

YANGON UNIVERSITY OF ECONOMICS
DEPARTMENT OF MANAGEMENT STUDIES
MBA PROGRAMME

THE EFFECT OF HRM PRACTICES ON
ORGANIZATIONAL COMMITMENT AND JOB
PERFORMANCE IN UNIQUE COMMERCIAL CO., LTD.

YE GAUNG

EMBA II - 14

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ACADEMIC YEAR (2019 - 2022)

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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)

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ACCEPTANCE

This is to certify that the thesis entitled “**The Effect of HRM Practices on Organizational Commitment and Job Performance in Unique Commercial Co., Ltd.**” has been accepted by the Examination Board for awarding Master of Business Administration (MBA) degree.

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October, 2022

ABSTRACT

This study intends to investigate how HRM practices affect employees' organizational commitment and analyze how organizational commitment affects employees' job performance at Unique Commercial Co., Ltd. 200 out of 402 employees from Unique Commercial Co., Ltd.'s are chosen as sample by simple random sampling method. To gather the primary data, a structured questionnaire with a 5-point Likert scale is used. In this study, descriptive research methodology is used. Multiple regression is also used to assess the data. This study shows that recruiting and selection methods do not significantly affect commitments, and the other four practices that are training and development, remuneration and benefits, health and safety, and performance appraisal which have a considerable beneficial impact on all forms of commitments. Additionally, it has been discovered that employee commitment significantly improves workers' ability to do their jobs. The affective commitment type, out of the three forms of commitment, has the greatest impact on job performance. Since the majority of employees believe that the company falls short in providing health and safety aids, Unique Commercial Co., Ltd. should focus more on stocking first aid kits and essential medications including paracetamol, vitacee, and degirol in each department. It should also provide thorough workplace safety training to all employees and educate new hires on the organization's workplace safety standards. Finally, the business should routinely assess the employees' levels of dedication and performance.

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CHAPTER 1

INTRODUCTION

Employees are an organization's lifeblood and a valuable resource since they actively support the achievement of its goals and fulfill its vision. Human resources management has assumed a leading role in helping organizations gain a competitive advantage in the modern world. Human resources are now regarded as the most valuable asset of an organization.

The sources of long-term competitive advantage include human resources, which are important strategic levers. As a result, (Barney, 1995) found that the organizational strategy should be centered on HRM practices. According to Lado and Wilson (1994), HRM practices can help maintain competitive advantage by promoting the development of firm-specific abilities that result in complex social relationships.

The most crucial element, by the research by (Obeidat et al., 2014), that aids a firm in gaining a competitive edge is thought to be human resource management (HRM). According to Othman (2009), by strategically utilizing their people resources, businesses can overcome the obstacles they confront. There may be variations in HRM practices between organizations and between nations. If the company uses good HRM procedures, relations between employees and employers can be enhanced (McLennan, 2009).

Alkalha et al. (2012) assert that human resource management procedures have a substantial impact on how committed employees are. Organizational commitment, by (Sinclair & Wright, 2005), is a key determinant of employee attitudes toward the company and a potent predictor of behavior such as turnover, withdrawal tendencies, and organizational citizenship. Affective, continuance, and normative commitment are the three components of Meyer and Allen's (1997) three-part model of organizational commitment. Employees who feel their organizations' values and goals fit with their own are said to have an affective commitment. The term "continuous commitment" describes a situation in which employees are forced to remain with their company since staying has more advantages than leaving will cost them personally. The commitment based on a moral obligation or belief that "it is the right and moral thing" to stay with the organization is referred to as the normative component. Each kind of commitment connects the person to

the company in a unique way, (Meyer et al., 2002) proposed that it will have a varied impact on how the employee behaves at work.

Employees that are dedicated to their jobs take their responsibilities seriously and consistently aim for excellence and maximum productivity. (Motowidlo, 2003) noted that the organizational commitment has positive effects on employee performance, retention intentions, attendance, loyalty, turnover, creativity, cooperation (especially across discipline specialties), volunteerism, and the amount of time employees spend working on organization-related tasks. The ability of an organization's HRM procedures to build psychological ties between its aims and those of its employees is demonstrated by organizational commitment. This is an intangible result of an HRM system that is crucial for employee retention and fully realizing their potential over time. Job performance, explained by (Hunt, 1996), is described as the acts or manners that employee engages in that are pertinent to the organization's goals, including both counterproductive and productive employee behaviors that advance or impede those goals. This study examines the relationship between organizational commitment and human resources practices and how that relationship affects employee performance at Unique Commercial Co., Ltd.

1.1 Rationale of the Study

Organizations are searching for fresh approaches to execute and use resources strategically in today's fast-paced and fiercely competitive business climate in order to improve organizational value and secure a firm-level competitive edge. But as the nature of work evolves, so does the part that human resources play in how organizations create value. There is a rising talent battle, especially for people with the aptitude and outlook necessary to excel in the workplace of today.

The dedication and effectiveness of an organization's human resources play a significant role in that organization's success. Human resource management (HRM) techniques can be thought of as a collection of internally consistent and logical actions intended to support and foster employee commitment, motivation, and competence. To accomplish the objectives of the organization, they can also manage people abilities and skills.

HRM procedures significantly increased employees' engagement to the firm. In order to match employee goals with business goals, organizations must successfully execute

HR strategies. Employee turnover is rising daily as a result of diversity, globalization, and job unhappiness. Organizations must have a permanent, well-trained workforce. In order to compete in the market, organizations must give HR procedures a lot more consideration.

Employees who are dedicated contribute value to the company by their tenacity, pro-active assistance, comparatively high productivity, and awareness of quality. Employees that are dedicated to their jobs are also less likely to miss work or quit the company. On the other hand, unmotivated staff members may work against the company and impede its growth. Employee productivity was negatively impacted by a lack of organizational commitment, which to a considerable extent contributed greatly to the organization's inability to meet its objectives. The most important work force management challenges in the near future are those related to employee commitment and productivity.

The lack of competent laborers is the main issue the ICT sector is currently facing. In Myanmar, there are many ICT retail stores, and the number of new stores is growing. For those shops, commitment and employee retention are crucial. Different HRM strategies are essential in this situation when managing the workforce; these practices are necessary to create the sustainable performance that organizations want to have an impact on how employees behave and feel. The ability of an organization to have obligated personnel and enhance job performance is becoming more and more crucial for its existence.

As the top ICT retailer in Myanmar, Unique must figure out how to increase staff dedication and output. To survive and keep the organization's top spot, a good personnel is essential. Therefore, it is crucial to examine how Unique Myanmar's HRM policies affect employees' job performance and organizational commitments.

1.2 Objectives of the Study

The two objectives of the study are:

- 1) To study the effect of HRM practices on organizational commitment of employees at Unique Commercial Co., Ltd
- 2) To investigate the effect of organizational commitment on job performance of employees at Unique Commercial Co., Ltd

1.3 Scope and Method of the Study

This study solely focuses on HR procedures that have an impact on organizational commitment and, in turn, job performance at Unique Commercial Co., Ltd. This study employs a descriptive research methodology. This study makes use of both primary and secondary data.

Out of the 402 employees of Unique Co., Ltd., 200 employees were selected as a sample by simple random sampling. Primary data is gathered by surveys using standardized questionnaires with a 5-point Likert scale. Secondary data includes published studies, pertinent textbooks, and reports from Unique Commercial Co., Ltd. Multiple linear regression is used during data analysis to achieve the study's goals.

1.4 Organization of the Study

There are five chapters in this investigation. introduction, rationale of the study, objectives of the study, scope and method of the study in Chapter 1. The theoretical basis is explained in Chapter 2. Unique Co., Ltd.'s profile and human resource policies are presented in Chapter 3. Analysis of the impact of HRM practices on organizational commitment on employee's job performance of Unique Co., Ltd. is provided in Chapter 4. Chapter 5 concludes with conclusions, recommendation and suggestions for further research.

CHAPTER 2

THEORETICAL BACKGROUND

The theoretical background for HR practices is presented in this chapter, along with a discussion of the connections between HR practices, organizational commitment, and job performance. Additionally, the conceptual framework of the study and earlier investigations are presented.

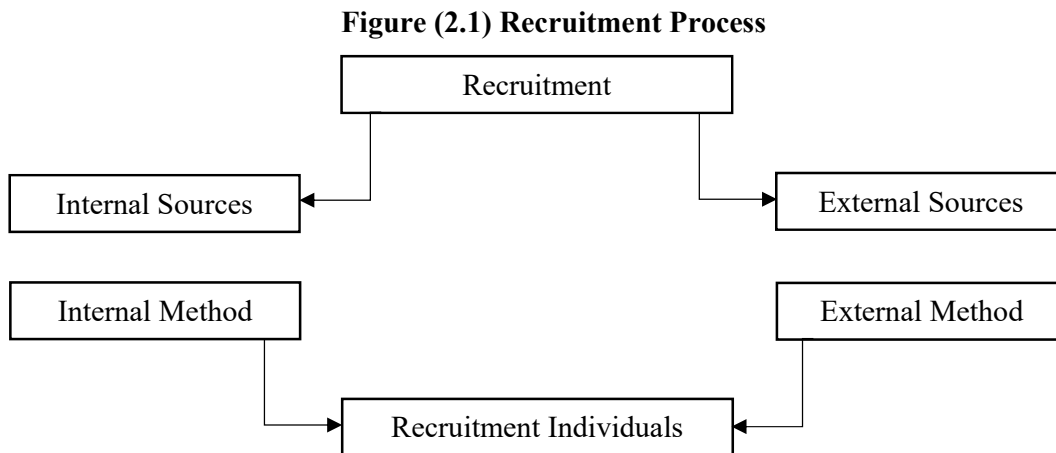
2.1 Concepts of Human Resource Management

The process known as human resource management (HRM) can be thought of as beginning with recruiting and selection, continuing through training and development, benefits and safety procedures, and concluding with compensation and benefits.

2.1.1 Recruitment Process

Recruitment theory provides justifications for how businesses locate and pick candidates to fill open jobs inside their businesses. It is the process of locating and luring qualified candidates for the position.

Figure (2.1) presents the recruitment process.



Source: Mondy & Noe (2005)

(i) Recruitment Sources

According to Rao (2009), the sources of recruitment can be divided into two distinctive groups: internal and external sources (including Walk-ins into external recruitment). The best candidates for open positions can be found within a company. Internal sources include the existing workforce of an organization, employee referrals, former employees and previous applicants. Someone within the company is upgraded, transferred, promoted, or occasionally demoted as the new position becomes available. This method of hiring looks for potential candidates for open positions among those who are already employed by the company (Sarma, 2008).

Current employees can be informed of an open position by internal advertisements, e-mail or in person. Employee recommendations are one of the oldest sources of hiring, and Rashmi (2010) claims that they can reduce costs to the organization by up to 70% compared to other sources. Present employees are well aware of the skills, qualifications, behaviour and experience of their friends or acquaintances as well as of the work necessities; and thus make a match between the vacancy and a candidate. Therefore, most of the time applicants through employee referrals have a positive feel to an organization and are aware of the organizational culture; and would likely be a great asset for the company (Rao, 2009). Utilizing internal resources is a very wise decision for a business, it may be argued. Patel and Rana (2007) assert that it fosters loyalty and is more dependable than external hiring. It also takes less orientation and training and is quicker and cheaper than the external.

External recruitment means that candidates are brought from outside, hence, it supplies a suitable pool of applicants. There are much more external sources than internal; and it is important to identify them. External recruitment can be expensive and time-consuming; however, it is possible to reduce these disadvantages to some extent with the help of good planning (Patel & Rana, 2007).

(ii) Recruitment Methods

Organizations utilize a variety of recruitment strategies to entice the top candidates. There are differences between each company's needs and each job's requirements. Finding the best candidate for the job, according to (Kanagavalli et al., 2019), would be made possible by using an appropriate methodology in the recruitment processes.

(a) Advertisement

This is one of the earliest and most popular sources of hiring, but it requires a good funding and creativity. Print advertisements are made with (newspapers, magazines, professional sources) and electronic (television, radio, telephone, online advertising) media. By choosing the correct media, the right candidates can be reached quickly. Careful planning in terms of content, location and timing is likely to create a large response and often results in hiring. First of all, it is important to define the audience you want to reach and clearly state the desired skills an applicant should have. According to Arthur (2005),

the following advertisement placement strategies should be applied in order to increase the chances of finding first-class applicants via advertising: 1) capture the job hunter's attention; 2) hold the job hunter's attention; 3) create your job posting to be the last one a candidate wants to read. To put it another way, it's crucial to carefully evaluate the advertisement's positioning, title, logo, and visual placement; to give just enough details; and to utilize the appropriate wording. (Rashmi, 2010).

