment with the highest Beta coefficient ( $\beta =0.793$  compared to  $\beta =0.340$  for participation and  $\beta =0.099$  for recruitment). In addition, the impact of compensation is very limited ( $\beta =-.125$ ).
- Recruitment, compensation, participation, and performance appraisal explain 72.2% of normative commitment ( $R\text{ Square}=0.722$ ). Beta for compensation, recruitment, participation, and performance appraisal is 0.521, 0.261, 0.325, and -.117 respectively. Thus, compensation is the most important HR practice affecting normative commitment ( $\beta =0.521$ ) and performance appraisal is the

least important with a very limited effect ( $\beta = -0.117$ ). Nevertheless, performance appraisal has a negative impact on normative commitment ( $\beta = -0.117$ ). Although this impact is very limited, it has to be taken into consideration by the organization. The negative impact may be an indication of the biased/subjective/unfair performance appraisal which is expected to reduce normative commitment.

Recruitment tends to be the most important HR practice affecting the three types of organizational commitment. This is justified by the importance of recruitment as an HR function. It is responsible for creating the fit between the person and the organization as well as between the person and the job. This is along with other researchers who provided evidence that the person-organization fit has a significant impact on organizational commitment, performance, positive work attitudes, turnover intention, and other work attitudes (e.g. Burma, 2014; Beheshtifar & Herat, 2013; Khan et al, 2012; Acquah, 2004).

### **Job satisfaction and organizational commitment**

An interesting research finding is related to the impact of pay on organizational commitment. One may expect pay to be the most important factor in increasing organizational commitment however; this study provides evidence that pay has a limited impact on organizational commitment. This is explained below:

- Affective commitment is affected by satisfaction with the job, promotion and career, supervision and coworkers, and pay. These factors explain 71.2% of change in affective commitment ( $R^2 = .712$ ). Beta Coefficient for satisfaction with the job, promotion and career, supervision and coworkers, and pay is .656, .114, .162, and -.138 respectively. Thus, the most important factor affecting affective commitment is satisfaction with the job ( $\beta = .656$ ) and the least important is pay ( $\beta = -.138$ ).
- Feeling about the job, satisfaction with the job, pay and supervision and coworkers explain about 55.9% of change in continuance commitment. The most important factor is feeling about the job ( $\beta = .778$ ) and the least important is pay ( $\beta = -.216$ ).
- All elements of job satisfaction affect normative commitment. They explain 59.7% of change in normative commitment ( $R^2 = .597$ ). The most important factor is satisfaction with the job ( $\beta = .355$ ) and the least important is pay ( $\beta = .155$ ).
- Comparing the values of  $R^2$  for affective, continuance, and normative commitment (0.712, 0.559, and 0.597 respectively) indicate that although job satisfaction has a positive impact on the three types of organizational commitment, it affects affective commitment more than continuance and normative commitment.

### **(b) Practical and Policy Implications**

Organizational commitment and job satisfaction are important indicators of organizational effectiveness. They are reflected in many effectiveness indicators such as productivity, employees' turnover, and absenteeism. Today's organizations are dealing with more educated and increasingly mobile employees. In a highly competitive environment, organizations need to give more attention to retaining their

employees. It is arguable that employees' commitment is the key for any organization to cope with a highly competitive work environment.

Research findings support previous Western studies which reveal an impact of HR practices on job satisfaction (e.g. Petrescu & Simmons, 2008; Edgar & Geare, 2005; Gould-William, 2003; Appelbaum et al, 2000) and organizational commitment (e.g. Akintayo, 2010; Ongorie, 2007; Dex & Smith, 2001). This study contributes to the literature by investigating the same relationships in an Arab (Middle Eastern) country. Further, the study examines the mediating role of job satisfaction in the relationship between HR practices and organizational commitment. Research findings provide evidence that there is a direct relationship between HR practices and organizational commitment which supports the findings of other Western researchers (e.g. Akintayo, 2010; Ongorie, 2007; Dex & Smith, 2001).

