

YANGON UNIVERSITY OF ECONOMICS
DEPARTMENT OF MANAGEMENT STUDIES
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THE EFFECT OF HRM PRACTICES ON
ORGANIZATIONAL COMMITMENT IN
EDEN ENGINEERING & CONSTRUCTION CO.,LTD.

OHNMAR LWIN

EMBA II –28

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ACADEMIC YEAR (2017-2019)

Supervised By:

Dr. Yan Yan Myo Naing

Associate Professor

Department of Management Studies

Yangon University of Economics

Submitted By:

Ohnmar Lwin

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A Thesis submitted to the Board of Examiners in partial fulfillment of the requirements for the degree of Master of Business Administration (MBA)

Supervised By:

Submitted By:

Dr. Yan Yan Myo Naing

Ohnmar Lwin

Associate Professor

EMBA II – 28

Department of Management Studies

EMBA 16th Batch

Yangon University of Economics

2017-2019

ACCEPTANCE

This is to certify that the thesis entitled “**The Effect of HRM Practices on Organizational Commitment in Eden Engineering & Construction Co.,Ltd.**” has been accepted by the Examination Board for awarding Master of Business Administration (MBA) degree -

Board of Examiners

.....
(Chairman)
Dr. Tin Win
Rector
Yangon University of Economics

.....
(Supervisor)

.....
(Examiner)

.....
(Examiner)

.....
(Examiner)

December, 2019

ABSTRACT

This study aims to research the effect of HRM practices on organizational commitment of employees at Eden E&C Company Limited and analyze the effect of organizational commitment on job performance at Eden E&C Company Limited. Primary data is collected by collecting 120 questionnaires from employees. Among six HRM practices, career planning and development, and rewards and recognition have the positive relationship with affective commitment but career planning and development is the major affecting practice on affective commitment. Regarding continuance commitment, only rewards and recognitions, and health and safety have positive affects on it. Among these two, the first one has major affect on continuance commitment. In additions, HR planning and recruitment is the major practice affecting on normative commitment. Training has positive affect on normative commitment as well. Regarding the organizational commitment, rewards and recognitions, and career planning and development have the positive relationship on it. Of these two, rewards and recognitions mostly affect on overall organizational commitment. It is found that affective and normative commitments affect on job performance of the employees but the first one mostly affects on job performance. Thus, Eden Group should focus the HRM practices that could affect the commitments and job performance. Eden Group should pay more attention to specific HRM practices to be attractive for each commitment type so that employees will pay more commitments and the company will get higher commitments and job performance of the employees.

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CHAPTER 1

INTRODUCTION

The aspect of human capital is acknowledged as an origin of success in the process of business organization that has already been perceived by the business entities. Employees are the heart and soul of an organization and are important resource in an organization as they positively contribute to the accomplish of organizational objective and mission. Traditional competitive techniques have become less effective as business activity became complex. Because of this reason, companies need to pursuit for unique sources of competitive advantage. In today's world, human resources are considered the most important asset of an organization and human resources management has taken a lead role in organization's having competitive advantage.

Organizations are facing challenging, rapidly changing and competitive environment in this era due to globalization, advanced technology, rapidly changing customer demands, diverse work force etc. Organizations need to fascinate and employ talented employees that one may succeed in global market. Huselid (1995) argued that organizations can use HRM practices to shape the attitude and behavior of employees. In this approach, management can use HRM practices to persuade the employees in order to achieve the organizational goal.

According to Armstrong (2006), Human Resources Management (HRM) is a set of practices that businesses use to ensure that they have a compelling workforce in place to coincide operational needs. Successful organizations are those which value, develop and nurture their human resource to achieve their organizational goals and objectives. Huselid (1995) studied several practices that are personnel and staff selection, performance appraisal system, incentive system, compensation system, job design, empower of decision, information sharing, attitude assessment, labor management relationship and participation, recruitment and selection efforts, employee training and development and promotion criteria. HRM practices performed an important role in increasing the organizational commitment of employees. Human Resource management needs to implement the HRM practices effectively in order to align the employee's objectives with organizational objectives.

Organizational commitment is described as the extent to which individuals are comprised with the organization (Porter *et al.*, 1974). High commitment of employees reduces absenteeism and turnover rate and increase performance of employees (Mowday *et al.*, 1982). Organizational commitment increases the work potential of employees. Organizational commitment is the bond employees experience with the organization, employee who are committed to their organization generally feel a connection with their organization, feel that they fit in and think they recognize the goals of the organization. Job performance is the assessment of whether an employee has done their job well. Job performances are very importance to an organization and individuals.

There are a lot of influencing factors which affect the organizational commitment and job performance. Construction companies in Myanmar are booming and there are a lot of competitions in the industry. Organization commitment and job performance by employees are becoming essential in order to get more competitive advantage in the market.

1.1 Rationale of the Study

Due to the nature of the construction industry, it can be difficult for HR professionals to ensure the retention of contractors and employees since the construction industry tends to work on a project-by-project assumption, employee recollection can present more of a challenge to the HR department than in most other industries. The major problem in construction industry facing today is the shortage of skilled labors. Construction companies periodically experience difficulty in meeting is project completion dates because of non-availability of sufficient skilled labors and staff to accomplish the work efficiently.

Employee Commitment is vital to the productivity, quality and good performance of an organization. Employees will be higher committed if there is a good race between what the people is looking for in a job, and what the job provides. Organizations spend a lot in their employees in terms of induction and training, developing, maintaining and retaining them in their organizations. Therefore, employees' job performances could greatly improve from time to time.

Lack of organization commitment put negative effects on employee productivity which to a broad measure contribute extremely to failure of organization not achieving their goals. Employee commitment, productivity issues are arising as the most critical

work force management challenges of the instantaneous future, driven by employee loyalty concerns, corporate restructuring efforts and competition for key talent, for many enterprises surprise employee departures can have a considerable effect on the execution of business plans and may eventually cause a imitate decline in productivity.

Therefore, it is essential to analyse the HRM practices of the organization in order to know better insight of perceptions of employees in order to get organizational commitments and job performance. As an engineering and construction company, Eden needs to analyze its current HRM practices and find the ways in order to improve organizational commitment and job performance. Based on the findings, construction companies could greatly use these data in order to improve job performance of the employee.

1.2 Objectives of the Study

There are two main objectives in this study;

1. To examine the effect of HRM practices on organizational commitment of employees in Eden E&C Company Limited.
2. To analyze the effect of organizational commitment on job performance in Eden E&C Company Limited

1.3 Scope and Method of the Study

This study only focuses on HRM practices that effect on organizational commitment and job performance at Eden E&C Company Limited. Simple Random Sampling and Analytical research method are used in this study. Regarding data, both primary and secondary data are used in this study.

Primary Data is collected through structured questionnaires from 120 employees of total 873 empolyees. Secondary data is gathered from previous research papers, relevant textbooks and reports of Eden E&C Company Limited.

CHAPTER 2

THEORETICAL BACKGROUND

This chapter presents with the theoretical background of HRM practices and describes the relationship between HRM practices, organizational commitment, and job performance. This chapter also presents organizational commitment, job performance, and conceptual framework of the study.

2.1 Human Resource Management (HRM)

Human Resource Management is a tactic to handle the human resources of administrations that distinguishes the prominence of an organization's human resources. For causative aims and intentions, the process of several functions and activities to certify that they are used efficiently and fairly for the benefit of the organization, the society, and the employees. The idea of HRM indicates that people management can be a crucial resource to bear competitive advantage.

By adopting effective HRM practices with the support of relevant HR programs, the business may successfully keep key employees and can improve employee commitment and organizational performance.

2.2 HRM Practices

HRM practices as a system that motivates grow and retain employees to ensure active employment and the survival of the company and its members, according to Schuler and Jackson (1987).

HRM performs as a method that attracts, developments, motivates, and recollects employees to confirm the effective implementation and the endurance of the organization and its associates. Moreover, (Delery and Doty, 1996) stated that theorized HRM practice is a set of internally steady rules and practices designed and realized to confirm that a firm's human capital subsidizes to the accomplishment of its business objectives.

Regarding (Tan & Nasuridin, 2011), to enhance productivity, good HRM practices are instrumental in serving to achieve departmental objectives. HRM practices are formal policies, particular methods, and philosophies that proposed to inspire, draw in, hold, develop, employees who guarantee the successful working and survival of the organization.

2.2.1 HR Planning and Recruitment

(Walker,1980) Stated that human resource planning is examining an organization's human reserve needs under varying developing and condition the actions necessary to please these needs. Arranging the size and skills of human resources as the organizational requirements is the design of human resources. Human resource planning supports the organizations to employ, guess, improve, keep, and the placement of the workers needed to encounter business necessities, objectives and to react to the changes in the external environment, such as know-how, rivalry, etc. The process involves performing skills and competency review of the existing human resources available to carry out human resource forecasting and taking action to ensure sufficient human resource supply.

They should raise long-term as well as short term solutions. As human resource planners entangle to deal and to serve the needs even it influence the direction of the company, in the opinion of this, they have to face new and increased responsibilities and confronts.

Assessing recruitment and selection practices provides the opportunity for the firm to learn which strategies and programs have verified to be beneficial to the firm and which have not. Human resource planning and stated that it linked with, but not identical to, human resource planning is how hiring practices assessed by Heneman *et al.* (1989).

As human resource organizers involve themselves in communication with more programs to serve the needs of the business and even affect the direction of the company, because of this, they have to face new and increased responsibilities and confronts. In consultation with line managers, planning is carried out by the planners. Due to increased environmental uncertainty, demographic shifts, technological change, and increased international competition, the complexity of human resources planning required. By Jackson and Schuler, (1990).

Although recruitment and selection are sometimes measured to be two different processes, they are two steps in one operation with the selection step as the last process of recruitment. It also reflected as a process of linking and matching job seekers with vacant positions of companies. Consequently, in a favored recruitment attempt, a high number of qualified candidates are expected to be concerned. Stated by (Shafritz, Russell, & Borick, 2016), recruitment is also a process by which proper candidates for the existed or future positions. However, (Joshi, 2013) revealed that the selection is a process of steps for observing and screening the most suitable candidates for the available seats. The process and procedures carried out by various phases.

The final interview, the decision making on employment, and the appointment made in the selection process, which is directly followed by the employment step. By (Joshi, 2013), principally recruitment goals to provide a gathering of suitable and qualified applicants to boost selection opportunity of the best applicants. Moreover, the process of selection is to pick up the right person among the provided applicants.

Flippo (1984) lectured that the sources of employees classified into two types, internal and external. Defined by (Ejiofor 1989), the methods of recruiting will depend upon the basis of recruitment the group intends.

(Snell, 2012) Mentioned that this practice is growing because temps laid off quickly, and with less cost when work diminishes. The labor market situation plays a significant role in evaluating the organization's recruiting sources. Most organizations have policies on recruiting internally (from their employees) or externally (from outside the organization). Usually, "Temps" are used for short-term duties or to assist when administrators can not justify recruiting a full-time employee, such as holiday fill-ins, peak work hours, or maternity leave or sick leave for an employee. Increasingly, temps employed to fill positions once staffed by permanent employees.

(Goldstein, Pulakos, Semedo, & Passmore, 2017) stated that the organization depends on the quality of the talent employed. (Aladwan et al., 2015) Described that recruitment & selection are some of the essential, fundamental, vital & indispensable HR practices. Choice refers to the range of processes used to attract eligible respective and adequate numbers to encourage them to apply for jobs in the organization (Fried & Fottler, 2008).

After that, hiring the best employees is a crucial component for organizational success, recruiters should understand the needs of applicants and develop their recruitment services to meet requirements with a specific goal of attracting more qualified applicants. (Zhao, 2006) stated that the recruiter should examine their exceptional qualities and shortcomings in pulling in the best talents.

2.2.2 Training

Training described as a practice that provides human capital for the job (Blanchard & Thacker, 2013). Employees, if provided with skills, education, and knowledge, inculcate the sense of job satisfaction. Amador and Villaa (2013) found that training, when provided improperly leads to dissatisfaction of employees as the desired skills and job description, are not aligned. As stated by (Aguinis & Kraiger, 2009), training has a lot of welfares for both organizations and employees in the form of improvement in the performance of employees, the efficiency of the organization, and quality.

Training is an instructive process that employees can gain new data, practice and refresh their understanding and abilities, and, most importantly, have time to consider what new options can help them recover their effectiveness and performance at work. Training and development are essential from both individual and organizational perspectives (Aladwan et al.,2015). (Charnov,2000) expressed that striking pieces of training convey relevant and useful information that informs employees and develops skills and behaviors that transferred back to the workplace.

Many Researchers Have Identified Different Training Methods Which Can Contribute To Improve Employees' Knowledge, Skill, And Competencies. Some Of Them Are On The Job Training, Off Job Training, Orientation Training, And Career Development Training.