(b) Campus Recruitment

In educational institutions like colleges and universities, numerous kinds of businesses might locate inexperienced people from a variety of academic subjects (Rao, 2009). You can choose to use print advertisements. Some organizations have long-term cooperation with such institutions, especially when the field of study is very precise and specific specialists are needed. Unfortunately, candidates from that source are usually available only once in a year and lots of them have similar backgrounds and knowledge. Though, there is one significant benefit: since most applicants lack extensive job experience, they can be trained to meet the needs of the firm (Patel & Rana, 2007).

(c) Recruiting Firms

There are two types of recruiting firms: Employment agencies, which are generally used for junior level, clerical, semi-skilled positions; and Executive search firms, which are focusing on professional openings and usually undertake the complete recruitment process (Patel & Rana, 2007). This external source of recruitment usually is quite expensive and most of the time a company relies on the choice of the recruiting firm; however, it has access to a large labor pool and can bring a great candidate more quickly than a company on its own. It is important to choose the right agency to work with; therefore, a thorough investigation should be indicated (Arthur, 2005). One of the advantages for a company would be to develop long-term relationships with several firms. Preferably, there should be different firms for different levels of positions (Rashmi, 2010).

(d) Job Portals/Organizational Websites

With the increase in the number of internet users, the number of companies as well as prospective candidates use various job portals. This kind of recruitment source attracts more applicants and is very effective for mass recruitment. However, it is vital for a company to choose the most suitable portal, in order to find the most talented candidates for an open position. That process could be very challenging for a recruiter; therefore, there are some points to consider while choosing the job portal: 1) number of people recruited through the portal; 2) size, freshness and relevance of the database; and 3) cost effectiveness. Concerning the organizational websites, it could be said that there is an increasing trend in companies of establishing their own career sites for attracting candidates. The number of large companies reassure candidates to apply for jobs on their own websites since it helps them establish their brands and provides a better grasp of the organizational culture (Rashmi, 2010).

(e) Job Fairs/Exhibitions

This is a source of recruitment which allows recruiters to interview quite a few candidates over a short period of time. Such fairs or exhibitions are often focused on a specialized field or a certain group of people (e.g. students, minorities, recent graduates, women). Job fairs can be effective not only for a mass recruitment, but also for establishing new contacts with other organizations, as usually such events take place in big halls, which contributes to cooperation and exchange of information (Arthur, 2005).

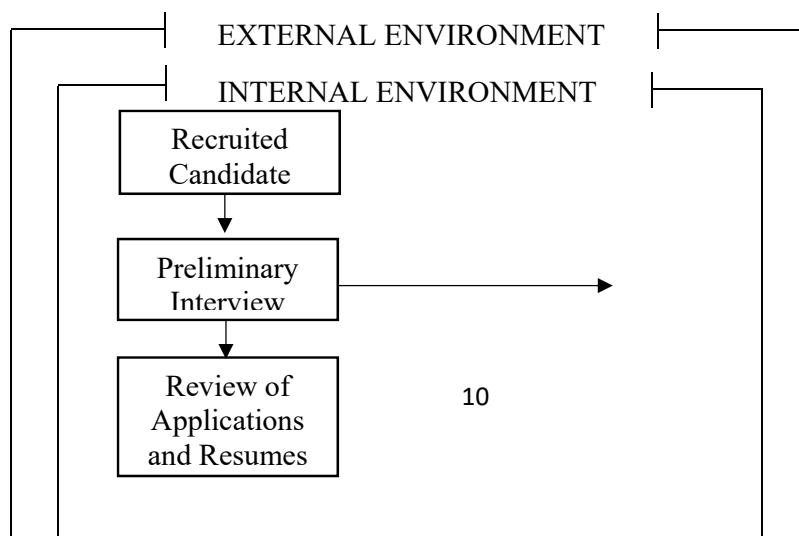
From a pool of candidates, the most qualified and suitable individual is chosen through the selection process. The selection process's major goal is to identify the candidate who will perform the job best and contribute the most to the organization. Finding and putting a candidate in a position is an expensive process, consequently, (Rao, 2009) noted that it is vital for a HR manager to be sure that a candidate is interested in the offered position and has the required qualifications and skills. Selection process is a practice which includes different steps. The selection of unskilled labor for particular jobs does not cause a lot of problems and a complex selection procedure is not required for it. However, for supervisory and higher levels jobs such a procedure is essential. The selection practices and procedures can be different in various organizations; the complexity of the process depends on the enterprise needs and the level on which the selection is made.

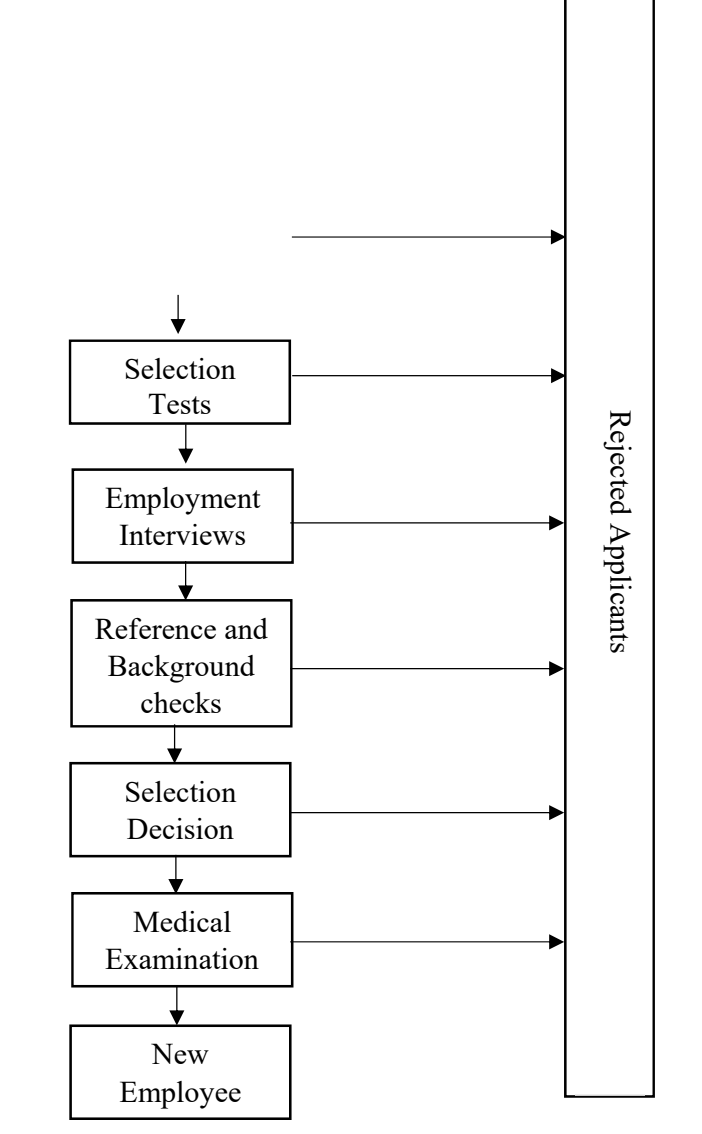
2.1.2 Selection Process

Eight steps typically make up the selection procedure: (1) initial screening interview, (2) application form completion, (3) employment tests, (4) comprehensive interview, (5) conditional job offer, (6) background check, (7) medical exam, and (8) offer of a permanent position. The selecting process is displayed in Figure (2.2). Following the hiring procedure is the selection phase (Ekwoaba & Ikeije, 2015).

It is appropriate to develop a strong selection process once the correct applicants have been found, together with the appropriate skills and dexterities. The main objective of this procedure is to guarantee that qualified people are hired. The qualifications of the applicants might be matched with the organizations' objectives. Sultana (2014) exhorts businesses to make sure their hiring procedures are impartial and compliant with the law. Each step helps an employer to get better knowledge about a candidate, his or her abilities, motivation, background and additional information which is useful for making a decision. The steps in the selection process follow in nature, just like the recruitment process does. However, not every employer uses every step, omitting some of them due to high costs or unnecessary data (DeCenzo & Robbins, 2009).

Figure (2.2) Selection Process





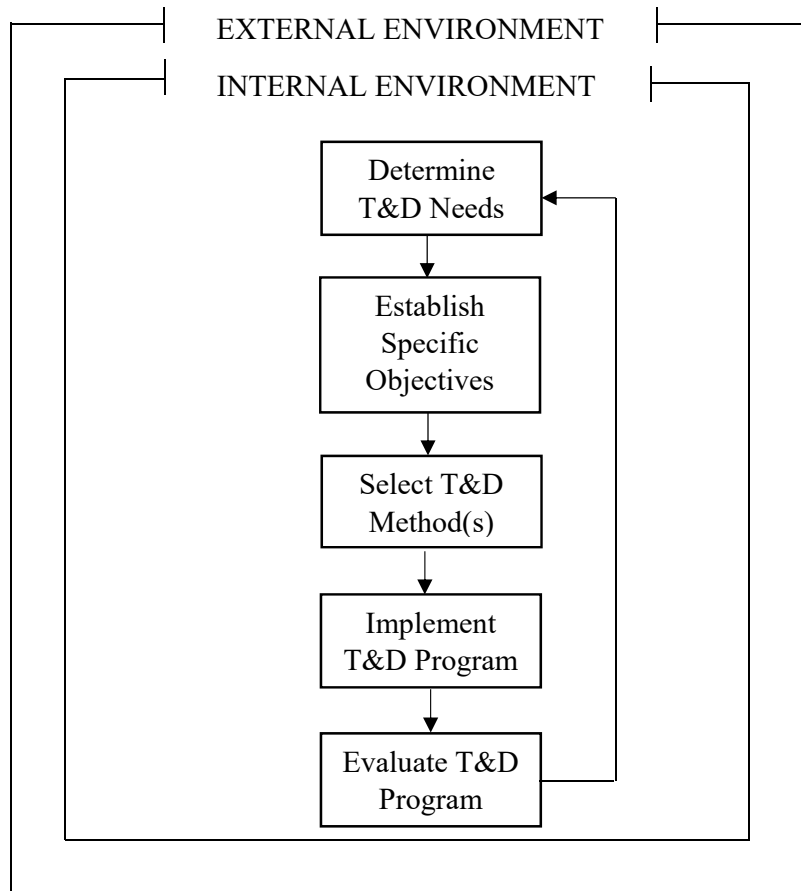
Source: Mondy & Noe (2005)

It will be proper for an organization to refrain from certain transgressions like prejudice. This implies that the decision to target a group of people should not be based on factors such as gender, ethnicity, religion, or culture (Nalla & Varalaxmi, 2014). Usually, diverse, successful businesses are linked to the idea of diversity. Additionally, it is appropriate for businesses to concentrate on a number of legal frameworks while conducting their hiring and recruitment processes.

2.1.3 Training and Development Process

Training and development refers to educational activities carried out by a business to improve the knowledge and abilities of its personnel while supplying information and training on how to better carry out particular jobs. Training and Development (T&D) Process is shown in Figure (2.3).

Figure (2.3) Training and Development (T&D) Process



Source: Mondy & Noe (2005)

The first step in the process is to determine T&D needs. Training and development needs may be determined by conducting analyses on several levels. It includes organizational analysis, task analysis and person analysis. Task analysis focuses on the activities necessary to fulfill the objectives of the company, whereas organizational analysis examines the strategic mission, goals, and corporate plans of the company along with the outcomes of human resources planning. For this level of study, job descriptions are crucial sources of information. The last step is person analysis, which establishes specific training requirements. The company must next decide which employee will receive the training and create the necessary training and development programs for their staff. The training approaches must be taken into consideration after the training and development programs' goals have been established.

(i) On the Job Training

One of the most popular types of training and development programs is on-the-job training (OJT), which involves learning by doing in the workplace. On-the-job training is

important for the growth of organizations because it boosts efficiency while also improving performance, giving them the best chance to compete and maintain their place at the top (Jagero, Komba, & Mlingi, 2012).

(ii) Off the Job Training

This training method is conducted in a location specifically designed for training. It may be away from work or near the work place, at any training centre and resort. Training away from workplace will allow the trainers to get their full attention to the materials that been taught. Off-the-job coaching does not transmit skills to the workplace as effectively as on-the-job training.

(iii) Apprenticeship Training

This type of training combines on and off job training. Apprenticeship training is a process by which people become skilled workers, through a combination of formal learning and long-term on-the-job training (Dessler, 2008).

(iv) Case Study

With this kind of instruction, staff members will learn how to make choices in the context of actual organizational situations. They will make a study on the firm's financial condition and its environment.

(v) Role Playing

In this type of training, the people are compulsory to give their respond to the specific problems that they will face on the organization. Role playing is often used to teach skills as interviewing, conducting performance appraisal, and team problem solving and leadership style analysis.

(vi) Vestibule Training

Vestibule training uses equipment that closely matches equipment that is really utilized on the job, away from the production area. The primary advantage of this training method is that it removes the employees from the pressure of having to produce while training. The emphasis is focused on learning the skills required by the job.