Meanwhile, this study concludes that there is indirect relationship through the mediating impact of job satisfaction which is a major contribution of this study. Whilst previous research has been more focused on studying the direct relationships between HR practices and various work attitudes, this study provided evidence that job satisfaction as a work attitude can influence the relationship between HR practices and another work attitude that is organizational commitment. This supports Fuller et al (2003) in their argument that perceived organizational support increases the level of employees' satisfaction through increasing employees' socio-emotional needs such as esteem, affiliation, and approval. This is reflected in enhancing employees' social identity which improves the level of organizational commitment. Thus, HR practices are the way to enhancing organizational commitment, either directly or through increasing the level of job satisfaction.

An important theme that has been raised by employees at the phase of data collection is that "employees value their organization when they feel valued by the organization". When employees feel supported and considered by their organizations, they will do their best to achieve organizational goals. While pay has been usually considered as the most important factor affecting employees' satisfaction and accordingly organizational commitment, this study provides evidence that pay is the least influential in raising employees' satisfaction and organizational commitment. Satisfaction with the job itself (e.g. feeling of doing something valuable and serving the community), and nature of the job (e.g. opportunities for creativity) tend to be more important in explaining organizational commitment. Thus, organizations need to pay more attention to non-financial rewards to raise job satisfaction and organizational commitment.

Recruitment and training are the most important HR practices that contribute to job satisfaction and organizational commitment. Although this implies the significance of recruitment and training to organizational effectiveness, it makes it essential for organizations to give more attention to other HR practices as they can equally enhance employees' satisfaction and commitment.

Regarding the impact of demographic factors, this study provides evidence that demographic factors have an impact on employees' perception of HR satisfaction.

This is similar to previous research findings in the West (e.g. Bashir et al, 2011; Qiao et al, 2009; Edgar, 2005). Similar to other researchers, this study provides evidence that demographic factors have an impact on job satisfaction and organizational commitment (e.g. Ravichandran, 2011; Hunjra et al, 2010; Hassan et al, 2006; Sabharwal & Corley, 2009; Ssesanga & Garrett, 2005; Santhapparaj & Alam, 2005; Subramaniam, 2003; Bilgiç, 1998; Olsen et al, 1995; Cano & Miller, 1992).

**In this context, the following policy actions are considered worthwhile.**

- Organization should continuously review and update recruitment and selection policies to ensure they achieve their goal in selecting the right person to the right organization and the right job.
- Organizations should offer extensive training and development programs for employees. This is influential in increasing employees' satisfaction and commitment.
- Human resource practices and policies should pay more attention to non-financial rewards.
- Organizations should provide unbiased promotion. That is, promotion should be provided based on the qualification of employees and /or experience.
- Performance appraisal must be given more attention to ensure that the mechanism used ensures an objective and fair assessment of employees.
- Policies and practices of HR must be shaped in different combination according to employees' demographic variables like gender, experience, age, and nature of appointment.
- HR practices should give more attention to employees with experience less than 10 years as well as young employees (less than 45 years old). This attention may take the form of providing more training programs, offer unbiased promotion opportunities, offering objective performance appraisal, recognition and appreciation....etc. The more attention is given to this group, the more they feel attached to the organization. This emotional attachment will be reflected in positive organizational outcomes.
- Old employees (older than 55 years old) should be more considered by the organization. HR policies for this group of employees should focus on providing fair, respectable, valuable, and unbiased retirement benefits.
- As managers tend to be more satisfied with HR practices, which is reflected in their job satisfaction and organizational commitment. It is important for organization to focus more on employees in non-managerial jobs.
- Organizations need to give more concern to pay, promotion and career, and relationship with supervisors to maintain a higher level of organizational commitment.

## **LIMITATIONS**

Although the study includes all the public foreign trade companies in Egypt (three companies), small sample size is one of the major limitations. The study did not cover all HR practices. Other limitations are related to the type of industry (public sector-foreign trade).



## DIRECTIONS FOR FUTURE RESEARCHES

For the purpose of validity, it is highly recommended to apply the study in other industries. Comparison with the private sector is also recommended to check generalizability of research findings. Opportunities for applying the same study in other Middle Eastern countries will allow comparison of research findings and will add to research validity.