(a) Simple On The Job Training

In this method, employees trained while they are performing their actual job. It is a cost-effective method. The proficient and semi-proficient employees trained under the job training method (Selmanmusa, 2013).According to Armstrong (1995), he stated that

job rotation, planned experience, and mentoring used to employees. However, job training has many advantages, such as the development of specific managerial, teamwork, technical, selling, manual, and administrative skills of the employees.

(b) Off The Job Training

Employees trained away from their actual training environment. Off the job training is mostly used for new employees, and this method is beneficial to prepare a large number of employees rather than one person (Selmanmusa, 2013). Lectures, role-playing, case study, simulation, team building, workshops, and vestibule training are some of the off the job training methods (Ejiogu, 2000, Armstrong, 1995, as cited in Obisi, 2011).

(c) Career Development Training

This method used to train all levels of employees in the organization, and it helps them to prepare for future responsibilities, changes, and new venture creation (Appiah, 2010).

2.2.3 Performance Appraisal and Development

Especially by (Aladwan et al., 2015); (Delery& Doty, 1996); (Donate et al. 2015); Kinnie et al. 2005; (Maresaux et al., 2012); (Winfield, 1994); (Zibarras&Coan, 2015), critical HR practice for organizations to achieve desired outcomes including success of its performance management system. Today, managers are aware of the real value of their human resources, finding it to be an investment rather than just a minimizable cost or overhead. They are persuasive of the view that a robust performance appraisal framework includes significantly more than a mere annual or biennial assessment of an employee's past performance.

Sin (1996): the system of performance appraisal will determine the quality of the performance appraisal, namely: employee performance, performance measures, performance standard sin relation to the work. A vital purpose of any appraisal process and its resulting performance development plan is to identify gaps in an employee's skills or competencies as well as opportunities for improvement and development. (Hellriegel et

al., 2004) Stated that setting performance goals encourages employee motivation by stimulating effort, focusing attention, increasing persistence, and inviting new ways of working. Performance management is a fundamental part of effective human resource management and development strategy. Besides, (Hellriegel et al., 2004) revealed that performance management is a combined and continuing process where the employee strives to improve his performance and his contribution to the organization's aims with the help of the employer.

2.2.4 Rewards and Recognition

Rewarding or recognizing certain desirable behaviors of an employee can lead to job satisfaction, and better performance is the logical consequence of it. The study discovered that employees' motivation in organizations depends on the provision of incentives, appreciations, concrete rewards, and recognition.

According to Silva (2009), employee compensation includes all forms of payment or reward going to employees arising from their employment. Nonetheless, some employee benefits mandated by organizational laws throughout the world. It includes such items as minimum wage, overtime, leaves under the medical leave act, Unemployment, worker's compensation, and disability. Doyle (2010), on the contrary, proposes that there are types of employee benefits provided by the company, but the employer is not required to offer them. Likewise, the employee is not entitled to receive them. They are provided at the discretion of the employer and covered in labor agreement. They vary from one organization to the other. These may include hazard pay, health care, maternity, paternity and adoption leave, paid holidays, pay raise, severance pay, sick leave, termination, vacation leave, work breaks, and meal breaks.

Employees prefer the entire rewards, such as financial and nonfinancial rewards. Some of those prefer financial rewards, and others are nonfinancial rewards that opportunity to take essential tasks and projects, care, and cheering for guidance. During this, employees valued and also thought that the company is soberly involved in the employee's career and development. "Belle (2005), different employees needs different rewards." Some of the employees consider cash is essential to fulfilling their needs, and some others want material incentives like car, house, and some prefer holidays, and some prefer nonmaterial carrots. Another past researcher cited in (Gungor, 2011) found the

productivity of the employees is mainly affected by the factor of recognition and reward of the employee.

The financial reward consists of pay for performance such as job promotion, bonus, commission, gifts, etc. and nonfinancial awards mostly include social recognition, appreciation, work kind condition, meaning full work responsibility, etc. (Luthans,2000). These two primary rewards (financial and nonfinancial) utilized positively to increase the performance of employees.

2.2.5 Health and Safety

The job performance of an employee negatively affected by occupational health and safety, which means if there is a lack of high performance in a job of the organization's performance also gets affected hence also changing the overall organization performance. For example: if the workplace is not a health hazard proof, it will trigger disease in the workforce, thus negatively affecting the efficiency of the workers and the performance of the company, as Karen Danna et al. (1999) affirmed. A concern in principle for the health and safety of employees and encouragement of employees' self-interest and protection are apparent prerequisites. Regardless of the assumptions that health and safety restrict organizational efficiency and decrease profitability, the reality in the workplace can be different. Higher performance HR approaches recognize that people feel physically and psychologically safe seems to a reasonably significant demonstration that workers are valued (Pilbeam & Corbridge, 2010).

Occupational health and safety have great importance in the employees work environment because nowadays human resource is the most valuable asset that an organization does have and the existence of bad occupational health and safety environment significantly affect the job performance of employees. Occupational safety, health, and the well-being and quality of life of workers are essential prerequisites for productivity. Utmost importance for socio-economic and sustainable development as a whole (WHO, 1994) for employees and is a general law for accidents caused by employees in the course of their employment. The requirement of the highest standards of health and security in the workplace is vital because the destruction or denigration of health and security exposure is upright and also the duties of the staff. The real benefits

from more significant health and safety management include excellent productivity, reduce absences, avoiding the cost of accidents and litigation, meeting client's needs, and upgraded staff confidence and relationship of the employee.

A safe work environment becomes by the manager's everything possible to establish the conditions giving support to success and to remove the causes of accidents. A safe and healthy work environment provides the organization and its employees with the opportunity to achieve high performance (Baterman, 2002). According to (Beardwell& Holden, 1993) argue that their cognition of the importance of health and safety in recent years influenced by the intensification of competition and the relative success of organizations where investment in employee health and safety heavily pointed. It found technical improvements and organizational change have gradually led some employers to the realization that success relies on the conducive work environment to their employees, and this is a considerable and continuous investment in the health and safety. Increased productivity is often said to be an essential reason for a safe work environment. Health and security not only boost productivity but also empower and encourage workers by letting them know how critical their jobs are and how good work is (McNamara, 1998).

2.2.6 Career Planning and Development

Career improvement advantages not only individuals but also the organization. Career development is a continuous process of work-life, defined by Greenhaus et al. (2010). The company is assured of a supply of skilled, dedicated workers to replace the higher-level employee and prepare staff for future positions. Also, a career development practice enables organizations to develop and place employees in areas compatible with their career interests, needs, and goals. It increases employee pleasure and better performance.

Furthermore, career development helps to retain and motivate employees through the career development process; employees are assisted in setting realistic goals and in developing the required skills and abilities for target positions (Hall &Lorgan, 2009).

(Wexley& Latham, 2002) described that academics in the professional field have not yet found a science-based guide to make accurate decisions regarding the types of techniques that are the most successful to use.

Career development practices are crucial thoughts for all organizations without reference to proportions, sections, business, or outline. The evolution of the capacity and capability of the organization's managers has a fundamental impact on the regulation, productiveness, self-esteem, and advantages of an organization. Better performing organizations increasingly pay close attention to the validity of their recruitment practices. They are becoming equally vigilant about developing their employees' careers to achieve optimum performance both in the present and for the future (Mwanje, 2010). Balaji (2004) emphasizes the practice of providing internal promotions to create a feeling that career development offers excellent career growth opportunities, which, in his opinion, will motivate employees to remain in the public sector.

Career development as a structured approach used to help employees fulfill individual requirements of various positions within the organization throughout their career lifespan, considering organizational needs and requirements. The purpose of career development is to enrich employees' skills and knowledge to make them fit for future positions and new roles and responsibilities. Individual career development should emphasize the role of employees in honing their skills (Greenhaus et al., 2000).

Cooper (2005) added that employees need to have a proactive behavior to attain the qualities essential for their career success, and they should steer the direction of their future. However, it does not mean that organizations should underestimate their contribution to employees' career development. Employers should develop a framework for employees' career development through a psychological contract with their employees (Moreley, 2004). This psychological contract should be a mutual agreement between both parties regarding organizational and employees' short and long-term development (Cooper, 2005).

2.3 Organizational Commitment

Organizational faithfulness is the strength of the feeling of responsibility that an employee has towards the mission of the organization, and it is also the individual's Psychological attachment to the organization. Mowday, Steers, and Porter (1979) have defined organizational commitment as; "Organizational commitment is the the extent of employees' inclination to apply their attempt for the success of the organization. And the degree of fit between the employees' values and the organization

values".The concept of organizational commitment is a focal point in the study of organizational behavior.

An employee with a high level of organizational loyalty considers himself a genuine member of the organization and is more likely to embrace the values and beliefs of the enterprise and tolerate lesser sources of discontent (Lai,2001). Allen and Meyer (2004) believe that strong organizational commitment causes employees to work harder to achieve the objectives of the organization. Meyer and Allen (1990) studied three predecessors of Organizational Commitment. They are Emotive, Constant, and Prescriptive.

i) Affective commitment involves the employee's emotional attachment, and in the organization. Staff with a robust emotive commitment continue employment with the organization because they 'want to do so.' According to Meyer and Allen (1991), the first of three dimensions of organizational commitment refer to the affective attachment of the employee to the organization. AC is determined by an employee's personal choice to remain committed to the organization via some emotional identification with the organization (Singh & Gupta, 2015).

ii) Continuance commitment based on the costs that employee associates with leaving the organization. Employees who perceive the costs of leaving the organization are more significant than the costs of staying because they 'need to do so.' The second dimension, as developed by Meyer and Allen (1991), relates to a cost-benefit analysis of the employee, such as the loss of economic investments and difficulties in finding a new job. Whether the employee remains with a company is evaluated in terms of the perceived costs of leaving. Influenced by tenure, positional authority, or length of service, employees choose to remain committed because they overthink to lose by leaving (Singh & Gupta, 2015).

iii) Normative commitment involves the employee's feelings of obligation to stay with the organization. Workers with a high level of normative commitment remain in the organization because they 'ought to.' It is a form of commitment discussed by Meyer and Allen (1990) as part of their three dimensions of organizational commitment, along with active and continuance components. They noted that normative commitment, while the less common of the aspects, is an equally viable look at engagement.

2.4 Job Performance

In general, job performance defined as actions or behaviors relevant to organizational goals (Campbell, 1990), which includes both productive and counterproductive employee behaviors come up with or take away from businesses' ambitions (Hunt, 1996). Viswesvaran and Ones (2000) launched a more recent definition of job performance as behavior results that employees contribute to organizational goals. It means job performance refers to the effectiveness of individual behaviors that contribute to corporate intentions and consisting of job performance and contextual performance (Motowidlo, 2003).

According to Schermerhorn (1989), JP as the quality and quantity talented by individuals or groups after completing a task. In today's competitive business world. In this stage, according to Cascio(2006), it is highly suggested for organizations that managers have to describe performance to allow individual employees to recognize the organizational expectations to fulfill the organizational goals.

According to Aguinis (2009), performance is about behavior or what employees do, and not what employees produce or the outcomes of their work. Performance is an effort, along with the ability to put efforts supported by the organizational policies to achieve particular objectives. Campbell (1990) also defines performance as behavior. It is something done by the employee.

The efficiency of the productivity of an organization is strong influences by job performance. To evaluate employee performance, an organization could use task performance, contextual performance, and three items for effectiveness, which are productivity, quality, and innovation (Kahya, 2007).Furthermore, the level of performance able to increase with the involvement of the budgeting process, which leads to a rise of goal commitment (Jeremias and Yigit, 2013).

2.5 Previous Studies

This section presents the previous studies which are related to the title. The conceptual framework of Uraon(2014) used for the relationship between HRM practices and organizational commitment. Then, the theoretical framework of Bandula (2016) used for the relationship between organizational commitment and job performance.