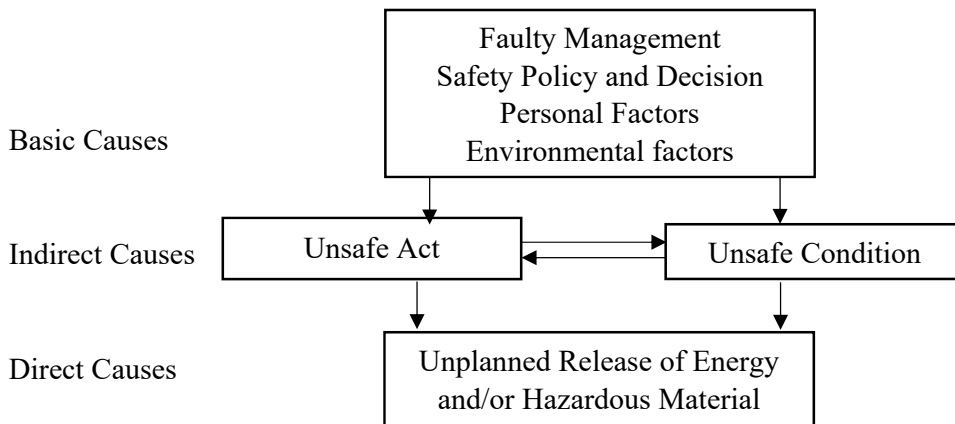
(vii) Orientation

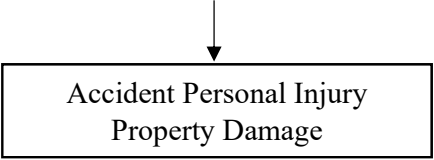
Orientation is the first T&D effort for new hires and aims to educate them about the business, the position, and the workgroup. The orientation will provide the new employee the chance to familiarize themselves with work practices first. The new employee is also oriented on how to relate with other employees and finally it makes the new employee feel that he is part of the organization and that his/her job is important (Milkovich & Boudreau, 2004). For new hires, orientation is typically conducted to familiarize them with the organization as a whole in terms of structure, aims, policy, etc (Malaolu & Ogbuabor, 2013).

2.1.4 Health and Safety

Thousands of job related accidents occur cross the world every day. The failure of people, equipment, supplies, or surroundings to behave or react as expected cause most of the accidents. Figure (2.4) presents the health and safety.

Figure (2.4) Health and Safety





Source: Mondy & Noe (2005)

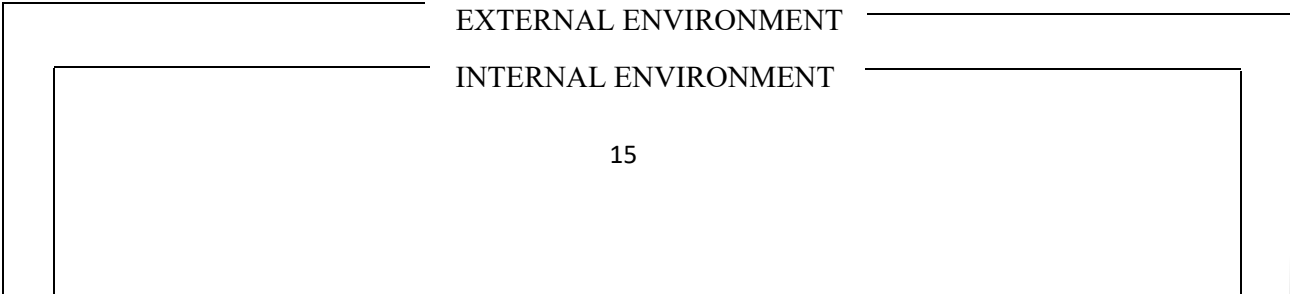
Safety and health programs' primary objective is to prevent workplace accidents, illnesses, and fatalities as well as the pain and financial burden that these occurrences can bring on for employees, their families, and employers. Faulty management safety policies and decisions, personal factors, and environmental factors are the basic causes of accidents. Those factors lead to indirect causes, which are unsafe working conditions or unsafe employee actions. When the physical conditions of the workplace make it impossible for an employee to carry out their regular tasks, this is considered an unsafe work environment. For instance, asbestos, dangerous materials, damaged equipment, or exposed wiring could create an unhealthy working environment for staff. Unsafe acts are performed any time an employee fails to abide by safety rules and protocols. These behaviors include fighting, roughhousing, and working without the proper safety gear. Acts that are unsafe are particularly hazardous in professions where workers frequently handle large machinery or hazardous chemicals. These behaviors in some circumstances could lead to permanent injury or death.

Direct causes of accidents result from unplanned release of energy and hazardous material. Every employer needs to have a well-prepared safety program. Therefore, safety program may focus mainly on unsafe employee actions and unsafe working conditions (Tuttle, 2002).

2.1.5 Compensation and Benefits

Compensation is the payment an employee receives in exchange for their services to the company. By giving employees financial and non-financial advantages, (Shree, 2016) stated that it is an organized process that seeks to balance the relationship between employers and employees. Figure (2.5) presents benefit in a total compensation program.

Figure (2.5) Benefit in a Total Compensation Program



Compensation

Financial		Nonfinancial	
<u>Direct</u>	<u>Indirect (Benefits)</u>	<u>The Job</u>	<u>Job Environment</u>
Wages	Legally Required Benefits	Skill Variety	Sound Policies
Salaries	Social Security	Task Identity	Competent Employee
Commissions	Unemployment Compensation	Task Significance	Congenial Co-workers
Bonuses	Workers' Compensation	Autonomy	Appropriate Status
Symbols	Family & Medical Leave	Feedback	Working Conditions
 Voluntary Benefits		 Workplace Flexibility	
Payment for Time Not Worked		Flexitime	
Health Care		Compressed Workweek	
Life Insurance		Job Sharing	
Retirement Plans		Flexible Compensation	
Employee Stock Option Plans		Telecommunication	
Supplemental Unemployment Benefits		Part-time Work	
Employee Services		Modified Retirement	
Premium Pay			
Unique Benefits			

Source: Simamora (2006)

The main goals of paying employees are to recruit, keep, and inspire workers. According to Simamora (2006), Compensation can be divided into 2 forms financial and non-financial compensation.

(i) **Financial compensation**

Financial compensation is having the form of both direct and indirect compensation. Direct compensation is usually limited to the direct cash benefits that the employees receive on monthly or weekly basis for the services they render as employees of a particular organization. Generally, there are two types of direct financial compensation. Those are base pay and incentive pay. Base Pay is the basic compensation that an employee receives. Many organizations use two base pay categories, hourly and salaried. Incentive pay is another type of direct pay is variable pay, which is compensation linked directly to performance accomplishments. The most common types of variable pay for most employees are bonuses, commissions, and stock options.

Indirect financial compensation commonly consists of employee benefits is non wages compensation provided to staffs by adding to their normal wages or salaries. Indirect

financial compensation is additional benefits that includes protection program, time off benefits, and facilities. Protection program is benefits paid to labours due to the danger in the work done in the workplace and outside the workplace. These program of benefits may include: health insurance, retirement pensions, free medical treatment, and first aid services. Time off benefits. Although employees' does not work, he or she still get their rights as they work in full, for example: pregnancy leave, sick, paid holidays, and leave given by the company for another reason. Facilities. Benefit programs intended to improve employee welfare. The program includes: a house, a vehicle, a working space, and a parking space.

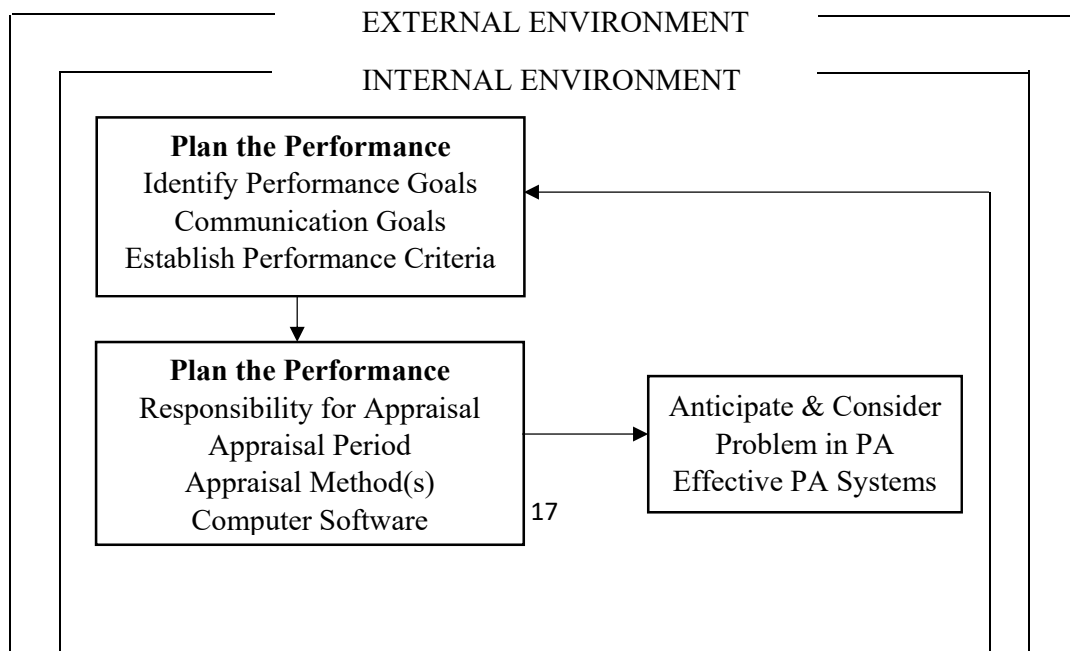
(ii) Non Financial Compensation

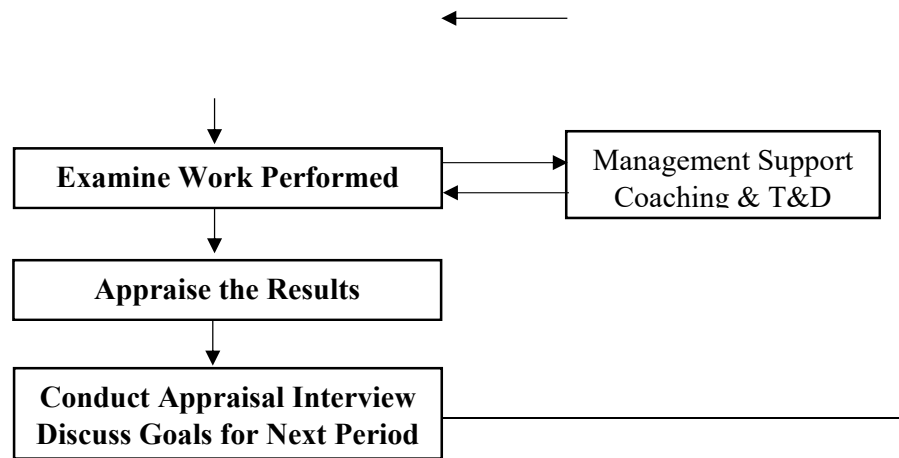
Non-financial rewards include the fulfillment that comes from a person's work or the psychological and physical environment in which they work, such as: Interesting tasks, demanding work, accountability, recognition, success, and company policies, competent management, amiable coworkers, a comfortable working environment.

2.1.6 Performance Appraisal

A formal system of reviewing and evaluating an individual's or a team's performance on a task is called a performance appraisal, or PA. While evaluation of team performance is critical when teams exist in an organization, the focus of PA in most firms remains on the individual employee. Regardless of the emphasis, an effective appraisal system evaluates accomplishments and initiates plans for development, goals and objectives (Grote, 2000). Figure (2.6) presents performance appraisal process.

Figure (2.6) The Performance Appraisal Process





Source: Mondy & Noe (2005)

External and internal environmental factors can influence the appraisal process. Another external factor that might have an impact on a firm's assessment procedure is a labor union. Seniority has historically been emphasized by unions as the foundation for promotions and salary raises. The process of performance evaluation can also be impacted by elements of the internal environment.

According to Figure (2.5), the first stage of PA process is identifying performance goal. After identifying performance goals, firms need to communicate goals so that employees will understand their responsibilities and tasks. Then, different performance criteria needs to be made for PA process. Traits, behaviors, competences, goal achievement, and improvement potential make up the majority of appraisal criteria (Gwynne, 2002).

Grote (2000) asserts that line managers are essential from start to finish. In addition, the most typical choice for assessing performance has historically been the immediate supervisor of the individual. It is sometimes both possible and necessary for subordinates to evaluate their supervisors. On the other side, peer evaluation is significant since they collaborate closely with the employee being reviewed. Finally, self-appraisal and customer appraisal are needed if possible.

Regarding appraisal period, formal performance evaluations are usually prepared at specific intervals. The frequency of official evaluation reviews may not be ideal, but in most businesses, it is either annually or semi-annually. There are various appraisal systems available for managers to select from. The purpose determines the type of performance evaluation system to be employed (Spragins, 202).