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## Appendix 1: Correlation Matrix

## Correlation Matrix HR Practices &amp; Job Satisfaction

		Recruitment	Training	Participation	Performance Appraisal	Compensation
Pearson Correl.	Job Satisfaction	.660	.484	.505	.567	.695
	Recruitment	1.000	.296	.276	.494	.646
	Training	.296	1.000	.422	.341	.289
	Participation	.276	.422	1.000	.521	.452
	Performance Appraisal	.494	.341	.521	1.000	.601
	Compensation	.646	.289	.452	.601	1.000
Sig. (1-tailed)	Job Satisfaction	.000	.000	.000	.000	.000
	Recruitment		.000	.000	.000	.000
	Training	.000		.000	.000	.000
	Participation	.000	.000		.000	.000
	Performance Appraisal	.000	.000	.000		.000
	Compensation	.000	.000	.000	.000	

## Correlation Matrix HR practices &amp; Organizational Commitment

		Recruitment	Training	Participation	Performance Appraisal	Compensation
Pearson Correlation	Organizational Commitment	.783	.687	.593	.549	.688
	Recruitment	1.000	.296	.276	.494	.646
	Training	.296	1.000	.422	.341	.289
	Participation	.276	.422	1.000	.521	.452
	Performance Appraisal	.494	.341	.521	1.000	.601
	Compensation	.646	.289	.452	.601	1.000
Sig. (1-tailed)	Organizational Commitment	.000	.000	.000	.000	.000
	Recruitment		.000	.000	.000	.000
	Training	.000		.000	.000	.000
	Participation	.000	.000		.000	.000
	Performance Appraisal	.000	.000	.000		.000
	Compensation	.000	.000	.000	.000	

## Correlation Matrix Job Satisfaction &amp; Organizational Commitment

		Satisfaction with the job	Feeling about the job	Pay	promotion and career	supervision and coworkers
Pearson Correlation	Organizational Commitment	.754	.707	.537	.346	.342
	Satisfaction with the job	1.000	.532	.554	.157	.214
	Feeling about the job	.532	1.000	.477	.273	.206
	Pay	.554	.477	1.000	.458	.297
	promotion and career	.157	.273	.458	1.000	-.035
	supervision and coworkers	.214	.206	.297	-.035	1.000
Sig. (1-tailed)	Organizational Commitment	.000	.000	.000	.000	.000
	Satisfaction with the job		.000	.000	.001	.000
	Feeling about the job	.000		.000	.000	.000
	Pay	.000	.000		.000	.000
	promotion and career	.001	.000	.000		.253
	supervision and coworkers	.000	.000	.000	.253	

## Appendix 2: Impact of demographic variables on research variables

1. Gender		N	Mean $\pm$ Std	T	P-value
HR Practices	Male	184	3.419 $\pm$ .519	-2.074	0.039
	Female	180	3.529 $\pm$ .495		
Job Satisfaction	Male	184	3.285 $\pm$ .390	-0.990	0.323
	Female	180	3.327 $\pm$ .416		
Organizational Commitment	Male	184	3.437 $\pm$ .506	-1.219	0.223
	Female	180	3.504 $\pm$ .539		

2. Nature of the job		N	Mean $\pm$ Std	T	P-value
HR Practices	Managerial	199	3.582 $\pm$ .495	4.725	0.000
	Non-managerial	166	3.333 $\pm$ .509		
Job Satisfaction	Managerial	199	3.403 $\pm$ .399	5.468	0.000
	Non-managerial	166	3.177 $\pm$ .384		
Organizational Commitment	Managerial	199	3.601 $\pm$ .517	5.546	0.000
	Non-managerial	166	3.306 $\pm$ .491		