2.5.1 Relationship between HRM Practices and Organizational Commitment

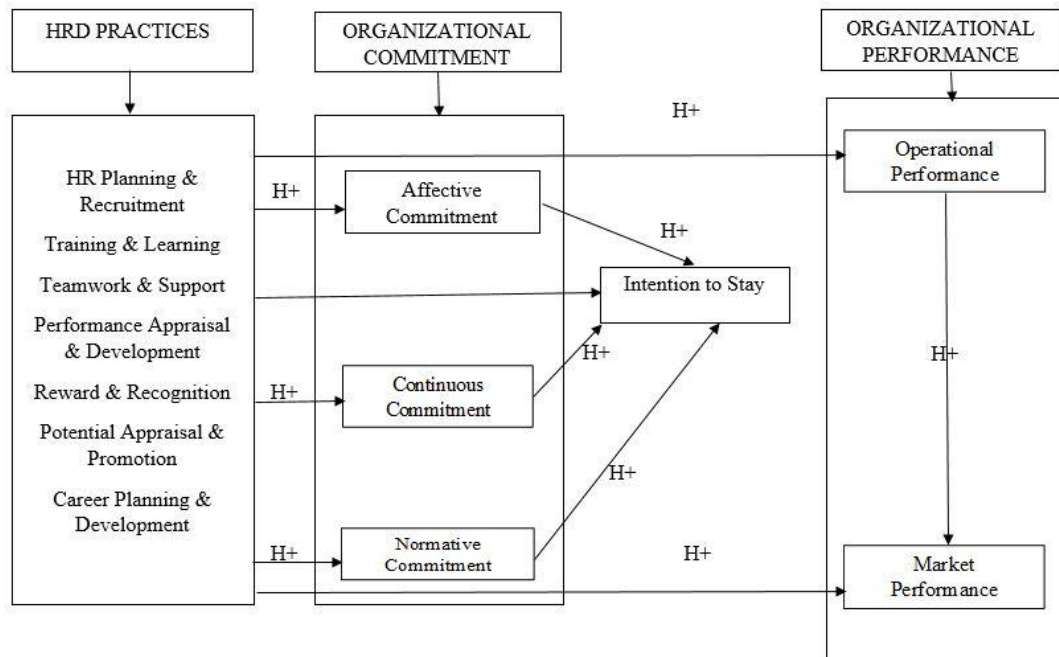
Ghazanfar (2012) found in his study, "Exploring the Relationship between Human Resource Management Practices and Organizational Commitment." Data collected from 304 respondents and the findings of the study provide support for the variables (selection, training, performance appraisal, promotion, performance-based rewards, information sharing, job security, and human resource management system) and confirmed by the results of the previous studies. The findings of the current study support the notion that the HR practices related to organizational commitment, individually and as a system as well.

Bastos (2012) examined the HRM practices and commitment in his research, and it found that sufficient commitment has a healthy and positive relationship with perceptions of HRM practices. Training and development practices showed a better fit with the expected results of such practices in the organization studied, strongly affecting commitment.

Warsame (2015) attempted to examine the linkage between HRM practice and organizational commitment in the research named "Human Resource Practices and Organizational Commitment" by collecting data from 120 employees of the selected three telecommunication companies in Somalia. This research examined the relationship between human resource management practices, namely selection, training, performance appraisal, information sharing, reward, and compensation, with organizational commitment among telecommunications in Somali. It found that benefits effected by organizational commitment. But there are two problems here; selection and information sharing coefficients are negative. It would be a contradiction with organizational commitment.

Among the IT companies, through employees' organizational commitment and intention to stay, and organizational performance as well as the overall development of employees, and their attitude in large, medium and small-size IT companies located in India. A total of 516 samples from 37 IT companies constitute a sample of the study. The conceptual framework of Uraon (2014) presented in Figure (2.1).

Figure (2.1) Conceptual Framework of Uraon



Source: Uraon (2014)

The Uraon (2014) examined the relationship between HRD practices and organizational commitment, a significant positive relationship with the affective, continuance, and normative commitment. Besides, only emotional dedication and normative commitment have a strong positive correlation with the intention to stay while continuance commitment does not have a weak relationship with the plan to visit. He also concluded that HRD practices are effective in enhancing organizational performance. The HRD practices are strongly related to operational performance compared to market performance.

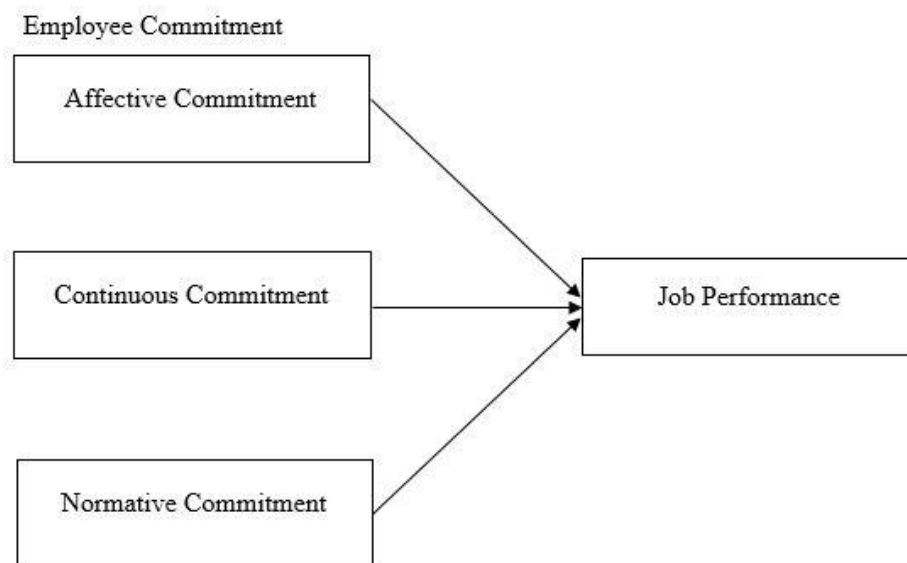
2.5.2 Relationship between Organizational Commitment and Job Performance

Khan et al. (2010) investigated the impact of organizational commitment on employee job performance in their research titled "Job involvement as a predictor of employee commitment: evidence from Pakistan." Data collected from a sample of 153 private and public sector employees of the oil and gas sector in Pakistan. The findings of the study showed a positive relationship between employees' job performance and organizational commitment. Among the three dimensions of organizational commitment, the normative commitment had a positive and significant impact on employees' job performance.

Adnan (2018) did the research named "To Evaluate and Study the relationship between employees' commitment and individual performance" to evaluate and study the relationship between organizational commitment and individual performance. The questionnaires sent to 100 employees for the survey on Kansai Paint in Pakistan and SPSS testing used to examine the data. The finding of the study showing that affective commitment, continuance commitment, and normative commitment have a positive impact on individual performance.

Bandula (2016) examined the relationship between organizational commitments and job performance of the employees in his study titled "Impact of Employee Commitment on Job Performance: Based on Leasing Companies in SRI LANKA." Totally 115 employees surveyed, and it is representing employees of Licensed finance companies (LFCs) and specialized Leasing companies (SLCs). The conceptual framework of Bandula (2016) presented in Figure (2.2).

Figure (2.2) Conceptual Framework of Bandula



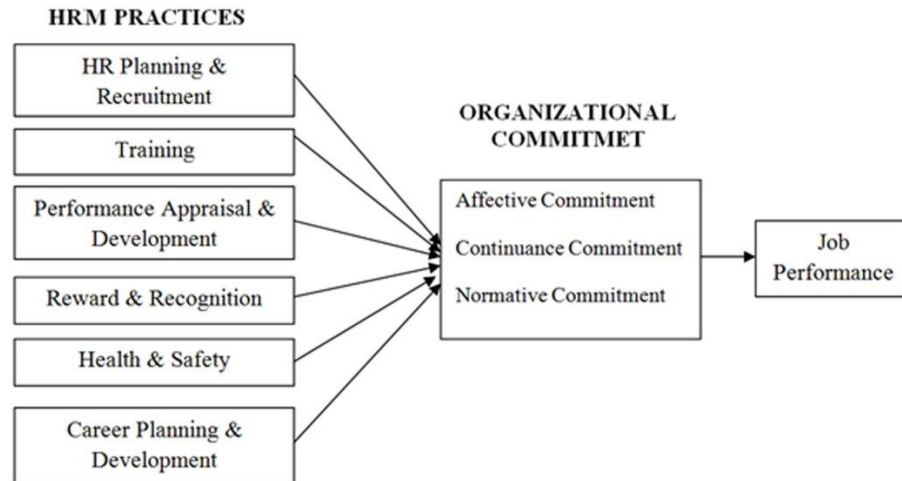
Source: Bandula (2016)

According to the correlation test, it proves that employee commitment correlated with job performance. However, Normative and Affective commitments are not impacting job performance. Among the three responsibilities, Bandula (2016) concluded that continuance commitments had the highest contribution to the job performance of the employees.

2.6 Conceptual Framework of the Study

The conceptual framework of the study is as shown in Figure (2.3)

Figure (2.3.) Conceptual Framework of the Study



Source: Own Compilation, 2019

The above framework was developed based on the literature review. In this study, HR practices of the Eden E&C Co., Ltd. examined and analyze the effect of organizational commitment on job performance of the employee in Eden E&C Co., Ltd. By studying the previous research papers. There are a lot of HRM practices that could affect organizational commitment and job performance. In this study, HRM practices refer to HR Planning & Recruitment, Training, Performance Appraisal & Development, Reward & Recognition, Health & Safety, and Career Planning & Development. The study finds out whether HRM practices affect organizational commitment. Then it also analyzes whether the organizational commitment affects the job performance in Eden E &C Co., Ltd.

CHAPTER 3

HRM PRACTICES OF EDEN ENGINEERING & CONSTRUCTION COMPANY LIMITED

This chapter presents profile information and organization structure of the Eden E&C Co., Ltd. In additions, it covers the HRM practices of Eden organization. In this study, the HRM practices consist of training, career development, working environment, reward system and fair treatment. This chapter also presents the mean scores of HRM practices, the organizational commitment and job performance based on survey results.

3.1 Profile of Eden Group Company Limited

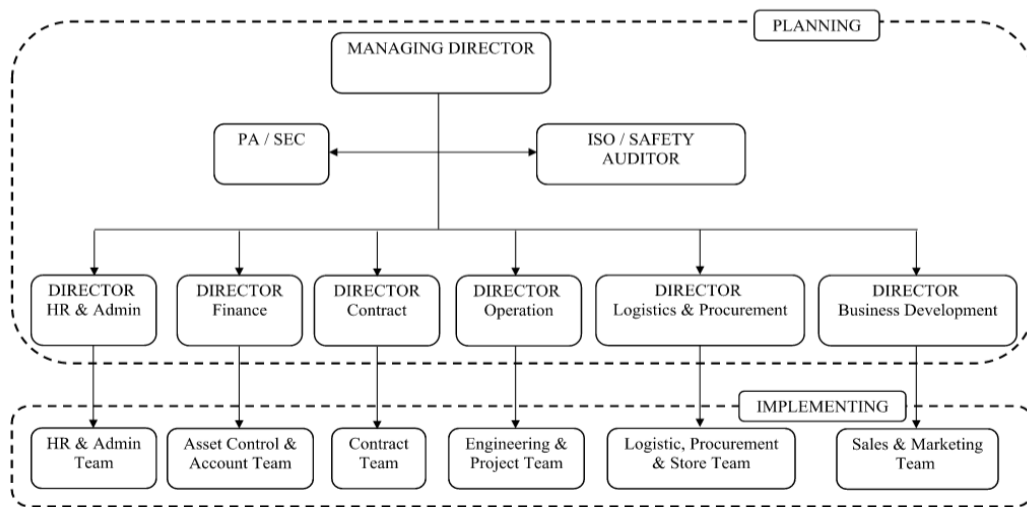
In 1990, the Eden Group Company Limited was started with its preliminary business, Eden Construction. Promoting from the success of Eden Construction, Eden Group has built up to new strategic businesses with unique market positioning and value propositions. Nowadays, across all of its business operations, Eden Group has more than 6,000 employees making contributions to national economic growth. The company is situated at building 30, Shwe Padauk Yeik Mon Housing, Kamaryut Township, Yangon, Myanmar.

Its mission is to establish our business leveraging on the trust we build in the customers minds by delivering high quality products and services. Vision is to be one of the most honored real estate companies in Myanmar through a significant devotion fulfillment of promises made to customers. Company's Motto is stated as "Real People Real Experience".

3.1.1 Organization Structure of Eden E&C Co., Ltd.

There are 6 major departments at the organization namely HR and Admin, Finance, Contract, Operation, Logistics and Procurement Department. The organization structure of the Eden E&C Co.,Ltd. is presented in Table (3.1).

Figure 3.1 Organization Structure of Eden E&C Company Limited



Source: Eden E&C Company Limited (2019)

According to Figure (3.1), there are six major departments managed by directors which composed of Eden E&C Co., Ltd. Each department has its own specific operations. In additions, secretary and ISO auditor is under director control of managing director. At the planning stage, directors makes the plans for their departments and correspondence managers have to implement according to the strategic plans. Managers have to report their relative director regarding job assigned.

(i) HR and Admin Department

The human resources department conduct prevalent functions of the business. It involved providing labor law compliance, record keeping, hiring and training, compensation, relational assistance and help with handling specific performance issues. These functions are critical because without those functions being completed, the company would not be able to meet the essential needs of management and staff. In addition, the department is responsible for the administering the office staff and supplying stationary to all departments.

(ii) Business Development Department

Business Development Department concentrates on using all knowledge and experience to identify commercial opportunities that mean the changing needs of our customers. Our determination to listen carefully to customers, to figure out how their business is evolving, lays the foundations for developing new and innovative services

make doing business more profitable. As the company develops relationships with the customers, it can identify areas of improvement, and design tailor-made solutions to raise profitability further.