(i) 360-Degree Feedback Evaluation Method

The 360-degree feedback evaluation approach is a well-liked performance appraisal technique that incorporates evaluation input from both internal and external sources at various levels of the company. To provide participants the peace of mind that the information they contribute and receive is fully anonymous, many businesses outsource the 360-degree process. Because of its sensitivity, the information could have a negative influence on careers (Kamen, 2003).

(ii) Rating Scales Method

The technique of rating scales regarding to performance evaluation assigns a score to each employee based on predetermined criteria. Typically, the scale has five to seven categories, each of which is described by an adjective like "excellent," "meets expectations," or "needs improvement." The ease of the rating scales procedures, which enables speedy evaluation of numerous personnel, is one factor in their appeal. The two categories of selection criteria for promotion are work-related and personal traits.

(iii) Critical Incident Method

According to the critical incident technique of performance evaluation, both very favorable and unfavorable employee work activities must be documented in writing. It affects the department's effectiveness significantly, either positively or negatively as the manager writes it down.

(iv) Essay Method

The essay approach is a technique used in performance evaluations where the rater composes a succinct narrative outlining the employee's performance.

(v) Work Standards Method

The work standards approach is a performance appraisal technique that evaluates each employee's output in relation to a predetermined standard.

(vi) Ranking Method

With the ranking approach, all employees from a group are ranked according to their overall performance by the rater.

(vii) Forced Distribution Method

According to the forced distribution approach of performance appraisal, each member of a work group must be put into one of a small number of categories, much like a normal frequency distribution. Forced distribution is used to prevent managers from being overly forgiving and from having an overwhelming number of workers in the "superior" category

(viii) Behaviourally Anchored Rating Scale Method

Various performance levels are shown along a scale with each level being described in terms of an employee's particular job behavior in the behaviorally anchored rating scale (BARS) method, which is a performance appraisal method that combines elements of the traditional rating scales and critical incident methods.

(ix) Results-Based System

Together, the manager and subordinate decide on the following appraisal period's goals. In the past, a form of management by objectives was used in a results-based approach. Since organizations exist to achieve goals, a results-based system has obvious value. A distinct advantage of this approach is that it provides a measure of achievement against predetermined objectives. A result-oriented approach remains a popular technique to evaluate employees, especially managers.

(x) Assessment Centres

The primary use of assessment centres is to identify and select employees for higher-level positions. Their role in employee development is also important. Assessment centres allow candidates to demonstrate job-related dimensions of performance in exercises that replicate the important situations that occur on the job.

Problems in performance appraisal include lack of objectivity, bias, leniency or strictness, central tendency and manipulating the evaluation. On the other hand, characteristics of an effective performance appraisal system include good job-related

criteria, performance expectations, standardization, trained appraisers, continuous open communication, performance reviews, due process etc.

2.2 Concept of Organizational Commitment

The degree to which a person accepts, internalizes, and views his or her function within an organization is referred to as organizational commitment (Jans, 1989). Organizational commitment is described by Mowday, Steers, and Porter (1979) as the degree to which a person identifies with and is involved in a specific organization. According to Salancik (1977), organizational commitment results from a connection to an individual's self-selected behaviors, a sense of duty to uphold them, and the perceived costs of doing so.

According to Mowday et al. (1979), organizational commitment can be divided into three related dimensions: acceptance of the organization's principles and aims, readiness to put forth a significant amount of work on its behalf, and desire to remain a member. However, none of the previous earlier studies were able to obtain a complete picture of an individual's commitment to an organization (Boheman, 2006). An individual stays with an organization because its beliefs, mission, and goals coincide with their own, or because leaving could have an adverse effect on their reputation, perks, or social networks, or because they feel obligated to do so (Boehman, 2006). Organizational commitment, according to Meyer and Allen (1990), is a matched relationship between attitudinal and behavioral commitment; thus proposed an organizational commitment framework model based on the premise that affective commitment, continuous commitment, and normative commitment is connected, and persons can both observe and demonstrate it simultaneously. Meyer and Allen (1991) argued that these different models of commitment should not be seen as types of commitment, but components (Mercurio, 2015) and as such the three commitment components are self-determining experienced at various points by all employees of an organization (Meyer & Allen, 1997). Therefore, Meyer and Allen (1990) conceptualized organizational commitment as three-dimensional construct model through AC, CC, and NC that seems to be a viable alternative of organizational commitment construct (Boheman, 2006) and probably most renowned and long lasting multi-dimensional conceptualization of organizational commitment (Mercurio, 2015).

(i) Affective Commitment

Affective commitment was described by Jaros et al. (1993) as the level of a worker's mental attachment to a company through emotions like love, warmth, belongingness, fondness, joy, and so on. An individual's mental attachment, identity, and involvement in the organization are referred to as their affective commitment. According to Kashefi et al. (2013), affective commitment is the combination of a person's participation in the organization, sense of association with the organization, and emotional attachment to it. Three characteristics—belief in and acceptance of the organization's goals and ideals, a willingness to concentrate effort on assisting the organization in achieving its goals, and a desire to keep up membership—were used by Mathew and Shepherd (2002) to define affective commitment. According to Naser (2007), affective commitment is the employee's identification with an organization and its goals and maintenance of membership to help the goals' attainment. According to Meyer and Herscovitch (2001), affective commitment is defined as an employee's involvement in and connection with the organization; as a result, individuals may engage in behavior out of an innate motivation or association with the organization's values and aims. The employee's desire to stay with the company and their good attitudes regarding it are hence indicators of affective commitment. Employees with higher AC, according to Meyer and Allen (1997), are more likely to want to stay with the company and, as a result, be more likely to carry out their duties effectively. As a result, affective commitment identifies employees who desire to continue having an impact on the firm. Numerous studies revealed that organizational citizenship behaviors, such as turnover, absenteeism, and absenteeism, are all predicted by emotional commitment (Mercurio, 2015).

(ii) Continuance Commitment

Continuance commitment is the second part of Allen and Meyer's (1990) organizational commitment paradigm. Employees that joined an organization and agreed to remain there out of a lack of alternatives or because they were aware of the costs associated with quitting the organization (Dixit & Bhatti, 2012). Employee commitment to staying with the company entails their perception of the costs of leaving (Nawab & Bhatti, 2011). The costs and advantages of staying in or leaving the organization are the focus of the continuity commitment. The realistic consideration that leaving the organization could

cost an employee a lot of money is necessary for continuity commitment (Khashefi et al., 2013). A person's evaluation of whether leaving the organization would cost more than staying involves their commitment to continuity (Jaros, 2007). Employees who perceive the costs of leaving the company to be greater than the costs of staying tend to do so (Quagraine, Adu, Ashie, & Opoku, 2019), as continuing commitment is based on the alleged costs, which can be both financial and social, of leaving the company (Jaros, 2007). The value that employee obtains from the company in comparison to the expenses of leaving is the foundation of the cost-based commitment to stay with the company. Employee still has to be committed in this way to avoid losing something valuable (income, benefits, seniority). People with stronger continuation commitment tend to stick around because they believe they don't have much of a choice (Tolentino, 2013).

(iii) Normative Commitment

Normative commitment is the desire to stay a member of an organization because the individual feels that doing so upholds moral principles (Wang, Indridasson, & Saunders, 2010). Employees who exhibit normative commitment continue to work for the company because they feel morally obligated to (Meyer & Allen, 1991). Numerous elements, such as a relationship or religion, may have an impact on normative commitment. As a result, when it comes to one's dedication to the organization, they feel a moral duty to it (Folorunso et al., 2014). As a result, high normatively committed personnel continue to work depending on their judgment (Kashefi et al., 2013). NC refers to the idea that because of affiliation, employees feel obligated to remain and help the organization achieve its goals. Employees that work for a firm that values and supports their employees give back with higher levels of NC (Nawab & Bhatti, 2011). A commitment that is based on a sense of obligation to the organization and is typically ingrained in the norms of exchange is known as a normative commitment (Jaros, 2007). Employees that stay with an organization because they feel they should continue working there are exhibiting normative commitment, which is when employees feel they should continue working for the organization (Meyer, Allen, & Smith, 1993). According to Rafiei, Amini, and Foroozandeh (2014), those with higher NCs felt obligated to stay in their organization. Employees that remain with a company because of a sense of obligation show normative commitment (Meyer et al., 1993). Therefore, normative commitment is founded on obligations and measured by the employee's perception of their need to stay with the company (Tolentino, 2013). According to Manion (2004), normative commitment results from a person's sense

of duty toward the organization and assesses how well a person's values and views align with those of the organization.

2.3 Job Performance

Workplace behavior is a way to get things done (Armstrong & Taylor, 2014). Motivation has an impact on performance, which is something a person does (Inayatullah & Jehangir, 2012). According to Gungor (2011), an employee's performance on the job often consists of what they produce, how well they do it, when they produce it, how present they are at work, and how cooperative they are. Job performance, according to Shaari, Yaakub, and Hashim (2002), is any behavior that is intended to complete a task or achieve a goal. Therefore, in order to achieve their ultimate objectives, businesses require people who can execute at the highest level.

The actions taken by employees while they are at work contribute to the goals and objectives of the organization (Campbell, 1990); consequently, increased JP increases organizations' productivity (Spector, 2002). Individuals' behavior related to the creation of commodities and services is considered job performance (Hughes et al., 2008). Job performance is crucial since it determines the effectiveness of the organization as a whole (Berberoglu & Secim, 2015). Together, these performance outcomes from workers' aptitude and work ethic result in the accomplishment of the organization's goals (Musabah et al., 2017). All actions taken by employees to carry out their responsibilities in support of achieving corporate goals and objectives constitute job performance (Kocak, 2006). A behavior connected to fulfilling an organization's goals and objectives is job performance (Campbell, 1990). Since job performance is the contribution of individuals to the accomplishment of organizational goals, Schermerhorn (2000) makes the case that when quality or productivity is high, the overall effectiveness of organizational performance will also be enhanced. Therefore, it is necessary for employees JP to realize these aims and objectives because all businesses, whether they are private, public, profitable, or not, have them to achieve (Musabah et al., 2017). Motowidlo (2003) defined job performance as the sum expected value to the organization of the discrete behavioral episodes that a person engages in over a predetermined length of time. Two crucial points in this definition are highlighted by those scholars. Primarily, performance is a quality that is compiled from a variety of discrete behaviors that take place across time. Second, the behavior's expected value to the organization is the characteristic to which performance refers. Among the most often researched indicators in pay-for-performance research are two performance criteria:

mean performance and performance variation. Average performance equalizes employees' contributions to an organization, claim Reb and Cropanzano (2007). Average performance evens out deviations from the mean that may be caused by external factors beyond the employee's control. On the basis of this justification, previous study discovered that average performance highly predicts variance in pay and incentive distribution (Barnes and Morgeson, 2007), largely because normal, or average, performance represents the prevalent conceptualization of performance (Rushton et al., 1981). It is eminently reasonable to anticipate that greater mean performance will result in favorable adjustments to the compensation level in the pay-for-performance scenario. Variation in performance affects how much money is paid out. According to Sturman (2007), short-term fluctuations, or unsystematic variation of performance, are distinguished from long-term or directed changes throughout time. Affective state is just one of many variables that might cause diversity in performance within an individual (Weiss & Cropanzano, 1996). While some people exhibit substantial performance variance, or are inconsistent, others exhibit little fluctuation, or regularly perform at or near the mean level or a long-term trend. There are various reasons to assume that performance variance of a greater size is related with smaller compensation, according to Barnes et al. (2012). Employees with lower levels of performance variability are, by definition, easier to forecast than those with higher levels of variability. Predictability is frequently valued by businesses. It can be challenging to plan and operate interactively when employees' irregular performance causes uncertainty and disruptions for the team and other parties reliant on the person. This increases the possibility of poor performance, coordination issues, and interruptions of work for other employees who are reliant on the person in question. Additionally, Fox et al. (1995) observed that inconsistent performance causes people to attribute unfavorable qualities like being unreliable. High variability may be related to the word "undependable," which is one of the defining characteristics of the personality trait conscientiousness, according to Barrick and Mount (1991). Empirically, at least one study has discovered a link between high performance variability and lower remuneration (Barnes & Morgeson, 2007). In an effort to reward and keep these valued workers, organizations may offer higher pay to more reliable performers.

