



Evaluation of the Impact of Human Resource Management Approaches on Worker Performance and Organizational Commitment

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Abstract

This study assesses the influence of “Human Resource Management (HRM)” strategies on Highway sector staff effectiveness and organizational dedication. This study used a combination of techniques methodology, integrating quantitative as well as qualitative techniques to assess the statistical correlations and individual experiences of employees concerning HRM procedures. A sample of 300-400 employees was obtained using stratified random sampling, with data gathered using structured surveys that employed Likert scale questions. Correlation study demonstrated robust positive relationships between worker productivity and HRM procedures ($r = 0.65$, $p < 0.01$) as well as organisational dedication ($r = 0.68$, $p < 0.01$). Regression analysis revealed that HRM practices explained 45% of the discrepancy in employee efficiency and 50% in organizational commitment, highlighting the importance of particular HRM tactics. Chi-square testing further validated the efficacy of diverse HRM methods in improving employee outcomes. The results indicate that enhanced HRM techniques can enhance employee engagement and performance, offering a model relevant to other industries encountering comparable issues.

Keywords: “Human Resource Management, Employee Performance, Organizational Commitment”

Introduction

“An important aspect of every thriving business is human resource management (HRM), which is responsible for creating and enforcing rules that boost productivity and morale in the workplace. In today's fast-paced business world, understanding HRM strategies is becoming more important, particularly in industries where technology is advancing at a rapid pace and competition is fierce. According to Jawaad et al. (2019), the transportation business requires specialized human resource management strategies due to its diverse workforce and complex operational needs. This research uses the transportation sector as a case study to assess how various human resource management practices affect employee devotion and productivity. The statistical connections and the real experiences of workers with HRM practices will be studied using a mixed-methodologies approach incorporating both qualitative and quantitative approaches, according to Anwar and Abdullah (2021).

This study will provide light on the unique ways in which HRM techniques effect employee devotion and productivity, which might help us better understand human resource management (HRM). The study's results will help highway firms improve their HRM strategies and may be used as a starting point



for other industries dealing with similar issues. Organisations may improve their chances of long-term success by boosting engagement among workers, achievement, and edge over competitors via HRM process enhancements.

Objective:To evaluate the influence on employee productivity and organizational commitment of different HRM approaches.

Hypothesis:

H₀: There is no significant difference in how various HRM techniques affect employee performance and commitment within an organization.

H₁: There are significant differences in how various HRM techniques affect worker productivity and commitment among organizations.

Review of Literature

Concerning Islamic banks in Jordan, **Almutairi and Alsawalhah's (2020)** research used a pragmatic approach. Compared to their findings, HRM methods have a substantial impact on employee loyalty. This lends credence to the idea that strategic human resource management initiatives may inspire loyalty among workers. Human resource management (HRM) has the potential to increase employee loyalty and decrease turnover rates, according to research that has examined the correlation between HRM strategies and staff loyalty to the firm. Tabouli et al., 2016 dug more into this topic by studying the correlation between HRM procedures and worker productivity. According to their findings, the correlation between HRM practices and employee outcomes is considerably attenuated by organizational devotion (**Aladwan et al., 2015**).. According to studies done in India's service sector by **Guchait and Cho (2010)**, employees' propensity to leave their current jobs is mitigated by the commitment of the organization, which in turn lessens the impact of HRM methods.

Methodology

The study examined the connection between highway staff efficiency, company devotion, and HRM procedures using a mixed-method approach that included qualitative and quantitative approaches. The quantitative part of the study surveyed people from different companies and different levels of employment in an effort to gather data about HRM practices and experiences. To conduct a thorough evaluation of HRM practices and their consequences, a stratified random sampling approach was used to choose a sample of 300-400 workers. A structured survey measuring commitment from the organization, worker efficiency, and perspectives on HRM methods was part of the quantitative part, while a thorough literature review and an analysis of HRM practices in the public transportation sector made up the qualitative part. Data analysis yielded relevant results via the use of descriptive statistics, regression as well, a correlation and the Chi-square test.

Results and Discussion

➤ **Correlation Results**

The correlation analysis investigated the links among various HRM practices analysis of HRM procedures in the transportation industry. The subsequent correlation coefficients were identified:

“Human Resource Management Practices and Employee Performance: $r = 0.65$ ($p < 0.01$)

Human Resource Management Practices and Organizational Commitment: $r = 0.68$ ($p < 0.01$)”



The results provide robust positive associations, indicating that an enhancement in the effectiveness of HRM processes correlates with increased employee performance and organizational commitment.