(iii) Contract Department

Before contracting with an outside party, contract department first ensures that the services are necessary and cannot be performed satisfactorily and economically by internal sources. It needs to draft the contract, using the university's standard contract form whenever possible and the standard terms and conditions and then submit the contract through the appropriate review and approval.

(iv) Procurement & Logistics

Procurement & Logistics has overall oversight and responsibility for the structure and effectiveness of the Purchasing, Logistics, Inventory Management, ERP, and Warehouse Management and Distribution activities. The Director of Procurement & Logistics will plan and direct all aspects of the corporation's supply chain policies, objectives, and initiatives.

(v) Operation Department

Construction operation department has to design and accomplish construction strategies for various projects. This may involve planning guidelines for nominating contractors, deciding who takes responsibility in case of unpredictable affair such as natural disasters, and specifying the order in which construction sequences will be undertaken. The manager also contributes to the development of a range construction programs, such as a quality assurance program. In this role, the manager needs to collaborate with civil engineers to, for instance, outline the quality checks a completed project undergoes before it is delivered to the client or owner.

(vi) Finance Department

The Finance Department perform the following functions regarding to all financial tasks in accordance with the accounting system approved by the financial institutions and the major functions being carried out by Finance Department are described below.

- (a) Controlling for income and expenditure of the whole organization.

- (b) Internal auditing
- (c) Preparing of annual budget, profit and loss account and balance sheets
- (d) Reporting of weekly, monthly, annual accounts to the higher Departments Concerned

3.1.2 Number of Employees in Eden E&C Co., Ltd.

Table (3.1) shows the number of employees by department of Eden E&C Company Limited. There are 873 employees in the company

Table (3.1) Number of Employees by Departments

No	Department	Number of Employees
1	HR and Admin	21
2	Business Development	55
3	Contract	10
4	Procurement & Logistics Team	72
5	Operation & Maintenance Team	682
6	Finance	33
Total		873

Source: Eden E&C Company Limited (2019)

Table (3.1) shows that there are 21 employees in HR and Admin Team, 55 employees in Business Development Team, 10 employees in Contract Team, 72 employees in Procurement & Logistics Team, 682 employees in Operation & Maintenance Team and 33 employees in Finance Team respectively.

3.1.3 Company Policy

Eden lets all employees know about the company policy regarding all the benefits and compensations. Internal regulations and explained and supervised by the head of department. Employees are assured to understand the necessity of policies and rules for the conduct of the business. The following statements are the general policies and procedures that the employees are required to follow.

(i) Working Drive and Hours

Eden sets the working days six days a week for all employees according to its working nature. The followings present the working schedule at Eden E&C Company Limited.

Working Days : Monday through Saturday except public holiday

- (1) Working Hours : 08:00 ~ 17:00
- (2) Sunday : Weekly holidays

(ii) Overtime

Overtime on weekdays shall be compensated by enjoying two hundred percent (200%) of basic salary accordingly.

Overtime on weekend and holidays shall be calculate by hourly basis and compensated with both in leave and in cash.

3.2 HRM Practices in Eden E&C Company Limited.

In this study, HRM practices of Eden E&C of Co., Ltd. are presented in order to get more commitment from the employees and retain more employees. Eden E&C Co., Ltd. is offering well-planned HRM practices inside the organization.

3.2.1 HR Planning and Recruitment

Eden is doing the HR plan based on its strategic plan by aligning the HR resources available and required in the future by each department. In order to achieve its strategic goals, Eden is targeting to fill the suitable workforce at each department. In recruiting the people, Eden already got and follows the ISO 9001:2015 which represent the Quality Management System (QMS).

Each department head has to identify the vacancies for his or her department and needs to prepare the employee requisition form which includes the reasons for recruitment, job specifications. Those requisition forms are sent to the HR department that in turn those forms to the Admin department. Only MD and director have the

authority to recruit or fire the employees by the recommendations from each department or line manager. Eden carefully looks for the people who are honest, hardworking, and following disciplines. In additions, the company considers the leadership abilities, health, and age to ensure that those people can perform the assigned tasks.

HR department announces the job vacancy at newspaper, journals and company website. Company finds out the employees from internally and externally. HR departments also make the internal announcements for the opening positions. HR department carefully select the interview candidate list by checking the CVs thoroughly. At interview, director, HR manger, and line manger present and evaluate the skills of the candidates. If the interviewers like the candidate, HR director offers the salary, and probation period. Usually, probation period is 3 months at Eden E&C Co., Ltd. Eden makes sure there is no discrimination and bias at every phase of HR planning and recruitment.

3.2.2 Training

Eden E&C Co., Ltd. believes that company needs to give trainings in order to perform assigned tasks. In additions, it is important for employees to have the opportunity to upgrade their skills and knowledge related to their jobs. Eden mainly provides internal training twice a year regularly. Every department manager prepares the required trainings based on the employees' needs and submits it to Admin manager.

In additions, Eden provides the external trainings especially for the engineers who could work at Eden at least one more year after trainings. Eden also allows employees who want to take trainings by their own plans but the company only allows for weekend class. Eden arranges special trainings for engineers as follow:

Table (3.2) Technical Trainings for Engineers.

Sr.No	Title of Trainings
1	Refresher course for building construction engineer
2	Importance of management skills in construction engineering
3	Occupational health and Safety for construction sites
4	Advance concrete formwork and shoring system
5	Scheduling techniques for construction projects
6	Refresher course for building surveying
7	Inspection guidelines for quality control
8	Safety for high rise building projects

Source: Eden E&C Company Limited (2019)

The technical trainings for engineers intend to enhance the technical knowledges and skills of engineers. Refresher course for building construction engineer and building surveying are the civil engineering fundamentals and provides essential knowledges for construction engineers.

Engineers need the training of importance of management skills which is useful for solving the construction problems of projects. Engineers also need to manage labour work force, cost estimation, quality assurance and scheduling.

Health and Safety is important for construction sites which are high risk working environments. Engineers need health & safety practices in order to reduce the chance of injury and protect the lives of construction workers. Furthermore, engineers should have the knowledge of advanced construction techniques and practices because of evolving construction Landscape. To meet the mission of the company, engineers must have the training of inspection guidelines for quality control.

3.2.3 Performance Appraisal and Development

Eden always does the performance appraisal once a year. Performance appraisal is usually done by line supervisor, and department manager for each project. Eden makes performance appraisals by evaluating the both team-based performance and individual

performance. Generally, those performance appraisals are submitted to the top management. Then, top management asks HR manager to arrange rewards and trainings based on performance appraisal. Eden plans to make performance appraisals including face to face method twice a year since 2020. In face to face appraisal system, supervisors and manager will make transparent appraisal by conducting the subordinates so that people will be more satisfied.

3.2.4 Rewards and Recognition

Good and exceptional performance of the individual employee or as members of group and/or team may be granted a bonus or incentive, the amount of which shall be determined by the Management. Recognition will be awarded to employee who attains the achievement having honestly served the company for a long time, continuous service with the company and exhibited remarkable capability and distinguished service to become a model for other employees. The company given by the reward to the employees who are recognized in accordance with award citation, prize, vacation, payment of special bonus, or any other privilege as the Company considers appropriate. Recognition and reward may be recommended by a Director and shall be executed at the sole discretion of the HR Committee.

Eden management gives consistency, fairness and equality top priority when designing and implementing a recognition program and also ensures that the program is open to all employees. The company gives two major types of rewards and recognitions, cash and non-cash awards. Bonus, holiday trip or incentive is payable to the incumbent employee after the project is finished based on the performance appraisal.

Table (3.3) Monthly Salaries on Different Level of Eden E&C Company Limited

Sr.No	Department	Occupation	Basic Salary (MMK)
1.	Admin	Junior Clark	180,000ks ~ 240,000 ks
		Senior Clark	300,000ks ~ 350,000ks
		Asst: Manager/ Manager	480,000ks ~ 1,500,000ks
2.	Finance	Accountant	1,000,000ks ~ 1,500,000ks
		Asst: Accountant	400,000ks ~ 600,000ks
		Cashier	350,000ks
		Junior Clark	180,000ks ~ 240,000ks
		Senior Clark	240,000ks ~ 350,000ks
3.	Store	Asst: Manager/ Manager	600,000ks ~ 1,000,000ks
		Store Keeper (1.2.3)	180,000ks ~ 500,000ks
4.	Logistics & Procurement	Asst: Manager/ Manager	400,000ks ~ 800,000ks
		Senior Clark	300,000ks ~ 350,000ks
5.	General	Driver	200,000ks ~ 350,000ks
		Heavy Machine Controller	250,000ks ~ 450,000ks
		Security	150,000ks ~ 200,000ks
		Cleaner	150,000ks ~ 200,000ks
6.	Operation	Project Manager	2,500,000ks
		Project Engineer (PE/EE)	2,800,000ks
		Asst: Engineer	800,000ks ~ 2,500,000ks
		Sub Asst: Engineer	400,000ks ~ 800,000ks
		Junior Engineer	240,000ks ~ 350,000ks
		Work Charge	150,000ks ~ 700,000ks

Source: Eden E&C Company Limited, 2019

In addition, employee gets the other allowances as a benefit. Mobile phone and bill allowance 100,000 MMK shall be provided monthly by company to supervisors and above levels. Eden arranges ferry for the office staffs while the company provides the dorms for the construction workers at the construction sites. Eden treats all construction workers three meals a day but does not provide those for office staffs. Office staff gets 20 minutes tea break every day. Mobile phone allowance 30,000 MMK shall be provided

monthly by company. Medicare Program: company provided medical assistance for the construction workers based on the performance while office staffs do not get it. Eden provides overtime pay for office staff but construction staffs do not get overtime pay. Construction staffs do not get overtime pay and they get bonus after project or at the end of the year.

3.2.5 Health and Safety

As the construction corporation, Eden E&C Co.,Ltd. focuses the health and safety of the employees. Eden gives the highest priority to the workplace safety and it gives safety equipment such as helmets, belts, boots and gloves etc. Eden has strong policy that every employee must have enough safety cover before they enter the construction site. Eden E&C Co.,Ltd. provides the following steps in order to reduce the risks as follow:

1. Ensure employees wear the correct protective gear.
2. Correctly construct and maintain scaffolding
3. Health & safety training
4. Display clear signs at construction sites
5. Inspect tools and equipment regularly
6. Effective communication among employees to avoid accidents

The company plans for the unexpected and workplace precautions and procedures for those situations. Unexpected situations include fire, explosion, storms, bad weather, earthquake etc. In additions, workplace accidents include any accidents to the people at work. Eden gives trainings once a year for fire and environmental hazards by conducting with the government fire department.

To effectively respond to those situations, Eden group has hazard identification and assessment procedures. According to the social security policy, Eden pays 2% of the salary of employees so that employees will have supports from the government if something happens.

3.2.6 Career Planning and Development

Eden carefully offers the career planning and development for employees. The Company believes that it is important for the opportunity to upgrade skills, knowledge and career development opportunities. The Company provides with career development opportunities and is committed to develop training programs over time. The Company also conducts performance appraisals at least once a year. Based on the performance appraisals, company gives training and development programs for the skills and career development. Although Eden E&C Co.,Ltd. encourages meeting with Supervisor frequently to ensure ongoing communication and feedback on performance, the Company may initiate performance improvement plan for poor job performance so that employees could improve their capacity and career potentials.

3.3 Profile of the Respondents

To analyze the employees' organizational commitment and job performance based on the HR practices, demographic characteristics, such as age, gender, education level, experience and position are firstly presented. The frequency and percentage of the profile of the respondents are presented in the study based on the findings. Profile of the respondents is shown in Table (3.3).

Table (3.4) Demographic Data of the Respondents

Sr.No	Particular	No. of Respondents	Percent
	Total	120	100.0
1	Gender: Male	47	39.2
	Female	73	60.8
2	Age : 20-25 years old	4	3.3
	26- 30 years old	16	13.3
	31-35 years old	31	25.8
	36-40 years old	27	22.5
	41 to 50 years old	27	22.5
	Above 50 years old	15	12.5
3	Education : High School	4	3.3
	Certificate/ Diploma Holder	25	20.8
	Bachelor Degree	82	68.3
	Master	1	.8
	Others	8	6.7
4	Position: Manager	4	3.3
	Assistant Manager	6	5.0
	Supervisor	5	4.2
	Engineer	59	49.2
	Others	46	38.3
5	Income : 150,000 ~ 300,000 MMK	35	29.2
	300,001 ~ 500,000 MMK	50	41.7
	500,001 ~ 1,000,000 MMK.	20	16.7
	Above 1,000,000 MMK.	15	12.5
6	Experience : Below 1year	24	20.0
	1- 3 years	72	60.0
	4 – 7 years	17	14.2
	8 - 10 years	5	4.2
	Above 10 years	2	1.7

Source: Survey Data, 2019

According to the Table (3.3), most employees are female and they represent 60 percent of the respondents while male takes the remaining. Thus, majority of employees in the Eden company are female employees. In additions, they are between 31 and 35 years old and they represent 25 percent of the respondents. The second largest group is between 36 and 50 years old representing 22 percent of the employees. The minority of the respondents are between 20 and 25 years old getting only 3 percent of the total respondents. Therefore, majority of employees in Eden E&C Co.,Ltd. are young people.