3.Age		N	Mean $\pm$ Std	F	P_ Value
<b>HR Practices</b>	25 to less than 35	131	3.291 $\pm$ .460	13.044	0.000
	35 to less than 45	62	3.385 $\pm$ .532		
	45 to less than 55	120	3.601 $\pm$ .454		
	55 or more	53	3.697 $\pm$ .593		
<b>Job Satisfaction</b>	25 to less than 35	131	3.151 $\pm$ .409	10.864	0.000
	35 to less than 45	62	3.311 $\pm$ .341		
	45 to less than 55	120	3.409 $\pm$ .363		
	55 or more	53	3.412 $\pm$ .462		
<b>Organizational Commitment</b>	25 to less than 35	131	3.256 $\pm$ .523	15.707	0.000
	35 to less than 45	62	3.401 $\pm$ .386		
	45 to less than 55	120	3.644 $\pm$ .481		
	55 or more	53	3.649.577		

4.Years of experience		N	Mean $\pm$ Std	F	P_ Value
<b>HR Practices</b>	Less than 5 years	77	3.345 $\pm$ .434	14.753	.000
	5 to less than 10 years	65	3.236 $\pm$ .583		
	10 years or more	224	3.576 $\pm$ .490		
<b>Job Satisfaction</b>	Less than 5 years	77	3.151 $\pm$ .268	17.150	.000
	5 to less than 10 years	65	3.150 $\pm$ .521		
	10 years or more	224	3.396 $\pm$ .382		
<b>Organizational Commitment</b>	Less than 5 years	77	3.318 $\pm$ .495	15.889	.000
	5 to less than 10 years	65	3.235 $\pm$ .571		
	10 years or more	224	3.582 $\pm$ .489		

## Appendix 3: Coefficient of determination

**HR Practices and Affective Commitment**

Model	R	R Square
1	.817 <sup>a</sup>	.668
2	.839 <sup>b</sup>	.703

a. Predictors: (Constant), Recruitment

b. Predictors: (Constant), Recruitment, Training

Dependent Variable: Affective Commitment

**HR Practices and Continuance Commitment**

Model	R	R Square
1	.878 <sup>a</sup>	.770
2	.911 <sup>b</sup>	.829
3	.914 <sup>c</sup>	.835
4	.917 <sup>d</sup>	.841

a. Predictors: (Constant), Training, b. Predictors: (Constant), Training, Participation

c. Predictors: (Constant), Training, Participation, Recruitment

d. Predictors: (Constant), Training, Participation, Recruitment, Compensation

e. Dependent Variable: Continuance Commitment

**HR Practices and Normative Commitment**

Model	R	R Square
1	.765 <sup>a</sup>	.586
2	.816 <sup>b</sup>	.665
3	.846 <sup>c</sup>	.716
4	.850 <sup>d</sup>	.722

a. Predictors: (Constant), Compensation, b. Predictors: (Constant), Compensation, Recruitment

c. Predictors: (Constant), Compensation, Recruitment, Participation, d. Predictors: (Constant), compensation, Recruitment,

Participation, Performance Appraisal, e. Dependent Variable: Normative Commitment



**Job Satisfaction and Affective Commitment**

Model	R	R Square
1	.695 <sup>a</sup>	.483
2	.700 <sup>b</sup>	.490
3	.706 <sup>c</sup>	.499
4	.712 <sup>d</sup>	.507

a. Predictors: (Constant), Satisfaction with the job

b. Predictors: (Constant), Satisfaction with the job, promotion and career

c. Predictors: (Constant), Satisfaction with the job, promotion and career, supervision and coworkers

d. Predictors: (Constant), Satisfaction with the job, promotion and career, supervision and coworkers, pay

e. Dependent Variable: Affective Commitment

**Job Satisfaction and Continuance Commitment**

Model	R	R Square
1	.714 <sup>a</sup>	.510
2	.734 <sup>b</sup>	.539
3	.743 <sup>c</sup>	.553
4	.748 <sup>d</sup>	.559

a. Predictors: (Constant), Feeling about the job

b. Predictors: (Constant), Feeling about the job, Satisfaction with the job

c. Predictors: (Constant), Feeling about the job, Satisfaction with the job, pay

d. Predictors: (Constant), Feeling about the job, Satisfaction with the job, pay, supervision and coworkers