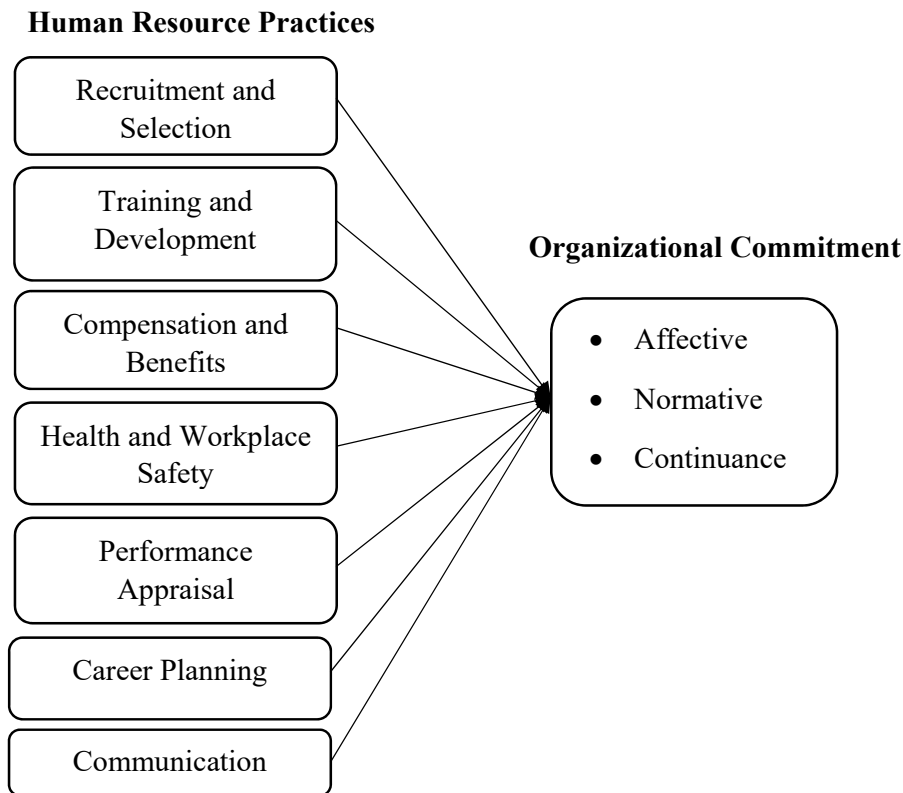
2.4 Empirical Studies

The conceptual framework of the study was primarily developed using data from two earlier investigations. The researcher creates their own collection for the conceptual framework of the study by referring to those papers.

2.4.1 Review on Previous Paper (Oliveira & Honório)

Human Resources Practices and Organizational Commitment: Connecting the Constructs in A Public Organization" was the title of the study conducted by Oliveira and Honrio (2020). In a sizable public urban sanitation company, they sought to characterize and assess the relationship between organizational commitment and human resources practices. Employees in the 34 towns that make up the metropolitan area of the city of Belo Horizonte made up the population, and 900 questionnaires were given to individuals who performed operational, administrative, and management duties. Figure (2.7) displays Oliveira and Honrio's (2020) conceptual framework.

Figure (2.7) Conceptual Framework of Oliveira and Honório



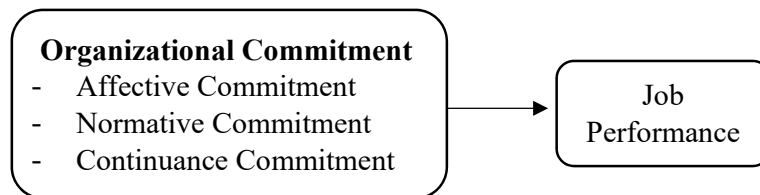
Source: Oliveira and Honório (2020)

The study of Oliveira and Honório (2020) revealed that the career planning was the most substantial and influencing factor on affective commitment. Regarding normative commitment, trainings and development program was the most influencing factor while benefits are the most influencing factor on continuance commitment of the personnel.

2.4.2 Review on Previous Paper (Rafiei, Amin and Foroozandeh)

Research entitled "Studying the Impact of the Organizational Commitment on the Job Performance" was conducted by Rafiei, Amin, and Foroozandeh in 2014. This study's goal is to determine how three organizational commitment factors affective, continual, and normative commitment affect employees' performance. Using a single-stage cluster sampling technique, the study is conducted on 244 employees of the cooperatives, labor, and social welfare department of the Markazi Province. Figure (2.7) presents the Conceptual Framework of Rafiei, Amin and Foroozandeh (2014).

Figure (2.8) Conceptual Framework of Rafiei, Amin and Foroozandeh



Source: Rafiei, Amin and Foroozandeh (2014)

The analysis's findings showed that the organizational commitment affected job performance in a way that was favorable and meaningful. The study also shown that all three organizational commitment dimensions affective, continuance, and normative had a favorable, significant impact on job performance. The results showed a high correlation between job success and employee commitment.

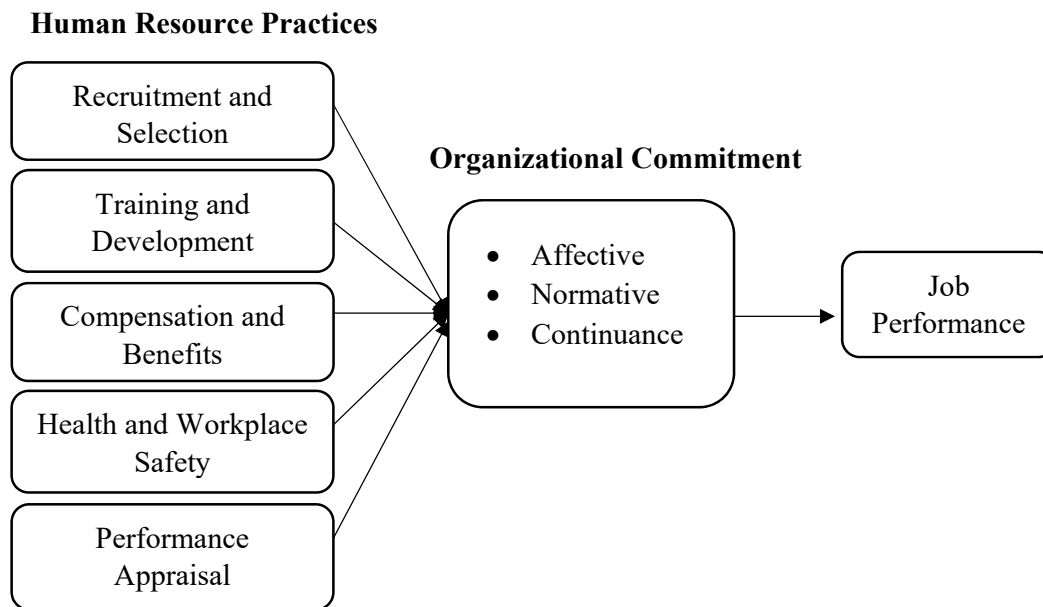
2.5 Conceptual Framework of the Study

The conceptual framework of the study is developed based on the theoretical concepts and previous studies. Figure (2.9) presents the conceptual framework of the study.

In accordance with Figure (2.9), Recruitment and selection, training and development, pay and benefits, health and workplace safety, and performance evaluation are the five HRM practices. This research identifies the HRM practices that have an impact on organizational commitments. Additionally, this study was created to determine the impact of organizational commitment on employees' job performance. This study uses a

structured questionnaire to determine the impact of HRM practices on organizational commitment and job performance of the current employees of Unique Commercial Co., Ltd.

Figure (2.9) Conceptual Framework of the Study



Source: Own Compilation Based on Previous Studies (2022)

From Oliveira and Honório's analysis, five HRM procedures were adopted (2020). They looked at eight HRM practices, including hiring and selection, training and development, pay, health and safety at work, benefits, performance evaluation, career planning, and communication. The management of Unique Commercial Co., Ltd. carefully selects and provides training and development in accordance with the results of performance appraisals, thus career planning and communication are not included in the current study. The method already incorporates career planning based on the employees' strengths and competencies. Additionally, all employees receive a thorough explanation of the department's or organization's aims and objectives during performance reviews.

Additionally, this study makes reference to Rafiei, Amin, and Foroozandeh's conceptual framework (2014). They watched the employees' dedication to the company and their work output. This study focuses on the impact of HRM practices on organizational commitment and job performance at Unique Co., Ltd. using the two preceding conceptual frameworks as a guide.

CHAPTER 3

PROFILE AND HUMAN RESOURCE MANAGEMENT PRACTICES OF UNIQUE COMMERCIAL CO., LTD

The explanations in this chapter are the Unique Commercial Co., Ltd.'s profile and organizational structure. It also includes Unique Commercial Co., Ltd.'s human resources management procedures. In this study, HRM procedures include hiring and selecting employees, providing them with training and development, compensation and providing benefits, ensuring their health and safety at work, and evaluating their performance. Additionally, the respondents' profiles are shown in this chapter based on the survey result.

3.1 Profile of Unique Commercial Co., Ltd

In the ICT business, the best after sales service provider is Unique commercial co., concerning with the IT, Mobile & Electronic Center. In June 2004, the division got started and opened. The largest chain of electronics and mobile stores in Myanmar, it is unquestionably. It provides the most comprehensive shopping experience by offering a wide variety of consumer electronics for the home and cutting-edge digital goods. The first-ever lifelong service warranty (lifetime of free maintenance) was offered in Myanmar. Every new branch that has been opened has a service center, and receiving service has been given great consideration.

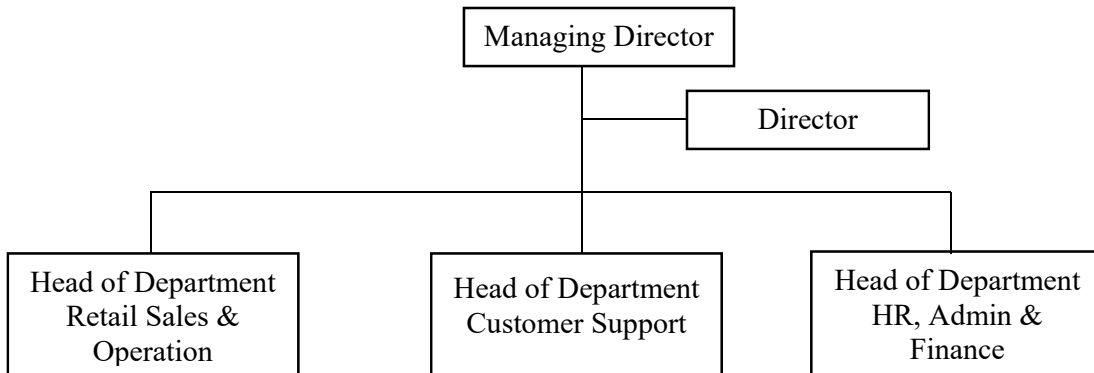
There are now 7 branches of Unique in Yangon and 2 in Mandalay. At the moment, Unique Commercial Co., Ltd. employs 420 people.

"The One Stop Partner for Your Digital Lifestyle - the perfect companion for your police digital lifestyle" is Unique's motto.

3.1.1 Organizational Structure of Unique Commercial Co., Ltd

The Unique Commercial Co., Ltd. occupies three main divisions. These include the departments of Customer Support, HR, Admin, and Finance as well as Retail Sales and Operations. Figure (3.1) outlines the Unique Co., Ltd.'s organizational structure.

Figure (3.1) Organization Structure of Unique Commercial Co., Ltd



Source: Unique Commercial Co., Ltd, 2022

Figure (3.1) shows that Unique is made up of three heads of departments, each with a specific function. The director reports to the managing director and is responsible for managing the departments as needed and carrying out direct orders from the director.

(i) Retail Sales and Operation Department

Selling goods or services for a business is the responsibility of the retail sales and operations department. The department has a sales staff that collaborates to close deals, set goals for sales, boost profitability, and develop and maintain connections with clients to promote repeat business and brand loyalty. It is in charge of creating the best items, deciding on the best rates, and distributing in the ideal areas. In order to move goods from the producers' hands to the customers', it manages logistics and looks for ways to cut costs. This section handles reorder level setting and warehouse control.

(ii) Customer Support Department

It is in charge of taking orders, processing returns, assisting customers with complaints and inquiries, and providing information about goods and services. This department supports sales and company objectives by assisting consumers in understanding the product and responding to inquiries about their problems. Hotline lines and other methods, including Viber, Messenger, and social media pages, are organized by Unique commercial company.

(iii) HR, Admin and Finance Department

Several administrative, financial, and human resources tasks fall under the purview of this agency. By putting forth everyday effort to accomplish and preserve the financial health of our organization, they are accountable for strategizing about and planning for strategic financial goals. Additionally, it processes personnel data, updates business regulations, and helps with hiring.

3.1.2 Number of Employees in Unique Co., Ltd

At Unique Co., Ltd., there are 402 employees (including 1 director). A breakdown of employees in Unique Commercial Co., Ltd. by each department can be found in Table (3.1).

Table (3.1) Number of Employees by Departments

No	Department	Number of Employees
1	Retail Sales and Operation	157
2	Customer Support Department	159
3	HR, Admin and Finance	86
Total		401

Source: Unique Commercial Co., Ltd, 2022

According to Table (3.1), there are three primary divisions in Unique Co., Ltd. The department of retail sales and operations employs 157 individuals. 159 employees work in the customer service division, and 86 people each are engaged in administration, finance, and human resources. Director reports to managing director as well. Thus, Unique Co. currently employs 402 people in total, including 1 director.