Among 120 respondents, 68 percent of the respondents are bachelor degree holders and they contribute the largest portion. Certificate or Diploma holders take 25 percent of the respondents. In additions, the employees who have high school education represent 4 percent of the respondents. 8 percent of the respondents do not get formal education while the remaining 1 percent represents master degree holder. This data can be reliable because the respondents can represent all employees because the respondents include all education levels. Generally, the more education level, the more employees could perceive about the company support.

Different occupation levels define several effects towards Eden E&C Co.,Ltd. In this study, 4 occupational levels of the employees are observed. Among 120 respondents, engineers represent the largest group by 49 percent among the respondents. The second largest group falls into other section representing office staff, and general workers etc. Among respondents manager, assistant manager and supervisors represent 4 percent, 6 percent and 5 percent respectively. Eden is a construction and engineering company thus most employees are engineers and general site workers. In order to get more commitment to the organization and increase job performance, Eden needs to focus those major groups.

Regarding income, almost 42 percent of the respondents get the salary between 300,001 and 500,000 MMK and they represent the largest portion among the respondents. 29 percent of respondents get between 150,000 and 300,000 MMK. Among respondents, almost 17 percent of the employees get 500,001 and 1,000,000 MMK. Employees who get above 1,000,000 MMK represent 12 percent of the respondents. Therefore, most employees in Eden are low level workers and engineers.

According to the survey data, 60 percent of the employees have been working in Eden from 1 to 3 years old while the second largest groups include employees who have less than 1 year work experience. 14 percent of the employees represent employees with 4 to 7 years old. 8 to 10 years and above 10 years work experience present minority group at Eden E&C Co.,Ltd. by 4 percent and 2 percent respectively. Thus, majority of the Eden employees have been working at the company for 1 to 3 years.

CHAPTER 4

ANALYSIS OF HRM PRACTICES AND ORGANIZATION COMMITMENT ON JOB PERFORMANCE IN EDEN ENGINEERING & CONSTRUCTION COMPANY LIMITED

In the analytical section, analysis on the relationship of HRM Practices and organizational commitment on job performance of the Eden E&C Co., Ltd. are included. In this research, linear regression model is used in order to find out the relationship between HRM practices and organizational commitment and the relationship between organizational commitment and job performance by surveying 120 employees from Eden E&C Co., Ltd. in Myanmar.

4.1 Analysis of HRM Practices on Organizational Commitments in Eden E&C Co., Ltd.

In this study, HRM practices affecting on the commitments of the employees at Eden E&C Co.,Ltd are analyzed by using the structured questionnaire. In order to find out which HRM practices affect on employee commitment, five-point Likert scale (1: strongly disagree, 2: disagree, 3: neutral, 4: agree, 5: strongly agree) is used in the structured questionnaire. If the score is more than 3.0, it can be concluded that employees have positive attitude towards the HRM practices of the Eden Company Limited. If the mean score of the employee perception is less than 3.0, employees do not have good perception for the HRM practices.

4.1.1 Employees' Perception of HRM Planning and Recruitment

HR planning and recruitment are important for every organization in order to get long term success since HR planning and recruitment are aligned with the strategic management, vision, mission and strategic goals. The findings regarding HR planning and recruitment of Eden E&C Co.,Ltd. are presented in Table (4.1).

Table (4.1) HRM Planning and Recruitment

Sr.No	HR Planning and Recruitment	Mean Score
1.	Identifying HR requirement of each department/work unit well in advance	3.58
2.	Sending the talent requirements for hiring of typically line-functions / departments in advance to the HR department	3.71
3.	Not influenced by individuals or any organization in favor of a specific candidate to this process	3.69
4.	A high-degree of involvement from business / operations line managers in the HR planning process	3.86
5.	Providing enough information related to the job at the advertisement.	3.97
	Overall Mean	3.76

Source: Survey Data, 2019

According to Table (4.1), most respondents perceive that company gives details information while the company makes job advertisements since the company makes both internal and external advertisements. Majority of the respondents feel that HR planning and recruitment process is effective since line managers participated in HR process. Department managers usually give job specifications required for every position to HR department. Moreover, it is found that Eden Company identified the HR requirements for every department in advance by focusing its strategic plans. Thus, employees have positive confidence about HR department which implements the needs of every department in the organization and each department collaborates by sending their HR requirements to HR department in advance. HR department could fill the right position. Respondents also believe that nobody influences the recruiting process. For that, most employees cannot face over workload because of employee shortage. According to the overall mean score, employees are satisfied with the HR planning and recruitment process of Eden E&C Co., Ltd. since employees believe that Eden E&C Co., Ltd. have well set for standardized HR planning and recruitment process and procedures.

4.1.2 Employees' Perception of Training

Employees will be happy and give commitment when they have skills and capacity to perform their tasks. Nowadays, there are strong competition and change in the industry. Training becomes essential for both organization and employees. It is important to find out whether trainings meet the job functions of the employees. The findings are shown in Table (4.2).

Table (4.2) Training

Sr.No	Training	Mean Score
1.	Giving induction to socialize with the job, culture and the company policies to all new hires.	3.88
2.	Very supportive trainings to understand the goals of the department.	2.18
3.	Selecting the trainees that based on identified skills and competencies required for the work.	3.73
4.	More productive after receiving training.	2.61
5.	Providing adequate training to understand health and safety issues.	3.28
	Overall Mean	3.14

Source: Survey Data, 2019

Table (4.2) represent the perceptions of the employees towards trainings, most employees are satisfied the trainings provided by Eden E&C of Co., since the company gives inductive trainings to all new employees and employees know the organizational culture and their responsibilities clearly. Many respondents are satisfied since Eden carefully selects the trainees based on the tasks, skills and performance. As a construction company, safety and healthy is very important. Many employees trust the company that Eden E&C Co.,Ltd. educates the employees by giving the training for health and hazardous matters. Conversely, employees doubt that the trainings are not very much effective to catch the company goal because employees are away from office mostly as they are working outside in construction sites and Eden does not offer the trainings regularly since its working schedule is from Monday to Saturday. Furthermore, employees do not feel that they improve the performance after trainings since Eden arranges short

trainings without interfering working hours. According to the overall mean score, the findings show that most employees are moderately satisfied the trainings they got provided by Eden E&C Co.,Ltd.

4.1.3 Employees' Perception of Performance Appraisal and Development

Performance appraisal and development are ongoing process for all organizations. It is essential to do the performance appraisal regularly since the organizations could do necessary measures such as trainings and incentives based on the result. Perceptions of the employees towards the performance appraisal and development of Eden is presented in Table (4.3).

Table (4.3) Performance Appraisal and Development

Sr.No	Performance Appraisal and Development	Mean Score
1.	Fairly evaluating performance appraisal	3.49
2.	Supporting to recognize current ability and encouraging high performance by performance appraisals	3.73
3.	Helping in job rotation, enrichment of decision, etc	3.62
4.	Getting feedback for questions about the performance appraisal.	1.72
5.	Helping of Line managers to subordinates with performance guidance and spend time needed	2.58
	Overall Mean	3.03

Source: Survey Data, 2019

According to the research, most employees are satisfied with the performance appraisal because they could know their current ability and skills and motivate high performance. Employees have positive perception of job rotations and enrichments by company based on performance appraisal as they could learn more interesting things. It is

found that respondents moderately believe that the performance appraisal is fair as the company considers both group based and individual performance. Besides, many of the respondents think that job performance can lead the right decision. On the contrary, employees feel that line managers do not give enough time to help subordinates for required performance guidance in order to develop the employees. On the other hands, employee just feels that they do not get mutual response for the questions they frequently ask concerning with their job performance and they do not satisfy for no feedback because they need to learn from appraisal for further work development. According to the overall mean score, employees are just moderately satisfied with the performance appraisal and development provided by Eden E&C Co.,Ltd.

4.1.4 Employees' Perception of Rewards and Recognition

Rewards and recognition could drive the commitment of the employees. It include the base salary, bonus and incentives; pay package; and welfare, vacation trip plan, entertainments and other allowances. Table (4.4) shows the employee satisfaction on rewards and recognition of Eden E&C Co.,Ltd.

Table (4.4) Rewards and Recognition

Sr.No	Rewards and Recognition	Mean Score
1.	Rewarding appropriately to high performing employees.	3.36
2.	Motivating to perform better by rewards and recognitions.	4.01
3.	Providing benefits and recognitions according to the performance appraisal.	3.21
4.	Very attractive reward system.	3.86
5.	Recognizing promptly with monetary and non-monetary rewards in an appropriate manner for a well done job.	3.31
	Overall Mean	3.55

Source: Survey Data, 2019

According to the Table (4.4), it is found that most respondents feel that reward systems are very attractive and those give motivation at work. Many employees perceive that those rewards and recognitions motivate them in order to work better and depend on the performance, employees get rewards accordingly. Moreover, employees perceive that they get the rewards appropriately since Eden E&C Co.,Ltd. usually provide rewards and recognitions concerning with the performance appraisal. Similarly, most employees feel that the system of Eden E&C Co.,Ltd. for the job accomplishment can be recognized by either financial and non-financial rewards such as direct and indirect financial benefits such as overtime benefits, business trip allowance, bonus etc. Eden usually pays rewards and recognitions after project or every year. According to the overall mean score, employees are satisfied with the entire plan of rewards and recognitions of Eden E&C Co.,Ltd.

4.1.5 Employees' Perception of Health and Safety

Health and safety are very important in the construction industry. Only healthy workforce and safe working environment could produce the high commitment and performance of the employees. The perceptions of the employees on health and safety are shown in Table (4.5).

Table (4.5) Health and Safety

Sr.No	Health and Safety	Mean Score
1.	Conducting regular inspections at the workplace.	3.63
2.	Applying a healthy and safety policy in place that aims at promoting safety culture.	3.53
3.	Providing an assessment of working environment to identify factors that may affect workers health.	3.38
4.	Conducting of Health and Safety audits.	3.40
5.	Providing an ongoing education programs on health and safety.	3.43
	Overall Mean	3.48

Source: Survey Data, 2019

According to Table (4.5), many employees feel secure that Eden E&C Co.,Ltd. cares health and safety of the employees since company does regular inspections at workplace. As a construction site, the safeness is essential. Besides, many respondents are satisfied with the health and safety procedures of the company. The company provides helmets and safety belts at the construction site and no one is allowed without safety equipment. Eden E&C Co.,Ltd. leads for secure environment in the company so that the company provides better precaution plan for workers' health and safety. Moreover, ongoing safety audit and education programs are placed for health and prevention from accident. According to overall average mean score, many employees are pleased with health and safety plans that are provided by Eden E&C Co.,Ltd. and they feel that Co., care for their security.

4.1.6 Employees' Perception of Career Planning and Development

Employees require getting carrier planning and development at their work since they want career development and job security. In order to get carrier planning and development, Eden company provides identify potentials in order to update employees' skills and experience.

Table (4.6) Career Planning and Development

Sr.No	Career Planning and Development	Mean Score
1.	Identifying and developing employees' potential.	2.23
2.	Clarifying the possible career path for employees.	2.63
3.	Providing career-related information and advice by seniors.	3.71
4.	Awareness of the career opportunities/ limitations in the company.	3.83
5	Identifying potential leaders and motivating others by effective schemes.	2.63
	Overall Mean	3.01

Source: Survey Data, 2019

According to career planning and development, Eden E&C Co.,Ltd. assign the project based work and employees are somewhat satisfied about the job opportunities and limitation of the company. Employees perceive that Eden usually targets to finish the project on time and couldn't focus the career planning and development. In additions, employees get good suggestions and ideas from their supervisors since seniors give suggestions based on their experience. Likewise, senior management provides related information to employees. Moreover, many employees are confused with unclear career path. In addition, many employees are aware of career potentials at Eden company although company has not effective career development schemes. Similarly, many respondents do not believe that there is anything to see their future prospect that they can get improvement concerning with financially or non-financially. According to overall average mean score, most employees are not much satisfied with the career planning and development plan provided by Eden E&C Co.,Ltd. Employees get a job by project based work so that there is no long term career development scheme, as a result, employees do not satisfy much about Eden E&C Co.,Ltd. career planning and development plan.

4.1.7 Employees' Perception of Organizational Commitment

Organizational commitment by employees is the major driving force for every organization in order to achieve high performance. Organizational commitment is very important for both organization and employees. Thus, it needs to be analyzed to evaluate the commitment levels of the employees.