e. Dependent Variable: Continuance Commitment

**Job Satisfaction and Normative Commitment**

Model	R	R Square
1	.605 <sup>a</sup>	.366
2	.680 <sup>b</sup>	.463
3	.731 <sup>c</sup>	.534
4	.765 <sup>d</sup>	.585
5	.773 <sup>e</sup>	.597

a. Predictors: (Constant), pay

b. Predictors: (Constant), pay, Satisfaction with the job

c. Predictors: (Constant), pay, Satisfaction with the job, promotion and career

d. Predictors: (Constant), pay, Satisfaction with the job, promotion and career, supervision and coworkers

e. Predictors: (Constant), pay, Satisfaction with the job, promotion and career, supervision and coworkers, Feeling about the job

**Appendix 4: Beta Coefficient**

Model	Unstandardized Coefficients	
	B	Std. Error
1 (Constant)	1.084	.123
Satisfaction with the job	.637	.035
2 (Constant)	.939	.138
Satisfaction with the job	.624	.035
promotion and career	.069	.030
3 (Constant)	.550	.209
Satisfaction with the job	.605	.035
promotion and career	.074	.030
supervision and coworkers	.126	.051
4 (Constant)	.603	.208
Satisfaction with the job	.656	.041
promotion and career	.114	.034
supervision and coworkers	.162	.053
Pay	-.138	.057

\*Dependent Variable: Affective Commitment

Model	Unstandardized Coefficients	
	B	Std. Error
1 (Constant)	.568	.152
Feeling about the job	.870	.045
2 (Constant)	.247	.162
Feeling about the job	.740	.051
Satisfaction with the job	.217	.045
3 (Constant)	.504	.177
Feeling about the job	.786	.052
Satisfaction with the job	.283	.049
Pay	-.189	.056
4 (Constant)	.154	.230
Feeling about the job	.778	.052
Satisfaction with the job	.279	.049
Pay	-.216	.057
supervision and coworkers	.137	.058

\* Dependent Variable: Continuance Commitment

Model	Unstandardized Coefficients	
	B	Std. Error
1 (Constant)	1.118	.173
Pay	.731	.050
2 (Constant)	.645	.170
Pay	.481	.056
Satisfaction with the job	.378	.047
3 (Constant)	.434	.161
Pay	.286	.058
Satisfaction with the job	.420	.044
promotion and career	.264	.036
4 (Constant)	-.540	.211
Pay	.178	.057
Satisfaction with the job	.410	.042
promotion and career	.309	.034
supervision and coworkers	.357	.054
5 (Constant)	-.677	.213
Pay	.150	.057
Satisfaction with the job	.355	.044
promotion and career	.293	.034
supervision and coworkers	.342	.053
Feeling about the job	.155	.047

Dependent Variable: Normative Commitment

Model	Unstandardized Coefficients	
	B	Std. Error
1 (Constant)	1.471	.070
Recruitment	.485	.018
2 (Constant)	1.009	.097
Recruitment	.450	.018
Training	.178	.027

\* Dependent Variable: Affective Commitment

Model	Unstandardized Coefficients	
	B	Std. Error
1 (Constant)	.374	.091
Training	.933	.027
2 (Constant)	-.256	.097
Training	.813	.025
Participation	.323	.029
3 (Constant)	-.356	.099
Training	.794	.026
Participation	.304	.029
Recruitment	.059	.016
4 (Constant)	-.165	.112
Training	.793	.025
Participation	.340	.030
Recruitment	.099	.020
Compensation	-.125	.037

\*Dependent Variable: Continuance Commitment

Model	Unstandardized Coefficients	
	B	Std. Error
1 (Constant)	.344	.145
Compensation	.895	.039
2 (Constant)	.440	.131
Compensation	.616	.046
Recruitment	.242	.026
3 (Constant)	.015	.132
Compensation	.478	.046
Recruitment	.247	.024
Participation	.286	.036
4 (Constant)	.075	.132
Compensation	.521	.048
Recruitment	.261	.024
Participation	.325	.038
Performance Appraisal	-.117	.040

\*Dependent Variable: Normative Commitment