3.1.3 Company Policy

All new workers at Unique Commercial Co., Ltd receive orientations about the policies of the company. Additionally, it guarantees that each employee is aware of the policies and procedures of the business. According on how well staff perform, incentives and perks are clearly outlined. When working together, all staff members must respect one another. Additionally, it is against the law for employees to abuse office facilities. Employees must put in six days a week of work. A random day off is given to staff in

unique centers, which are open seven days a week. 8:00 am to 6:00 pm is the working day. Every show room at Unique is closed on public holidays.

Hourly bases are used to determine overtime pay. 200 percent of the regular hourly rate is paid during overtime hours. To ensure that overtime is calculated properly, Unique uses the figure print system as an employee attendant system.

3.2 HRM Practices of Unique Commercial Co., Ltd

The HRM techniques used by Unique Commercial Co., Ltd. are centered on ensuring that employees are highly committed and productive as well as having a great quality of life at work. The organization's HRM practices aim to make sure that workers are happy, competent, and productive so they may further contribute significantly to the development of the company. Unique offers HRM practices such as recruitment and selection, training and development, compensation and benefits, health and workplace safety, and performance appraisal.

3.2.1 Recruitment and Selection

Unique Commercial Co., Ltd systematically carries out the recruitment and selection process. The company anticipates the need of human resources by department. Then, on the basis of the job analysis, a job description is prepared. Unique uses both internal sourcing and external sourcing of candidates. The company selects the right person internally by taking the suggestions of department heads. It does the human resource strategic plan that includes and enforces the review of the succession plan whenever a vacancy is available or a need to fill a position surfaces. When there are no qualified internal candidates, external sourcing is typically accomplished through job postings. It often gets in touch with employment agencies and posts the job openings on the corporate page. Officials from HR thoroughly examine the CV forms and confirm the references. The candidates are then contacted for in-person interviews. The HR manager and department heads interview the candidates during the interview to learn more about their personality, abilities, and talents. The organization notifies the chosen candidates through phone and email after carefully choosing the best personnel.

3.2.2 Training and Development

Based on work experience and job performance, Unique offers both internal (in-house training) and external training to increase the quality of the workforce. To address the needs of each department's employment requirements, the company organizes seminars and workshops. Following the training, the corporation requests that employees complete Training Feedback Forms so that it may determine whether the training was successful in helping them complete their tasks. Employee opinions can be used to improve training programs in the future. The internal and external trainings that Unique Commercial Co., Ltd. offers are listed in Table (3.2).

Table (3.2) Internal and External Trainings

Sr No.	Internal	External
1.	Basic computer knowledge	Customer service extra miles
2.	Basic networking	Transformational leadership journey
3.	Basic electronic	LCCI
4.	Product training	Business English
5.	Advanced computer training	Essential skills of sales & marketing
6.	Customer service	Leadership & management skill for entrepreneurs
7.	Personal Grooming	10 soft skills training
8.	Telephone Technique	Virtual selling training
9.	CCTV technique	Influencing & negotiating skills training

Source: Unique Commercial Co., Ltd, 2022

According to the job descriptions of the employees, Unique offers fundamental product knowledge trainings, customer service, finance, negotiation, business english, and leadership abilities.

3.2.3 Compensation and Benefits

There is a purpose that workers stick with employers is by offering adequate pay and benefits. Unique Commercial Co., Ltd. offers a well-organized benefits and

compensation plan. The wage range for various roles at Unique Commercial Co., Ltd. is shown in Table (3.3).

Table (3.3) Salary Range on Different Positions of Unique Commercial Co., Ltd

Position	From (Ks)	To (Ks)
Appendix	230,000	313,000
Junior Level	263,000	400,000
Executive	352,000	520,000
Senior Executive Level	400,000	605,000
Assistant Manager/Manager	970,000	1,540,000
Senior Manager/ HOD	1,670,000	2,450,000

Source: Unique Commercial Co., Ltd, 2022

The payment schedule of Unique Commercial Co., Ltd. is determined by the positions of the employees. According to their job description, employees' minimum and maximum salaries are shown in Table (3.3). Bonuses, overtime, and other allowances are included in the salary range.

3.2.4 Health and Workplace Safety

Unique provides all staff with health and safety supplies (Mask, Face Shield, Hand Sanitizer, Surgical Hair Cap) to help them reduce their risk of contracting Covid-19 infection. The entire office personnel must put on masks. Full health protection is required for departments that deliver services to customers directly. If an employee has elderly parents living at home and is unable to work in the office, the company views them as high risk and permits them to work from home. However, the corporation organizes groups and allocates shifts for those who can physically visit the office. Additionally, the business offers dormitories close to the office so that employees can avoid taking public transportation to work. Additionally, it organizes ferries for workers who want to return home. During the Covid-19 pandemic, Unique Commercial Co., Ltd posts the mandatory announcement letters regarding health risks. To avoid spreading infection, people must dine in the designated dining area. Unusual locations essential medical supplies including a thermometer gun, blood pressure monitor, and many other things.

3.2.5 Performance Appraisal

Unique consistently conducts performance reviews each month in order to maintain an effective workforce and high-quality services. Instead of relying just on one-on-one

feedback from a direct manager or supervisor, the company uses 360 degree feedbacks to assess an employee's strengths and challenge areas as assessed by those with whom the person interacts frequently. Additionally, a self-evaluation calls for the employee to assess their own performance in light of the responsibilities they have been given and the departmental objectives. Officials will explain to staff the reasons for their performance results if they have any questions. The evaluation results can be used to inform future training and rewards.

3.3 Profile of Respondents

The 200 respondents who completed and returned the structured questionnaire are profiled in this section. In Table (3.4), profile of the respondents are expressed by frequency and percentage.

Table (3.4) Profile of Respondents

Sr. No.	Particular	Frequency	Percentage
	Total	200	100
1	Gender		
	Male	88	44.0
	Female	112	56.0
2	Age (Years)		
	Less than or equal to 25 years	56	28.0
	26 years - 35 years old	144	72.0
3	Experience		
	1 year -3 years	51	25.5
	3 years - 6 years	88	44.0
	Above 6 years	61	30.5
4	Education		
	Under Graduate	21	10.5
	Graduate	174	87.0
	Post graduate level	5	2.5
5	Position		
	Manager	3	1.50
	Assistant Manager	6	3.00
	Senior Executives	42	21.00
	Executives	82	41.00
	Junior Staff	67	33.50
6	Salary		
	Under 300,000	12	6.00
	300,001 ~ 500,000	124	62.00
	500,001 ~ 800,000	58	29.00
	800,001 ~ 1,000,000	4	2.00
	1,000,001 ~ 1,500,000	2	1.00

Source: Survey Data (2022)

Since Unique employs more sales girls than men, the survey's findings indicate that women make up the majority of respondents. They have spent between three and six years working at Unique Commercial Co., Ltd. It is discovered that every employee is educated, and the majority of respondents have a bachelor's degree. The majority of responders are executives who have been employed with Unique for a while, while junior personnel make up the second-largest category. With 200 respondents, the poll includes responses from senior executives, assistant managers, and managers as well. Depending on their jobs and performance, the majority of responders receive salaries ranging from 300,001 to 500,000 MMK.

3.4 HRM Practices

HR procedures create a structure to aid in managing people. According to the employees' perspectives, five HRM methods currently used by Unique Commercial Co., Ltd. are examined in this study.

(a) Recruitment and Selection

For the sake of the company and the employees, unbiased recruitment and selection practices play a big role. Effective hiring and selection practices can increase employees' commitment and productivity. Table (3.5) outlines the employees' perceptions about recruiting and selection.

Table (3.5) Recruitment and Selection

Sr. No.	Recruitment and Selection	Mean Score	Std. Dev.
1.	Fair recruitment and selection process at Unique	3.85	0.47
2.	Recruiters thoroughly checking references provided	4.06	0.64
3.	Believing recruitment strictly based on merit	3.96	0.39
4.	No discrimination or bias in the selection process	3.90	0.51
5.	A diverse workforce	3.97	0.33
6.	Unique applying various sources of recruitment	3.82	0.47
	Overall Mean	3.92	

Source: Survey Data, 2022

Employees claim that references of the applicant are checked during the recruitment and selection process because HR officials carefully review the CV forms and verify the references. This is shown in Table (3.5). They agree that Unique Commercial Co., Ltd. hires a diverse workforce because it places a priority on employees' talents and credentials rather than factors like gender, religion, or tribal affiliation. Employees therefore think that their talents and abilities are what got them the jobs. Employees believe Unique Commercial Co., Ltd has a fair recruiting and selection process, according to the overall mean score.

(b) Training and Development

Training and development aids organizations in attracting and keeping top personnel, boosting morale and job satisfaction, boosting output, and increasing profits. The training and development services offered by Unique Commercial Co., Ltd. center on the needs of each individual's employment. The opinions of the staff regarding the company's training and development programs are shown in Table (3.6).

Table (3.6) Training and Development

Sr. No.	Training and Development	Mean Score	Std. Dev.
1.	Unique setting a training policy applicable to all employees	3.70	0.74
2.	Receiving well planned and designed employee trainings	3.59	0.67
3.	Receiving relevant internal training courses and seminars	4.04	0.86
4.	Trainings matched the role and job description of the employee.	3.73	0.66
5.	Enough orientation for new employees.	3.84	0.80
	Overall Mean	3.78	

Source: Survey Data, 2022

The survey's results indicate that the majority of employees have attended pertinent internal trainings and seminars, since Unique offers numerous internal trainings on topics such fundamental computer and networking skills, customer service, personal grooming, and product expertise. Additionally, they claim that Unique gives each new hire adequate orientation so that they are comfortable with the workplace, their coworkers, and the company's culture. The organization pays attention to the demands of the employees to do

their responsibilities properly, and as a result, both external and internal trainings are matched to their roles and job descriptions, according to the employees. Employees claim that they receive effective training and development, according to the overall mean score.

(c) Compensation and Benefits

Benefits and compensation are crucial components of human resource management because they support employee retention. These rewards encourage employees to work harder and accomplish more. The opinions of the employees about the compensation and benefits offered by Unique Commercial Company Limited are shown in Table (3.7).

Table (3.7) Compensation and Benefits

Sr. No.	Compensation and Benefits	Mean Score	Std. Dev.
1.	Compensations and allowances according to the labor law	3.72	0.62
2.	Salaries, wages or incentives matched the needs of employee	3.69	0.77
3.	Receiving salaries, wages or incentives on time	3.71	0.68
4.	Getting monetary and non-monetary benefits at Unique	3.57	0.81
5.	Receiving Salary and benefits on time	3.83	0.59
6.	Rewards given according to performance	3.76	0.60
7.	Extra for increase in a cost of living increase	3.81	0.52
8.	A transportation or dorm available at Unique	3.83	0.55
	Overall Mean	3.74	

Source: Survey Data, 2022

According to Table (3.7), employees obtain their pays and benefits on time since Unique Commercial Co., Ltd. sets payment ranges in accordance with work positions and pays salaries at the end of each month. Additionally, it has been discovered that employees receive housing or transportation thanks to Unique Commercial Co., Ltd., which offers housing close to its showrooms or ferry service for customers who need to return. Since the business consistently tracks the price of everyday necessities and provides extra money to cover cost rises, many employees are happy with the additional incentives for cost of living

hikes. Additionally, bonuses and prizes are given to staff in accordance with their performance. Employees have a positive opinion of Unique Commercial Co., Ltd.'s compensation and benefits, as seen by the overall mean score.

(d) Health and Safety

Employers are required to take health and safety precautions to ensure the physical and emotional well of their workforce. An environment that is safe and healthy for workers can minimize injury and illness expenses, lower absenteeism and turnover, boost productivity and quality, and improve employee morale. The opinions of the staff regarding the health and safety policies of Unique Commercial Co., Ltd. are shown in Table (3.8).

Table (3.8) Health and Safety

Sr. No.	Health and Safety	Mean Score	Std. Dev.
1.	Receiving all necessary safety equipment from Unique	4.09	0.45
2.	Sufficient safety programs and policies to prevent accidents	3.86	0.57
3.	Having good ventilation system at Unique	4.04	0.60
4.	Incidents and accidents investigated quickly	3.98	0.42
5.	Sufficient first aid equipment at each office	3.84	0.54
	Overall Mean	3.96	

Source: Survey Data, 2022

According to Table (3.8), Unique Commercial Co., Ltd. supplies facial masks, gloves, face shields, hand washes, and first aid boxes in each department, ensuring that workers have all the necessary gear. It is discovered that the office has a good ventilation system because Unique has appropriately arranged the air conditioning, air curtain, and exhaust fan. Employees also recognize that accidents are reviewed right away by authorities in order to avoid them in the future. Employees had a positive opinion of Unique Commercial Co., Ltd.'s health and safety supports, based on the overall mean score.