4.1.7(a) Affective Commitment

This section measures employee's degree of emotional attachment, and sense of belongings towards the organization. The affective commitment levels of the employees towards Eden Company are presented in Table (4.7).

Table (4.7) Affective Commitment

Sr.No	Affective Commitment	Mean Score
1.	Willing to stay in the organization.	3.43
2.	Considering the organization's problems as personal problems.	4.06
3.	No plan to switch the other organization since strongly attachment with this organization.	3.44
4.	A strong sense of "being a member to this organization".	3.28
5.	Having a great deal of personal meaning in this company.	3.83
	Overall Mean	3.61

Source: Survey Data, 2019

According to Table (4.7), most respondents feel that any issue related to work is as their own issue because they are interested in what they are doing and put the concentration at work. Moreover, most respondents agree that they enjoy spending the rest of career at the current company as they are loyal and they do not seem they can easily attach to other organizations. Eden E&C Co.,Ltd. provides well recruitment, trainings and career development, incentive, and rewards system, most employees are happy and feel that they get compensation for their efforts. In additions, many employees feel strong personal feeling attached to their organizations. As the overall mean score, most employees are satisfied with HR practices and they have somewhat affective commitment to Eden E&C Co.,Ltd. where they are working.

4.1.7(b) Continuance Commitment

This section measures employee's feelings of obligation or duty to remain with the organization. Normative commitment means that employees stay in the organization

because of what the organization has done for them. The findings regarding continuance commitment levels of Eden E&C Co.,Ltd. are shown in Table (4.8).

Table (4.8) Continuance Commitment

Sr.No	Continuance Commitment	Mean Score
1.	Being a high risk for leaving the organization.	4.62
2.	Afraid of something happen for leaving the organization without having another one lined up	4.15
3.	Staying with this organization as a matter of necessity	4.38
4.	No other alternatives other than this organization.	4.72
5.	Very hard decision for leaving the organization even willing to.	4.24
	Overall Mean	4.42

Source: Survey Data, 2019

According to Table (4.8), most employees feel that staying at the current work is crucial for their career and life because they do not have other better options. Eden Company has many projects and this could be safe for them. Thus, respondents think that quitting the current job would be challenging for them as the opportunity cost is high. Respondents cannot take risk of difficulty in getting new jobs after they quit the current job which provides the benefits and incentives. On the other hand, employees feel that they have no other alternatives and facing difficulty to change the job. Similarly, few employees cannot find another work but need to work at current job. According to the overall mean score, employees have strong continuance commitment to Eden E&C Co.,Ltd.

4.1.7(c) Normative Commitment

Normative Commitment measures employee's feelings of responsibility to stay in the current organization. This is related to the obligation sense of employees to remain in

the current organization since the benefits, incentives and developments offered by Eden E&C Co.,Ltd.

Table (4.9) Normative Commitment

Sr.No	Normative Commitment	Mean Score
1.	Unethical behavior to switch jobs only for benefits.	3.50
2.	Having preference to stay loyal to the company as spending the amount of time and money of the company.	3.80
3.	Not right to leave the company although getting another offer for a better job.	3.18
4.	<u>A sense of moral obligation to remain in this organization.</u>	3.67
5.	A great deal of obligations to the organization.	3.73
	Overall Mean	3.60

Source: Survey Data, 2019

According to the survey result, most employees feel a sense of obligation to the organization and they have mutual relationship to Eden E&C Co.,Ltd. that company spends time and money so that they like to remain as a return. Besides, employees feel that company does a lot for them such as training, incentives, rewards, healthcare, etc..As a result, employees have loyalty to their organization and feel guilty if they quit a job from Eden E&C Co.,Ltd. Similarly, many employees feel that quitting a job is very unethical as Eden E&C Co.,Ltd. treated them well. As the overall mean score, employees have normative commitment to Eden E&C Co.,Ltd.

4.1.8 Employees' Perception of Job Performance

Teamwork job performance is very important for Construction Company like Eden E&C Co.,Ltd. and role or formal job performance includes completion of assigned

duties, performance of assigned tasks and other formal performance aspects of the job. The survey results relating to the job performance of the employees are presented in Table (4.10).

Table (4.10) Job Performance

Sr.No	Job Performance	Mean Score
1.	Completion of assigned tasks according to the schedule.	4.00
2.	Fulfillment of job responsibilities.	4.23
3.	Capable of doing all tasks.	4.23
4.	Working without supervision when necessary.	3.97
5.	Utilizing the company resources more efficiently after receiving trainings.	3.86
6.	Recognizing always from superior and colleagues about work quality.	3.44
7.	Seldom making mistakes in work.	3.65
8	Having ability and potential to develop the organization's effectiveness.	3.84
	Overall Mean	3.90

Source: Survey Data, 2019

Concerning with job performance, most employees undertake their responsibilities as Eden E&C Co.,Ltd. gives many training programs for job oriented. Employees finish assigned job on time and solve the new problems finally. Additionally, employees feel that they are skillful and improving their job performance by learning all time so that their many employees do not make mistakes at the work. In additions, as a result of providing trainings, employees feel confident in work and they can apply company's resources efficiently. Most people feel that their work performances are frequently appreciated by coworkers and seniors. Therefore, most employees are emotionally attached to the organization and they are confident that they can work better for effective organization. It is found that most employees could do the work without supervision and do skillfully.

They also believe that they could perform to get the organizational goals and developments. Furthermore, people could utilize the valuable resources effectively and efficiently. According to the overall performance mean score, most employees of Eden E&C Co.,Ltd. are satisfied with their own performance.

4.2 Analysis of The Effect of HRM Practices on Organizational Commitment in Eden E&C Co., Ltd.

It is important to analyze the relationship to find out which HRM practices affect on organization commitment of the employees. Organization could plan better HR plans based on these relations so that it could retain its valuable human resources and achieve better commitment and performance form the employees. This study interprets the survey data by regression in SPSS.

4.2.1 Analysis of The Effect of HRM Practices on Affective Commitment in Eden E&C Co., Ltd.

This study analyses the HRM practices offered by Eden E&C Co.,Ltd. and affective commitment of the employees. According to the findings, the company could focus which HRM practices mostly affect on affective commitment. Regression is done in SPSS version 22 in order to find out the dependent variable and independent variable. The finding relationship is shown in Table (4.11).

Table (4.11) Effect of HRM Practices on Affective Commitment

Variable	Unstandardized Coefficients		β	t	Sig
	B	Std Error			
(Constant)	2.207	.418		5.282	.000
HR Planning & Recruitment	.018	.118	.016	.150	.881
Training	.113	.175	.099	.643	.522
Performance Appraisal	.138	.176	.104	.789	.432
Reward and Recognition	.265*	.152	.192	1.739	.085
Health and Safety	.019	.093	.025	.207	.836
Career planning and Development	.305***	.088	.396	3.453	.001
R Square	.294				
Adjusted R Square	.256				
F Value	7.828***				

Source: Survey Data (2019)

*** Significant at 1% level, ** Significant at 5% level, * Significant at 10% level

According to Table (4.11), the value of R^2 is almost 30 percent thus this specified model could explain about the variation of the affective commitment of employees towards Eden Company. The overall significance of the model, F value, is highly significant at 1 percent level. This model can be said valid. The model can explain 25.6 percent about the variance of the independent variable and dependent variable because Adjusted R square is 0.256. Among six HRM factors, only two HRM factors have the significant relationship with the affective commitment.

The variable Reward and Recognition has the expected positive sign and is significant at 10 percent level. According to the regression result, positive relationship means that the increase in Reward and Recognition factor leads to more affective commitment of the employees towards Eden Company. Regarding Reward and Recognition, many employees feel that rewards and recognitions are attractive. Eden Company offers these rewards according to employee's job types and performance

appraisals. If there is an increase in Reward and Recognition by 1 unit, this will also raise the affective commitments of the employees by .265 unit.

Career planning and Development factor has the expected positive sign and the coefficient of the variable is strongly significant at 1 percent level. The positive relationship means that the increase in Career planning and Development leads to more affective commitment towards Eden Company if employees have the chance to get career advancements based on their potential appraisals. Most employees care whether they have career potentials at their current work. The increase in Career planning and Development by 1 unit will increase the affective commitments of the employees by .305 unit.

The standardized coefficient (Beta) of Career planning and Development factor has the largest value (.396) among six explanatory variables indicating that Career planning and Development has the greatest contribution to increase the affective commitments towards Eden Company when the variance explained by other variables is controlled for. The overall evaluation reveals that models explain the variation in the awareness of the affective commitments of the employees towards Eden Company well because the estimation produced expected signs and significant coefficients for most variables. The increases in Rewards and Recognition, and Career planning and Development have the positive effects on affective commitments of the employees.

In summary, the results show that most factors are not significant at 10 percent level and the main determination of affective commitment is found to be Career planning and Development. Employees will stay in the company and think part of the organization if they have career advancement potentials. According to the survey findings, Career planning and Development could significantly raise the affective commitment of the employees at Eden group of companies. Employees want to improve their capacity and career potentials. Thus, the employees are willing to get the opportunities to upgrade skills, knowledge and career development. It is sure that Career planning and Development is the most influence factor to raise the affective commitment.

4.2.2 Analysis of The Effect of HRM Practices on Continuance Commitment in Eden E&C Co., Ltd

This study analyzes the relationship between HRM practices of Eden company and continuance commitment of employees towards their current organization. The findings are shown in Table (4.12).

Table (4.12) Effect of HRM Practices on Continuance Commitment

Variable	Unstandardized Coefficients		β	t	Sig
	B	Std Error			
(Constant)	2.036	.571		3.566	.001
HR Planning & Recruitment	.189	.127	.185	1.480	.142
Training	.039	.240	.026	.163	.870
Performance Appraisal	.175	.240	.101	.728	.468
Reward and Recognition	.362***	.121	.362	2.997	.003
Health and Safety	.291*	.161	.202	1.805	.074
Career planning and Development	.230	.208	.128	1.101	.273
R Square	.219				
Adjusted R Square	.177				
F Value	5.274***				

Source: Survey Data (2019)

*** Significant at 1% level, ** Significant at 5% level, * Significant at 10% level

According to Table (4.12), the value of R^2 is almost 22 percent thus this specified model could explain about the variation of HRM practices on continuance commitment of employees at Eden Company. The overall significance of the model, F value, is highly significant at 1 percent level. This model can be said valid. The model can explain 17.7 percent about the variance of the independent variable and dependent variable because Adjusted R square is 0.177.

The variable Reward and Recognition has the expected positive sign and is highly significant at 1 percent level as Sig value is less than 0.01. The positive relationship means that the increase in Reward and Recognition factor leads to increase continuance commitment as most employees feel their organizations pay good rewards and

recognitions and most people thank to the organization. If there is an increase in Reward and Recognition by 1 unit, this will also raise the continuance commitment by .362 unit.

For Health and Safety, this factor has the expected positive sign and is significant coefficient value at 10 percent level. The positive relationship shows that the increase in Health and Safety leads to more continuance commitments of the employees since most employees get safety equipment's and trainings provided by Eden Company. Thus, most employees feel they have work safety at Eden Company. In additions, they are afraid of losing these if they leave the organization. The increases in Health and Safety characteristics by 1 unit will also raise the continuance commitment by .291 unit.

The standardized coefficient (Beta) of Rewards and Recognition factor has the largest value (.362) among six explanatory variables indicating that Rewards and Recognition has the greatest contribution to increase the continuance commitments towards Eden Company when the variance explained by other variables is controlled for. The overall evaluation reveals that models explain the variation in the awareness of the continuance commitments of the employees towards Eden Company well because the estimation produced expected signs and significant coefficients for most variables. The increases in Rewards and Recognition, and Health and Safety have the positive effects on continuance commitments of the employees.

In summary, the results show that most factors are not significant at 10 percent level and the main determination of continuance commitment is found to be Rewards and Recognition. According to the survey findings, Rewards and Recognition could significantly raise the continuance commitment of the employees at Eden group of companies.

In the present, most of employees in Eden E&C Company Limited choose to remain committed by influencing of tenure, positional authority, or length of service and especially by rewards and recognition. This is the most affective factor to all the employees who want to work long term at the company as they believe that they cannot get more rewards and recognition from others than that of Eden E&C Company Limited.

4.2.3 Analysis of The Effect of HRM Practices on Normative Commitment in Eden E&C Co., Ltd.

Normative commitment relates to the obligation or duty of employees towards their organization or colleagues. This study finds out there is the relationship between HRM practices and normative commitment. Eden Company could use these findings to plan their HR plan in the future. The findings are shown in Table (4.13).