Table 1: Correlation Results

Variable	Employee Performance	Organizational Commitment
HRM Practices	0.65 (p < 0.01)	0.68 (p < 0.01)

➤ Regression Results

A study using multiple regression models was carried out to assess how HRM practices affected employee performance and organizational commitment.

Framework for Employee Performance:

“R² = 0.45”

“Adjusted R² = 0.44; F (3, 346) = 35.67 (p < 0.01)”

The model demonstrates that HRM practices contributed to 45% of the variance in employee performance. The coefficients for the HRM practices were statistically significant (p < 0.01), underscoring their critical role in affecting performance levels.

Table 2: Model Summary for Employee Performance

Model	R ²	Adjusted R ²	F	p
HRM Practices	0.45	0.44	35.67	< 0.01

Table 3: Coefficients for Employee Performance

Predictor	“Unstandardized Coefficients”	“Standardized Coefficients”	t	p
(Constant)	1.25		4.80	< 0.01
HRM Practice 1	0.30	0.20	3.10	< 0.01
HRM Practice 2	0.25	0.18	2.85	< 0.01
HRM Practice 3	0.20	0.15	2.50	< 0.05

Framework for Organizational Commitment:

R² = 0.50

“Adjusted R² = 0.49; F(3, 346) = 40.12 (p < 0.01)”

This model demonstrated that HRM practices contributed to 50% of the variance in organizational commitment, hence underscoring their significance in cultivating a dedicated staff.

Table 4: Model Summary for Organizational Commitment

Model	R ²	Adjusted R ²	F	p
HRM Practices	0.50	0.49	40.12	< 0.01



Table 5: Coefficients for Organizational Commitment

Predictor	“Unstandardized Coefficients”	“Standardized Coefficients”	t	p
(Constant)	1.50		5.20	< 0.01
HRM Practice 1	0.35	0.25	3.50	< 0.01
HRM Practice 2	0.30	0.22	3.10	< 0.01
HRM Practice 3	0.25	0.18	2.70	< 0.05

➤ Chi-Square Test Results

A Chi-square analysis was conducted to investigate the connection among various HRM strategies and employee performance, along with organizational commitment.

Chi-Square Test for Employee Performance:

$\chi^2 = 15.62$ (degrees of freedom = 4, $p < 0.05$)

This outcome demonstrates a substantial correlation between worker satisfaction and the HRM techniques in use, implying that specific HRM strategies are more efficacious than others in improving performance levels.

Chi-Square Test for Organizational Commitment:

$\chi^2 = 18.43$ (degrees of freedom = 4, $p < 0.05$)

This result demonstrates a substantial correlation relationship the organizational dedication and HRM techniques, suggesting that specific HRM tactics more successfully enhance employee commitment.

Table 6: Chi-Square Results

Variable	χ^2 Value	Degrees of Freedom (df)	p
Employee Performance	15.62	4	< 0.05
Organizational Commitment	18.43	4	< 0.05

The analyses reveal strong correlations between dedication to the organization, staff productivity, and HRM methods, supporting the hypothesis that different HRM strategies have varying impacts on these outcomes.



Table 7: Results of Hypothesis Testing

Objective	Hypothesis	Result
To evaluate the influence on employee productivity and organizational commitment of different HRM approaches.	H₀ :There is no significant difference in how various HRM techniques affect employee performance and commitment within an organization.	Rejected
	H₁ :There are significant differences in how various HRM techniques affect worker productivity and commitment among organizations.	Accepted

Strong positive associations between methods of human resources management and corporate dedication and worker efficiency ($r = 0.65, p < 0.01$) were found in the research“($r = 0.68, p < 0.01$)”, indicating that effective HRM strategies significantly enhance both outcomes. Regression analysis showed that HRM practices accounted for 45% of the variance in employee performance and 50% in organizational commitment, emphasizing the importance of specific HRM techniques. Chi-square tests further confirmed significant relationships between HRM strategies and both performance ($\chi^2 = 15.62, p < 0.05$) and commitment ($\chi^2 = 18.43, p < 0.05$). These findings underscore that different HRM methodologies impact employee outcomes uniquely, providing valuable insights for organizations seeking to improve their HRM strategies.

Conclusion

This study's findings underscore the pivotal importance of “Human Resource Management techniques” in affecting Worker productivity and organizational dedication in the highway sector. The strong positive correlations and considerable variance accounted for by HRM strategies highlight their efficacy in cultivating a dedicated and high-performing team. By pinpointing the exact HRM tactics that provide the most significant effects, firms can optimize their methods to raise general performance and staff involvement. This study enhances the academic comprehension of HRM within the highway sector while providing practical insights for practitioners seeking to execute effective HRM strategies.

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