(e) Performance Appraisal

Performance reviews are crucial for both an employee's and an organization's progress. Finding out whether an employee is productive or a liability aids the business. It

aids the worker in determining the direction of his or her career. The opinions of Unique Commercial Co., Ltd.'s employees on performance reviews are shown in Table (3.9).

Table (3.9) Performance Appraisal

Sr. No.	Performance Appraisal	Mean Score	Std. Dev.
1.	Performance appraisal reflecting actual abilities.	3.68	0.65
2.	Fair performance appraisal system	3.55	0.62
3.	The result of the performance appraisal openly explained	3.56	0.67
4.	Practicing result-based system for performance appraisal at Unique	3.71	0.64
5.	Encountering no bias when evaluating performance	3.46	0.60
6.	Receiving appreciation and recognition for good performance	3.59	0.68
7.	Getting open feedbacks from supervisors	3.77	0.68
	Overall Mean	3.61	

Source: Survey Data, 2022

According to Table (3.9), If employees express concerns about the outcome of their performance reviews, their supervisors provide honest feedback. Subordinates used to be persuaded by superiors, who also offered career advice. distinctive procedures result-based performance evaluation system. Consequently, Employees can so determine whether they achieve the desired results or goals. Additionally, given that Unique Commercial Co., Ltd asks employees to self-evaluate, employees think that performance reviews represent genuine results. Employees have a positive opinion of Unique Commercial Co., Ltd.'s performance appraisal system, as evidenced by the overall mean score.

CHAPTER 4

ANALYSIS ON THE EFFECT OF HR PRACTICES ON ORGANIZATIONAL COMMITMENT AND JOB PERFORMANCE OF EMPLOYEES IN UNIQUE COMMERCIAL CO., LTD

This chapter presents the commitment and job performance of the employees. It also presents the effect of HR practices on organizational commitment. Finally, it presents the effect of organizational commitments on job performance of the employees.

4.1 Organizational Commitment

Organizational commitment helps organizations perform better and achieve their goals because their employees feel connected to the organization, are more productive and dedicated to their work. In this study, three commitments of the employees are analyzed.

(a) Affective Commitment

An affective commitment is an employee's emotional attachment to, identification with and involvement in an organization. This section analyses the affective commitment of the employees by collecting structured questionnaire from 200 employees of Unique Co., Ltd. Table (4.1) presents the affective commitment level of employees towards Unique Commercial Co., Ltd.

Table (4.1) Affective Commitment

Sr. No.	Affective Commitment	Mean Score	Std. Dev.
1.	Feeling part of this organization	3.66	0.73
2.	Happy to spend the rest of career at Unique Co., Ltd	3.33	0.65
3.	Considering organization's problems as own	3.71	0.68
4.	Feeling emotionally attached to Unique Co., Ltd.	3.58	0.74
5.	Recommending people to work at Unique Co., Ltd.	3.54	0.71
	Overall Mean	3.56	

Source: Survey Data, 2022

According to Table (4.1), employees consider the problems of Unique as their own since employees emotionally attached to the organization and feel personally responsible for its level of success. In addition, employees feel part of the organization because Unique Commercial Co., Ltd allows employees to involve in decision making, especially on issues directly affecting their areas of expertise and/or welfare, and enable employees to access organizational information. According to the overall mean score, employees enjoy working at Unique Commercial Co., Ltd and have desire to spend the rest of their carrier at Unique Commercial Co., Ltd because employees are appreciated and valued for what they are doing good which helps them raise their morale.

(b) Continuance Commitment

Continuance commitment relates to how much employees feel the need to stay at their organization. This section analyses the continuance commitment of the employees by collecting structured questionnaire from 200 employees of Unique Commercial Co., Ltd. Table (4.2) presents the continuance commitment level of employees towards Unique Commercial Co., Ltd.

Table (4.2) Continuance Commitment

Sr. No.	Continuance Commitment	Mean Score	Std. Dev.
1.	Feeling hard to leave Unique Commercial Co., Ltd right now	3.77	0.60
2.	Too much of life disrupted	3.73	0.73
3.	Staying at Unique Commercial Co., Ltd being a matter of necessity	3.59	0.70
4.	Scarcity of available alternatives	3.52	0.66
5.	Leaving Unique Commercial Co., Ltd leading to personal sacrifices	3.54	0.59
	Overall Mean	3.63	

Source: Survey Data, 2022

According to Table (4.2), employees feel hard to leave Unique Commercial Co., Ltd right now even if they wanted to because employees have only few alternatives for their carrier. In addition, Myanmar's economy is falling and several multinational companies have either suspended their operations or left Myanmar. Hence, employees think that their lives will be disrupted if they leave the company right now. They consider staying at Unique Commercial Co., Ltd as necessity at the moment since they are afraid of personal scarifies. According to the overall mean score, employees do not have intention to leave Unique right now because of scarcity of available alternatives and afraid of losing current benefits.

(c) Normative Commitment

Normative commitment is defined as employees' commitment to an organization that he/ she feels morally obligated to stay with. Table (4.3) presents the continuance commitment level of employees towards Unique Commercial Co., Ltd.

Table (4.3) Normative Commitment

Sr. No.	Normative Commitment	Mean Score	Std. Dev.
1.	Feeling guilty if I left my organization now	3.78	0.61
2.	Not leaving Unique Commercial Co., Ltd right now because of a sense of obligation	3.65	0.68
3.	Owing a great deal to the organization	3.53	0.68
4.	Feeling unethical if I leave the company now	3.61	0.70
5.	Acknowledging that the company developed me	4.01	0.58
	Overall Mean	3.71	

Source: Survey Data, 2022

According to the findings, employees acknowledge that Unique has developed them because Unique provides both internal and external trainings according to the job requirements of the employees. They state that they would feel guilty if they leave the organization right now because they have a sense of obligation towards Unique Commercial Co., Ltd. According to the overall mean score, most of the employees feel that they are valued and want to work for the company as the company has supported their professional growth and treated respectfully.

4.2 Analysis on Effect of HRM Practices on Organizational Commitment

Employee commitment is an important factor for organizational effectiveness. Therefore, organizations arrange high performance HR practices to get commitments of the employees. This section analyzes the effect of HRM practices on employee commitment by multiple regression analysis.

4.2.1 Analysis on Effect of HRM Practices on Affective Commitment

In this section, the influencing HRM practices on affective commitment are explored by applying multiple regression analysis. Affective commitment is regressed with five HRM practices namely recruitment and selection, training and development,

compensation and benefit, health and safety, and performance appraisal. The findings of the analysis are shown in Table (4.4).

Table (4.4) Effect of HRM Practices on Affective Commitment

Variable	Unstandardized Coefficients		β	t	Sig
	B	Std. Error			
(Constant)	.758	.099		7.669	.000
Recruitment and Selection	.100	.069	.064	1.460	.146
Training and Development	.441***	.052	.473	8.417	.000
Compensation and Benefit	.640***	.047	.583	13.637	.000
Health and Safety	.847***	.065	.596	12.953	.000
Performance Appraisal	.576***	.061	.536	9.382	.000
R Square	.970				
Adjusted R Square	.969				
F Value	1258.109***				

Source: Survey Data (2022)

Notes: ***Significant at 1% level, **Significant at 5% level, *Significant at 10% level.

According to Table (4.4), since the value of adjusted R square is 0.969, it can be concluded that this specified model can explain 96.9 % of variation of affective commitment which is predicted by HRM practices. As overall significance of the model, F value is highly significant at 1 percent level, this model can be said valid.

Among five HRM practices, training and development, compensation and benefit, health and safety, and performance appraisal are strongly significant with affective commitment while recruitment and selection does not have a significant effect on affective commitment.

Training and development has the expected positive sign, and the coefficient of the variable is strongly significant at 1 percent level. The positive effect means that the increase in training and development leads to more affective commitment because Unique Commercial Co., Ltd provides systematic internal and external trainings by focusing the job requirements of individuals. In addition, managers and top management give the carrier guidelines to subordinates and allows employees to give ideas and suggestions for the company. Therefore, employees are developed at the company and they feel part of the organization.

Compensation and benefit have the expected positive sign, and the coefficient of the variable is strongly significant at 1 percent level. The positive effect means that the increase in compensation and benefit leads to more affective commitment because Unique Commercial Co., Ltd provides salary and benefits on time. In addition, company provides extra for a cost of living increase. Employees feel that they are supported enough. Hence, they are emotionally attached to the organization.

Health and safety has the expected positive sign, and the coefficient of the variable is strongly significant at 1 percent level. The positive effect means that the increase in health and safety leads to more affective commitment because Unique Commercial Co., Ltd arranges necessary safety equipment such as facial masks, hand sanitizer, hand wash, first aid box, oximeter, and Digital Laser Temperature Gun at each department etc. Since employees acknowledge that Unique Commercial Co., Ltd cares their health and safety, they feel a strong emotional attachment to the organization.

Performance appraisal has the expected positive sign, and the coefficient of the variable is strongly significant at 1 percent level. The positive effect means that the increase in performance appraisal leads to more affective commitment because Unique Commercial Co., Ltd regularly does the performance appraisal and give open feedbacks for the developments of the employees. Since employees can improve their abilities and developments, they enjoy working at Unique Commercial Co., Ltd and want to spend rest of their carrier at current organization.

According to the standardized coefficient (Beta) score, health and safety has the largest value among five significant explanatory variables. It means that health and safety is the most important factor for affective commitment of the employees. Unique Commercial Co., Ltd allows employees to do work from home if employees have elders at home and cannot work at office. During pandemic, health and safety supports are very important for employees.

4.2.2 Analysis on Effect of HRM Practices on Continuance Commitment

In this section, the influencing HRM practices on continuance commitment are explored by applying multiple regression analysis. Continuance commitment is regressed with five HRM practices namely recruitment and selection, training and development,

compensation and benefit, health and safety, and performance appraisal. The findings of the analysis are shown in Table (4.5).

Table (4.5) Effect of HRM Practices on Continuance Commitment

Variable	Unstandardized Coefficients		β	t	Sig
	B	Std. Error			
(Constant)	.098	.068		1.443	.151
Recruitment and Selection	.043	.047	.029	.909	.365
Training and Development	.191***	.036	.221	5.326	.000
Compensation and Benefit	.757***	.042	.756	17.963	.000
Health and Safety	.104**	.045	.078	2.309	.022
Performance Appraisal	.082**	.032	.081	2.559	.011
R Square	.984				
Adjusted R Square	.983				
F Value	2351.940***				

Source: Survey Data (2022)

Notes: ***Significant at 1% level, **Significant at 5% level, *Significant at 10% level.

According to Table (4.5), since the value of adjusted R square is 0.983, it can be concluded that this specified model can explain 98.3 % of variation of continuance commitment which is predicted by HRM practices. As overall significance of the model, F value is highly significant at 1 percent level, this model can be said valid.

Among five HRM practices, training and development, compensation and benefit, health and safety, and performance appraisal are significant with continuance commitment while recruitment and selection does not have a significant effect on continuance commitment.

Training and development has the expected positive sign, and the coefficient of the variable is strongly significant at 1 percent level. The positive effect means that the increase in training and development leads to more continuance commitment. Unique Commercial Co., Ltd offers trainings for all employees so that employees have capability to accomplish their tasks. Employees do not have to take advanced trainings by their own money. Since, employees feel that they cannot get that kind of trainings at other companies, they are afraid of personal sacrifices.

Compensation and benefit have the expected positive sign, and the coefficient of the variable is strongly significant at 1 percent level. The positive effect means that the increase in compensation leads to more continuance commitment. Unique Commercial Co., Ltd has attractive payment scheme according to the positions of the employees. In addition, company gives monthly overtime pay by correctly calculating the overtime hours. Since, employees think that they cannot get those compensation and benefits at other companies, they are afraid of losing current compensation and benefits.

Health and safety has the expected positive sign, and the coefficient of the variable is strongly significant at 5 percent level. The positive effect means that the increase in health and safety arrangements leads to more continuance commitment since Unique Commercial Co., Ltd allows employees to work from home during Covid-19 pandemic if they have elders at home. In additions, employees receive enough health and safety equipment from the company. Therefore, employees admit that there is no alternative like Unique Commercial Co., Ltd.

Performance appraisal has the expected positive sign, and the coefficient of the variable is strongly significant at 5 percent level. The positive effect means that the increase in performance appraisal leads to more continuance commitment. Unique Commercial Co., Ltd regularly performs the performance appraisal by aiming of giving rewards and carrier development. Employees admit that they get the suitable and sufficient trainings and rewards based on performance appraisal. Therefore, employees see performance appraisal as a good practice and they could not get that kind of chance at other companies.