Table (4.13) Effect of HRM Practices on Normative Commitment

Variable	Unstandardized Coefficients		β	t	Sig
	B	Std Error			
(Constant)	2.190	.434		5.040	.000
HR Planning & Recruitment	.432***	.092	.535	4.696	.000
Training	.220*	.123	.190	1.794	.076
Performance Appraisal	.175	.183	.125	.957	.341
Reward and Recognition	.038	.182	.032	.209	.835
Health and Safety	.043	.097	.053	.447	.655
Career planning and Development	.044	.159	.031	.280	.780
R Square	.304				
Adjusted R Square	.267				
F Value	8.225***				

Source: Survey Data (2019)

*** Significant at 1% level, ** Significant at 5% level, * Significant at 10% level

According to Table (4.13), the value of R^2 is almost 30 percent thus this specified model could explain about the variation of HRM practices on normative commitment of employees at Eden Company. The overall significance of the model, F value, is highly significant at 1 percent level. This model can be said valid. The model can explain 26.7 percent about the variance of the independent variable and dependent variable because Adjusted R square is 0.267.

HR Planning and Recruitment factor has the expected positive sign and the coefficient of the variable is strongly significant at 1 percent level. The positive

relationship means that the increase in HR Planning and Recruitment leads to raise the normative commitment of the employees at Eden Company. Regarding HR Planning and Recruitment, Eden Company regularly make HR strategic and recruitment plan regularly based on the strategic goals of each department. The company makes sure there is no bias or conflict in the whole planning and recruiting process. Employees could get right positions based on the skills and performance. Employees keep in mind that Eden selects and develops them. The increase in HR Planning and Recruitment by 1 unit will also raise the normative commitment by .432 unit.

The variable Training factor has the expected positive sign and the coefficient of the variable is significant at 10 percent level. The positive relationship means that the increase in Training leads to more normative commitment of the Eden's staffs because Eden provides trainings according to the job specifications. The increase in Training by 1 unit will increase the normative commitments of the employees by .220 unit.

The standardized coefficient (Beta) of HR Planning and Recruitment factor has the largest value (.535) among seven explanatory variables indicating that HR Planning and Recruitment has the greatest contribution to increase the normative commitments of employees when the variance explained by other variables is controlled for. The overall evaluation reveals that models explain the variation in the awareness of the normative commitments of the employees towards Eden company well because the estimation produced expected signs and significant coefficients for most variables. The increases in HR Planning and Recruitment, and Training have the positive effects on normative commitments of the employees.

In summary, the results show that most factors are not significant at 10 percent level and the main determination of normative commitment is found to be HR Planning and Recruitment. According to the survey findings, HR Planning and Recruitment could significantly raise the normative commitment of the employees at Eden E&C Co.,Ltd.

Eden E&C Co.,Ltd follows the ISO 9001:2015 which represent the Quality Management System (QMS) for HR planning and recruitment. Eden carefully looks for the employees who are honest, hardworking and following disciplines since recruiting. In additions, the company also selects the people who possess the leadership abilities, good health and age to ensure that those people can perform the assigned tasks. Furthermore, Eden makes sure there is no discrimination and bias at every phase of HR planning and

recruitment. Since employees believe that Eden E&C Co.,Ltd have well set for standardized HR planning and recruitment processes and procedures, they satisfied for being Eden's employees and then it is reason of raising the normative commitment.

4.2.4 The Effect of HRM Practices on Organizational Commitment

This section finds out which HRM practices affect on organizational commitment. In order to find out the desired goal, regression method is used to find out the relationship between HRM. Regression result between five HRM practices and organizational commitment are shown in Table (4.14).

Table (4.14) Effect of HRM Practices on Organizational Commitment

Variable	Unstandardized Coefficients		β	t	Sig
	B	Std Error			
(Constant)	2.144	.394		5.438	.000
HR Planning & Recruitment	.164	.111	.153	1.477	.142
Training	.063	.165	.057	.382	.703
Performance Appraisal	.163	.166	.125	.981	.328
Reward and Recognition	.367***	.084	.489	4.390	.000
Health and Safety	.084	.088	.110	.952	.343
Career planning and Development	.180**	.144	.134	1.248	.024
R Square	.336				
Adjusted R Square	.300				
F Value	9.515***				

Source: Survey Data (2019)

*** Significant at 1% level, ** Significant at 5% level, * Significant at 10% level

According to Table (4.14), the value of R^2 is almost 34 percent thus this specified model could explain about the variation of HRM practices on the organizational commitment towards Eden Group of Companies. The overall significance of the model, F value, is highly significant at 1 percent level. This model can be said valid. The model can explain almost 30 percent about the variance of the independent variable and dependent variable because Adjusted R square is 0.300.

Among six independent variables, reward and recognition has the expected positive sign and is strongly significant at 1 percent level. According to the regression result, positive relationship means that the increase in reward and recognition factor leads to more organizational commitment of the employees towards Eden Company since Eden provides attractive rewards and recognition programs thus employees value these. In additions, employees could not get that kind of from other companies. If there is an increase in Reward and Recognition by 1 unit, this will also raise the organizational commitments of the employees by .367 unit.

The variable career planning and development factor has the expected positive sign and is significant at 5 percent level. The positive relationship means that the increase in career planning and development leads to more organizational commitment of the Eden's staffs because Eden provides trainings, and personal developments then Eden selects the employees for promotions based on their performance. Thus, employees could perform assigned job, are happy at their job and feel they have the potential at this company. The increase in career planning and development by 1 unit will increase the organizational commitment of the employees by .180 unit.

The standardized coefficient (Beta) of reward and recognition factor has the largest value (.489) among six explanatory variables indicating that reward and recognition has the greatest contribution to increase the organizational commitment of employees when the variance explained by other variables is controlled for.

The overall evaluation reveals that models explain the variation in the awareness of the organizational commitment of the employees towards Eden Company limited well because the estimation produced expected signs and significant coefficients for most variables. The increases in reward and recognition and career planning and development have the positive effects on organizational commitment of the employees. According to the survey findings, Effective reward and recognition could significantly raise the

organizational commitment of the employees at Eden E&C Co.,Ltd . Since the employees mostly satisfied the rewards and recognitions of company, it is clear that the rewards and recognitions mainly affect on commitment of the employees.

4.3 Analysis of The Effect of Organizational Commitment on Job Performance

In order to compete in the industry, employee’s job performance is fundamental for every organization. The commitment of the employees could influence on individual and whole organization performance. This study finds out which commitment could affect on the performance of the employees by using regression model. The findings are shown in Table (4.15).

Table (4.15) Effect of Organizational Commitment on Job Performance

Variable	Unstandardized Coefficients		β	t	Sig
	B	Std Error			
(Constant)	2.270	.251		9.036	.000
Affective Commitment	.279***	.090	.344	3.097	.002
Continuance Commitment	-.102	.068	-.163	-1.497	.137
Normative Commitment	.260***	.091	.336	2.845	.005
R Square	.275				
Adjusted R Square	.256				
F Value	14.638***				

Source: Survey Data (2018)

*** Significant at 1% level, ** Significant at 5% level, * Significant at 10%level

According to Table (4.15), the value of R^2 is almost 28 percent thus this specified model could explain about the variation of commitments of employees on their performance at Eden Company. The overall significance of the model, F value, is highly significant at 1 percent level. This model can be said valid. The model can explain 25.6

percent about the variance of the independent variable and dependent variable because Adjusted R square is 0.256.

Affective commitment factor has the expected positive sign and the coefficient of the variable is strongly significant at 1 percent level. The positive relationship means that the increase in affective commitment leads to raise the job performance of the employees at Eden Company. The increase in affective commitment by 1 unit will also raise Job performance by .279 unit.

Normative Commitment factor has the expected positive sign and the coefficient of the variable is strongly significant at 1 percent level. The positive relationship means that the increase in Normative Commitment leads to more job performance of the Eden's staffs because The increase in Normative Commitment by 1 unit will increase Job performance by .260 unit.

The standardized coefficient (Beta) of affective commitment factor has the largest value (.344) among seven explanatory variables indicating that affective commitment has the greatest contribution to increase the job performance of employees when the variance explained by other variables is controlled for.

The overall evaluation reveals that models explain the variation in the awareness of the job performance of the employees towards Eden Company limited well because the estimation produced expected signs and significant coefficients for most variables. The increases in affective commitment and normative Commitment have the positive effects on job performance of the employees.

In summary, the results show that only affective and normative commitments are significant at 10 percent level and the main determination of job performance is found to be affective commitment. According to the survey findings, Affective commitment could significantly raise the job performance of the employees at Eden E&C Co.,Ltd.

CHAPTER 5

CONCLUSION

This chapter presents the findings and discussions, suggestions and recommendations and need for further research. It explores the perceptions of the employees towards the HRM practices of Eden E&C Co.,Ltd in Myanmar. Moreover, this study describes the commitments and job performance of staffs. It covers the relationship between dependent and independent variables. Based on the findings, this study suggests and makes recommendations in order to get more employee commitment and lift the job performance of the employees.

5.1 Findings and Discussion

This study is systematically done by collecting structured questionnaires from 120 employees who are currently working at Eden E&C Co.,Ltd. In order to analyze the relationship, the regression analysis is used to determine the effect of HRM practices and commitment which in turn effect on job performance of the employees.

Regarding affective commitment, rewards and recognition affect mostly on affective commitment among six HRM practices of Eden E&C Co.,Ltd. The company thoroughly offers the financial and non-financial compensation and benefits system according to job performance and related positions. Employees state that rewards and recognition motivate them to perform better at work. Thus, most employees believe that company is providing enough incentives and benefits to them and they feel like part of the organizations. According to the regression result, the more rewards and recognitions offered, the more affective commitment would be in employees. Furthermore, career planning and development has an effect on the affective commitment. It means if there is an increase of career planning and development, employees will feel more affective commitment. But employees are not much satisfied with the career planning and development plans of the Eden E&C Co.,Ltd as company usually do projects and do not have long-term career and development plans for the employees. Thus, the employees do not know the possible career paths clearly at the Eden E&C Co.,Ltd. The regression result show that the more career and development plans for the employees provides, the more affective commitment of the employees will be achieved at Eden E&C Co.,Ltd.

According to the survey data, majority of the employees have moderate levels of affective commitment towards Eden E&C Co.,Ltd.

Regarding continuance commitment, among six HRM practices, only rewards and recognitions, and health and safety have significant relationship with continuance commitment. According to the regression result, these two variables have positive relationship on continuance commitment. For continuance commitment, the findings suggest that rewards and recognitions most influence on continuance commitment of the employees. It means if Eden provides more rewards and recognitions, employees will have continuance commitment to their current organization. Employees feel that the benefits and recognitions are attractive and they are afraid of losing those attractive benefits if they move to other companies. In additions, employees are satisfied with the health and safety arrangements of Eden E&C Co.,Ltd.. Employees feel safe at the workplace and this factor affects on their continuance commitment. On the other hand, many respondents consider staying at Eden E&C Co.,Ltd. since they get sufficient safety equipment and arrangements. Among three commitments, continuance commitment is found to be most dominating one among employees.

For normative commitment, among six HRM factors, HR Planning and Recruitment is the most influencing factor since employees feel that recruiting process is not biased and thank to organization. In additions, Eden carefully makes HR plans for each department thus employees do not face work burden because of the lack of human resources. There are only two factors that have significant relationship with normative relationship. Employees feel they have obligation or guilty if they leave the organization. If Eden makes more HR planning and recruitment, the more normative commitment will be achieved. Regarding HR planning and recruitment, most employees feel their organizations are well recruited them and most new people thank to the organization. Moreover, training also affects on normative commitments as employees get trainings to perform their tasks well. Thus, employees acknowledge that trainings upgrade their skills and ability. Many employees feel sense of obligation and give their commitment for the organizational goals.

It is found among six HRM practices, only rewards and benefits, and career planning and development have significant relationship with organizational commitment. Among these two, rewards and benefits mainly affect on commitment of the employees. Eden E&C Co.,Ltd. provides attractive and competitive benefits and rewards based on the performance based. Thus, employees give commitments to the organization.

Regarding job performance of the employees, it is found that affective and normative commitments have a positively significant influence on the performance of the employees. Among these two commitments, affective commitment mostly influence on the performance. If employees have more affective commitment, they will work hard for their organization since they feel part of the employees. In additions, normative commitment also affects on the employee performance as employees perceive what the organization provides them.

5.2 Suggestions and Recommendations

Eden could improve its HRM practices based on the findings in order to get more commitment and job performance of the employees. The company should prioritize the HRM practices which influence the commitments of the employees while it should also focus the commitment types that are strongly related to the job performance.

According to the findings, many employees are satisfied with the HR planning and recruitment as the whole. Eden should maintain HR planning and recruitment process since the company allows every line or department officials in the process. In additions, Eden should create internal notice system and announce HR plans internally first so that company could recruit best talents who are already known organizational culture. The company should also need to make recruitment process transparently and there is no bias through the whole HR plan and recruiting process.

Regarding training, although many respondents are satisfied the trainings, Eden should arrange trainings to be convenient for all the employees. Now, employees are very tired with trainings since they have to work six days a week. In additions, Eden should give frequent trainings regularly in order to improve the skills and expertise of the employees based on new technology, performance skills and job specifications. Then, employees will be more satisfied by learning their improved performance.

Regarding performance appraisal, Eden should make the performance appraisal transparently. Line managers and superiors should explains the result if the subordinates have the questions. In additions, performance appraisal should reflect both individual performance and team based performance. Eden needs to do performance appraisal very often in order to evaluate skills and performance of employees. As the result, employees will know their performance levels and try hard in order to improve their performance.

For Rewards and Recognitions, company should pay high priority to it since most of the employees pay their commitments because of rewards and recognitions. Eden should always provide attractive rewards and recognitions by monitoring general expense of the employees and reward systems of competitors. Eden should pay rewards and recognitions whenever projects are finished so that employees will be motivated and work hard in order to finish on time.

Health and safety is another important factor that employees usually care at the workplace. Eden should usually evaluate the health and safety factors at the workplace and dorms. After evaluating the factors what could harm health and safety of employees, the company should offer better arrangements since strong workforce is essential in order to raise the commitments and performance of the employees. Furthermore, company should maintain its health and safety policy at the workplace. If the employees do not wear enough safety equipment, they should not be allowed to enter the construction site.

Employees will remain in the work by showing commitments if they have career potentials at the organization. Eden needs to pay more attention to carrier planning and development of the employees by evaluating the performance of the employees. According to their skill and expertise, Eden should plan job enrichment and job rotations according to their expertise and performance levels. Moreover, the company should make assured that all employees know their career potentials at the organization. Then, employees will know their career advancements and will show their commitments. Eden should make effective career advancement schemes to explore the future leaders who could lead the team and bring the success of the company.

Eden should assign all the seniors and managers to develop their subordinates so that employees will have more suggestions and care from their superiors. This will lead to good relationship with supervisor and employees will be happy at work.

Finally, Eden should monitor the commitments of the employees. Rewards and benefits is a major influencing factor on organizational commitment thus the company should offers more attractive benefits and rewards by clearly announcing the performance criteria. In additions, company should provide benefits and rewards based on work experience. The company should develop affective and normative commitments among employees. On the other hand, continuance commitment will make less performance of the employees. Thus, Eden should mainly focus on affective commitment in order to

improve the job performance of the employees by focusing HRM practices that could raise the affective commitment.

5.3 Needs for Further Research

This study focuses only on the six HRM practices of the Eden E&C Co.,Ltd. and it does not cover other HRM practices that are applying in other engineering and construction companies in Myanmar. According to motivation literature, there are others theories for employees' motivation such as Maslow's hierarchy of needs theory, and Herzberg two factor theories should also be conducted for further research. Therefore, further researches should study the common HRM practices affecting on motivation, organizational commitment and job performance of local engineering and construction companies in Myanmar in order to shape the whole picture of construction industry in Myanmar.

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APPENDIX I
QUESTIONNAIRE

(This survey questionnaire is to use only for the research paper “**The effects of HRM Practices on Organizational Commitment in Eden E&C Co.,Ltd**” to submit as a partial fulfillment towards the degree of Master of Business Administration (MBA). The data would not be used in other purposes. Thank you very much for your information.)

Please choose only one answer by marking.

SECTION A : Demographic Profile

1. Gender.

- Male.
- Female

2. Age (Years):

- Under 20 20-25 years 26- 30 years 31-35 years
- 36-40 years 41 to 50 years Above 50 years

3. Education Level

- High School Diploma or Attending University Bachelor
- Master/PhD (Postgraduate)
- Others

4. Position

- Manager Assistant Manager Supervisor
 - Engineer Others (Please Specify)
-

5. Income

- 150,001 ~ 300,000 Ks 300,001 ~ 500,000 Ks
 500,001 ~ 1,000,000 Ks Above 1,000,001 Ks

6. How long have you been working in Eden Co., Ltd.?

- Less than 1 year 1 ~ 3 years
 4 ~ 7 years 8 ~ 10 years
 Above 10 years

SECTION B: Employee Perception

Instruction for completing the questionnaire.

Please assign a level of agreement (or disagreement) for each one of the following situations

described below, with reference to Eden Co., Ltd. Please “√” your answer to each statement using 5 Likert scale

[(1) = strongly disagree; (2) = disagree; (3) = neutral; (4) = agree and (5) = strongly agree]

HR Planning and Recruitment

No.	Questions	1	2	3	4	5
1	HR requirement of each department/work unit are identified well in advance					
2	Typically line-functions / departments send their talent requirements for hiring in advance to the HR department					
3	The process is not influenced by individuals or any organization in favor of a specific candidate.					
4	There is a high-degree of involvement from business / operations line managers in the HR planning process					
5	Company provides enough information relating to the job at the advertisement.					

Training

No.	Questions	1	2	3	4	5
1	In this organization, all new hires are given induction to socialize with the job, culture and the company policies					
2	Trainings are very supportive to understand the goals of my department.					
3	Trainees at Eden are selected based on identified skills and competencies required for the work					
4	I become more productive after receiving training.					
5	Employees are provided with adequate training to understand health and safety issues.					

Performance Appraisal and Development

No.	Questions	1	2	3	4	5
1	Performance appraisal is fairly evaluated.					
2	Performance Appraisals help to recognize current ability and encourage high performance					
3	Performance Appraisal helps in job rotation, enrichment of decision, etc					
4	I get the feedback if I have questions about the performance appraisal.					
5	Line managers help subordinates with performance guidance and spend time needed					

Rewards and Recognition

No.	Questions	1	2	3	4	5
1	In this organization, high performing employees are rewarded appropriately					
2	Rewards and recognition practices in this organization motivates us to perform better					
3	Company provides benefits and recognition according to the performance appraisal.					
4	Reward system is very attractive at my work.					
5	In this organization, a job well done is recognized promptly with monetary and non-monetary rewards in a appropriate manner					

Health and Safety

No.	Questions	1	2	3	4	5
1	The company conducts regular inspections at the workplace.					
2	The company has a healthy and safety policy in place that aims at promoting safety culture.					
3	There is an assessment of working environment to identify factors that may affect workers health.					
4	Health and Safety audits are conducted regularly.					
5	There is an ongoing education programs on health and safety.					

Career Planning and Development

No.	Questions	1	2	3	4	5
1	Company helps employees to identify and develop their potential.					
2	I clearly know the possible career path for me in the company.					
3	In this organization, seniors provide career-related information and advice.					
4	I am aware of the career opportunities/limitations in the company.					
5	Effective schemes are there for identifying potential leaders and motivating others.					

Questions for Organizational Commitment

Affective Commitment

No.	Questions	1	2	3	4	5
1	I would be very happy to spend the rest of my career with this organization.					
2	I really feel as if this organization's problems are my own.					
3	I think that I couldn't easily become as attached to another organization as I am to this one					
4	I feel a strong sense of "belonging" to this organization.					
5	This organization has a great deal of personal meaning for me.					

Continuance Commitment

No.	Questions	1	2	3	4	5
1	There will be high risk if I decided I wanted to leave my organization now.					
2	I am afraid of what might happen if I quit my job without having another one lined up					
3	Right now, staying with this organization is a matter of necessity					
4	I have no other alternatives other than this organization.					
5	It would be very hard for me to leave my organization right now, even if I wanted to.					

Normative Commitment

No.	Questions	1	2	3	4	5
1	I feel it is unethical to switch jobs only for benefits.					
2	As the amount of time and money company spend on me, I prefer to stay loyal to the company					
3	If I got another offer for a better job elsewhere I would feel it was not right to leave my organization					
4	I feel a sense of moral obligation to remain in this organization.					
5	I owe a great deal to my organization.					

Job Performance

No.	Questions	5	4	3	2	1
1	I always completed assigned tasks according to the schedule.					
2	I can fulfill the responsibilities of my job.					
3	I can do all tasks which are expected to me.					
4	I work without supervision when necessary.					
5	I can utilize the company resources more efficiently after receiving trainings.					
6	My superior and collagues always recognize on my work quality					
7	I seldom make mistakes in my work.					
8	I have ability and potential to develop the organization's effectiveness.					

APPENDIX II

Regression result for HRM Practices and Affective Commitment

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.542 ^a	.294	.256	.49852

a. Predictors: (Constant), Career&DevMean, Reward&RecogMean, Plannin&RecruMean, PerAppMean, Health&SafetyMean, TrainingMean

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	11.672	6	1.945	7.828	.000 ^b
	Residual	28.083	113	.249		
	Total	39.755	119			

a. Dependent Variable: AffComMean

b. Predictors: (Constant), Career&DevMean, Reward&RecogMean, Plannin&RecruMean, PerAppMean, Health&SafetyMean, TrainingMean

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.207	.418		5.282	.000
	Plannin&RecruMean	.018	.118	.016	.150	.881
	TrainingMean	.113	.175	.099	.643	.522
	PerAppMean	.138	.176	.104	.789	.432
	Reward&RecogMean	.265	.152	.192	1.739	.085
	Health&SafetyMean	.019	.093	.025	.207	.836
	Career&DevMean	.305	.088	.396	3.453	.001

a. Dependent Variable: AffComMean

Regression result for HRM Practices and Continuous Commitment

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.468 ^a	.219	.177	.68143

a. Predictors: (Constant), Career&DevMean, Reward&RecogMean, Plannin&RecruMean, PerAppMean, Health&SafetyMean, TrainingMean

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	14.694	6	2.449	5.274	.000 ^b
	Residual	52.471	113	.464		
	Total	67.165	119			

a. Dependent Variable: ConComMean

b. Predictors: (Constant), Career&DevMean, Reward&RecogMean, Plannin&RecruMean, PerAppMean, Health&SafetyMean, TrainingMean

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.036	.571		3.566	.001
	Plannin&RecruMean	.189	.127	.185	1.480	.142
	TrainingMean	.039	.240	.026	.163	.870
	PerAppMean	.175	.240	.101	.728	.468
	Reward&RecogMean	.362	.121	.362	2.997	.003
	Health&SafetyMean	.291	.161	.202	1.805	.074
	Career&DevMean	.230	.208	.128	1.101	.273

a. Dependent Variable: ConComMean

Regression result for HRM Practices and Normative Commitment

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.551 ^a	.304	.267	.51844

a. Predictors: (Constant), Career&DevMean, Reward&RecogMean, Plannin&RecruMean, PerAppMean, Health&SafetyMean, TrainingMean

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	13.264	6	2.211	8.225	.000 ^b
	Residual	30.373	113	.269		
	Total	43.637	119			

a. Dependent Variable: NormComMean

b. Predictors: (Constant), Career&DevMean, Reward&RecogMean, Plannin&RecruMean, PerAppMean, Health&SafetyMean, TrainingMean

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.190	.434		5.040	.000
	Plannin&RecruMean	.432	.092	.535	4.696	.000
	TrainingMean	.220	.123	.190	1.794	.076
	PerAppMean	.175	.183	.125	.957	.341
	Reward&RecogMean	.038	.182	.032	.209	.835
	Health&SafetyMean	.043	.097	.053	.447	.655
	Career&DevMean	.044	.159	.031	.280	.780

a. Dependent Variable: NormComMean

Regression result for HRM Practices and Organizational Commitment

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.579 ^a	.336	.300	.47056

a. Predictors: (Constant), Career&DevMean, Reward&RecogMean, Plannin&RecruMean, PerAppMean, Health&SafetyMean, TrainingMean

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	12.641	6	2.107	9.515	.000 ^b
	Residual	25.021	113	.221		
	Total	37.662	119			

a. Dependent Variable: All Commitments

b. Predictors: (Constant), Career&DevMean, Reward&RecogMean, Plannin&RecruMean, PerAppMean, Health&SafetyMean, TrainingMean

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.144	.394		5.438	.000
	Plannin&RecruMean	.164	.111	.153	1.477	.142
	TrainingMean	.063	.165	.057	.382	.703
	PerAppMean	.163	.166	.125	.981	.328
	Reward&RecogMean	.367	.084	.489	4.390	.000
	Health&SafetyMean	.084	.088	.110	.952	.343
	Career&DevMean	.180	.144	.134	1.248	.024

a. Dependent Variable: All Commitments

Regression result for Organizational Commitment and Job Performance

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.524 ^a	.275	.256	.40430

a. Predictors: (Constant), NormComMean, ConComMean, AffComMean

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7.178	3	2.393	14.638	.000 ^b
	Residual	18.961	116	.163		
	Total	26.140	119			

a. Dependent Variable: JobPerMean

b. Predictors: (Constant), NormComMean, ConComMean, AffComMean

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.270	.251		9.036	.000
	AffComMean	.279	.090	.344	3.097	.002
	ConComMean	-.102	.068	-.163	-1.497	.137
	NormComMean	.260	.091	.336	2.845	.005

a. Dependent Variable: JobPerMean