According to the standardized coefficient (Beta) score, compensation and benefit has the largest value among five significant explanatory variables. It means that compensation and benefit is the most important factor for continuance commitment of the employees. Even economic downside and facing Covid-19 pandemic, Unique Commercial Co., Ltd provides usual compensation and benefit to employees. Thus, employees are afraid of losing attractive compensation, and do not intend to quit the job right now.

4.2.3 Analysis on Effect of HRM Practices on Normative Commitment

In this section, the influencing HRM practices on normative commitment are explored by applying multiple regression analysis. Normative commitment is regressed with five HRM practices namely recruitment and selection, training and development,

compensation and benefit, health and safety, and performance appraisal. The findings of the analysis are shown in Table (4.6).

Table (4.6) Effect of HRM Practices on Normative Commitment

Variable	Unstandardized Coefficients		β	t	Sig
	B	Std. Error			
(Constant)	.318	.073		4.343	.000
Recruitment and Selection	.032	.051	.022	.631	.529
Training and Development	.497***	.045	.510	10.929	.000
Compensation and Benefit	.163***	.035	.164	4.705	.000
Health and Safety	.504***	.048	.391	10.416	.000
Performance Appraisal	.258***	.039	.306	6.658	.000
R Square	.980				
Adjusted R Square	.980				
F Value	1904.178***				

Source: Survey Data (2022)

Notes: ***Significant at 1% level, **Significant at 5% level, *Significant at 10% level.

According to Table (4.6), since the value of adjusted R square is 0.980, it can be concluded that this specified model can explain 98.0 % of variation of normative commitment which is predicted by HRM practices. As overall significance of the model, F value is highly significant at 1 percent level, this model can be said valid.

Among five HRM practices, training and development, compensation and benefit, health and safety, and performance appraisal are strongly significant with normative commitment while recruitment and selection does not have a significant effect on normative commitment.

Training and development has the expected positive sign, and the coefficient of the variable is strongly significant at 1 percent level. The positive effect means that the increase in training and development leads to more normative commitment. Unique Commercial Co., Ltd provides good training and development programs whenever necessary. Employees believe that positive outcomes result from participation in training and development events. Hence, they feel sense of obligation to the organization and do not consider leaving Unique Commercial Co., Ltd right now.

Compensation and benefit have the expected positive sign, and the coefficient of the variable is strongly significant at 1 percent level. The positive effect means that the increase in compensation leads to more normative commitment. Unique Commercial Co., Ltd provides attractive compensation and benefits regularly at the end of month. Since employees acknowledge that company pays regular salary and benefits during economic downtime, they feel morally obligated to stay at the organization.

Health and safety variable has the expected positive sign, and the coefficient of the variable is strongly significant at 1 percent level. The positive effect means that the increase in compensation leads to more normative commitment. Unique Commercial Co., Ltd provides health and safety arrangements according to the instruction from health ministry. In addition, company allows employees who have elders at home to work from home. Therefore, employees thank to the organization and feel unethical to leave organization now.

Performance appraisal variable has the expected positive sign, and the coefficient of the variable is strongly significant at 1 percent level. The positive effect means that the increase in Performance appraisal leads to more normative commitment. Employees believe that they are improved because of regular performance appraisal that leads to necessary developments by Unique Commercial Co., Ltd. Therefore, employees feel sense of obligation and decide that they should stay.

According to the standardized coefficient (Beta) score, training and development variable has the largest value among five significant explanatory variables. It means that training and development is the most important factor for normative commitment of the employees. Employees are trained and developed based on the regular performance appraisal done by Unique Commercial Co., Ltd. Therefore, employees feel sense of obligation towards Unique Commercial Co., Ltd.

4.2.4 Analysis on Effect of HRM Practices on Organizational Commitment

In this section, the influencing HRM practices on employee commitment are explored by applying multiple regression analysis. Employee commitment is regressed with five HRM practices namely recruitment and selection, training and development, compensation and benefit, health and safety, and performance appraisal. The findings of the analysis are shown in Table (4.7).

Table (4.7) Effect of HRM Practices on Organizational Commitment

Variable	Unstandardized Coefficients		β	t	Sig
	B	Std. Error			
(Constant)	.391	.064		6.109	.000
Recruitment and Selection	.030	.044	.020	.671	.503
Training and Development	.297***	.034	.340	8.745	.000
Compensation and Benefit	.610***	.040	.605	15.325	.000
Health and Safety	.485***	.042	.364	11.446	.000
Performance Appraisal	.295***	.030	.287	9.711	.000
R Square	.986				
Adjusted R Square	.985				
F Value	2676.126***				

Source: Survey Data (2022)

Notes: ***Significant at 1% level, **Significant at 5% level, *Significant at 10% level.

According to Table (4.7), since the value of adjusted R square is 0.985, it can be concluded that this specified model can explain 98.5 % of variation of employee commitment which is predicted by HRM practices. As overall significance of the model, F value is highly significant at 1 percent level, this model can be said valid.

Among five HRM practices, training and development, compensation and benefit, health and safety, and performance appraisal are strongly significant with employee commitment while recruitment and selection does not have a significant effect on employee commitment.

Training and development has the expected positive sign, and the coefficient of the variable is strongly significant at 1 percent level. The positive effect means that the increase in training and development leads to more employee commitment. Employees perceive that trainings are vital in developing their abilities. In addition, employees do not have to use own money for skills upgrade. Thus, employees give commitments to Unique Co., Ltd.

Compensation and benefit have the expected positive sign, and the coefficient of the variable is strongly significant at 1 percent level. The positive effect means that the increase in compensation and benefit leads to more employee commitment. Unique Commercial Co., Ltd provides good compensation and benefits. As a return, employees feel part of the organization and try hard for the company.

Health and safety variable has the expected positive sign, and the coefficient of the variable is strongly significant at 1 percent level. The positive effect means that the increase in health and safety support leads to more employee commitment. As the company allows employees to work from home if they have elders at home to prevent infection, employees acknowledge those supports and give commitments towards Unique Commercial Co., Ltd.

Performance appraisal variable has the expected positive sign, and the coefficient of the variable is strongly significant at 1 percent level. The positive effect means that the increase in Performance appraisal leads to more employee commitment. Employees believe that performance appraisal plays vital role for employee development. Therefore, employees feel sense of obligation towards Unique Commercial Co., Ltd.

According to the standardized coefficient (Beta) score, compensation and benefit variable has the largest value among five significant explanatory variables. It means that compensation and benefit is the most important factor for employee commitment towards Unique Commercial Co., Ltd. Because of attractive and timely compensations during economic downturn, employees are emotionally attached to Unique Commercial Co., Ltd.

4.3 Job Performance

Job performance is the accomplishment of a given task measured against the standards of accuracy, completeness, cost, and speed Job performance status of the employees at Unique Commercial Co., Ltd is presented in Table (4.8).

Table (4.8) Job Performance

Sr. No.	Job Performance	Mean Score	Std. Dev.
1.	Able to work independently	3.94	0.68
2.	Usually taking extra responsibilities	4.02	0.66
3.	Always paying attention to accuracy, timeliness, and neatness of work	3.93	0.66
4.	Able to set the priorities of work	4.12	0.57
5.	Able to perform the tasks with minimal time and effort	3.50	0.67
6.	Normally finishing tasks without delays	4.04	0.65
7.	Completing tasks without wasting energy and money	3.76	0.73
8.	Contributing to Unique success in market	4.07	0.67
9.	Happy at Unique due to making customer satisfaction	3.84	0.74
	Overall Mean	3.91	

Source: Survey Data, 2022

According to Table (4.8), employees believe that they contribute the success of the company since they consider the problems of the company as their own and work hard for the company. They used to finish tasks without delays because they could set the priorities of jobs. Moreover, employees usually take extra responsibilities after they finish assigned tasks. They always pay attention to accuracy, timeliness, and neatness of work leading to customer satisfaction. According to the overall mean score, employees are satisfied with their job performance as they have capable of handling assigned tasks.

4.4 Analysis on the Effect of Employee Commitment on Job Performance

In this section, the effect of employee commitment on job performance is explored by applying multiple regression analysis. Job performance is regressed with three employee commitments namely affective, continuance and normative. The findings of the analysis are shown in Table (4.9).

Table (4.9) Effect of Employee Commitment on Job Performance

Variable	Unstandardized Coefficients		β	t	Sig
	B	Std. Error			
(Constant)	.330	.109		3.042	.003
Affective Commitment	1.265***	.167	1.215	7.599	.000
Continuance Commitment	.190***	.104	.201	1.832	.008
Normative Commitment	.495***	.161	.488	3.070	.002
R Square	.871				
Adjusted R Square	.869				
F Value	439.303***				

Source: Survey Data (2022)

Notes: ***Significant at 1% level, **Significant at 5% level, *Significant at 10% level.

According to Table (4.9), since the value of adjusted R square is 0.869, it can be concluded that this specified model can explain 86.9 % of variation of job performance which is predicted by employee commitments. As overall significance of the model, F value is highly significant at 1 percent level, this model can be said valid. According to the regression result, all three commitments have a strong positive effect on job performance of the employees.

Affective commitment variable has the expected positive sign, and the coefficient of the variable is strongly significant at 1 percent level. The positive effect means that the increase in affective commitment leads to raise job performance. Employees feel part of the organization and consider problems of company as their own. Therefore, when employees have affective commitment, their job performances are significantly improved.

Continuance commitment variable has the expected positive sign, and the coefficient of the variable is strongly significant at 1 percent level. The positive effect means that the increase in continuance commitment leads to raise job performance. Employees understand that they cannot get better compensation and benefits at other companies. Therefore, they have no intention to leave Unique at the moment and keep working for the company.

Normative commitment variable has the expected positive sign, and the coefficient of the variable is strongly significant at 1 percent level. The positive effect means that the increase in normative commitment leads to raise job performance. Employees have sense of obligation towards Unique Commercial Co., Ltd since Unique provides training and

developments in order to develop employees. Thus, employees value what the company did for them and are willing to work hard for the company.

According to the standardized coefficient (Beta) score, affective commitment variable has the largest value among five significant explanatory variables. It means that affective commitment is the most important factor for job performance of the employees. Feeling like part of the company, employees give their efforts for the company.

CHAPTER 5

CONCLUSION

This chapter presents the findings and discussions, suggestions and recommendations and need for further research. According to the survey findings, this study suggests and gives recommendations to improve commitments and job performance of the employees in Unique Commercial Co., Ltd.

5.1 Findings and Discussion

This study aims to examine the effect of HRM practices on organizational commitment of employees at Unique Commercial Co., Ltd. It also analyses the effect of organizational commitment on job performance of employees at Unique Commercial Co., Ltd. Structured questionnaire were developed with 5-point likert scale to collect the primary data. 200 employees from Unique Commercial Co., Ltd were surveyed by simple random sampling method.

Regarding demographic, majority of the respondents are females and they have been working at Unique Commercial Company from 3 to 6 years. It is found that all of the employees are educated while most of the respondents have bachelor degree. Most of the respondents are executives and junior staff. They get salary from 300,001 to 500,000 MMK depending on their positions and performance.

To achieve the first objective, the effect of HRM practices on organizational commitment of employees in Unique Commercial Co., Ltd is examined by applying multiple regression analysis. It is found that among five HRM practices, training and development, compensation and benefit, health and safety, and performance appraisal are strongly significant with affective commitment while recruitment and selection does not have a significant effect on affective commitment. Health and safety is the most important factor for affective commitment of the employees as Unique Commercial Co., Ltd allows employees to do work from home if employees have elders at home and it is risky to come to office. During pandemic, health and safety supports are vital for employees. Therefore, employees are emotionally attached to the organization.

As for continuance commitment, among five HRM practices, training and development, compensation and benefit, health and safety, and performance appraisal are

significant with continuance commitment while recruitment and selection does not have a significant effect on continuance commitment. The study also reveals that compensation and benefit is the most important factor for continuance commitment of the employees. As Unique Commercial Company provides usual compensation and benefit to employees during economic downside and Covid-19 pandemic, employees do not want to lose attractive compensation. Employees do not intend to quit the job right now because they believe that leaving the organization would be costly.

Concerning normative commitment, among five HRM practices, training and development, compensation and benefit, health and safety, and performance appraisal are strongly significant with normative commitment while recruitment and selection does not have a significant effect on normative commitment. Training and development is the most important factor for normative commitment of the employees. Unique Commercial Company thoroughly provides the relevant trainings for employees based on their job nature and performance appraisal. Therefore, employees feel sense of obligation towards Unique Commercial Co., Ltd.

For employee commitment, among five HRM practices, four HRM practices (training and development, compensation and benefit, health and safety, and performance appraisal) are strongly significant with normative commitment while recruitment and selection does not have a significant effect on employee commitment. It is found that compensation and benefit is the most important factor for employee commitment towards Unique Commercial Co., Ltd. As the company gives attractive and timely compensations and benefits during economic downturn, employees give their commitments to Unique Commercial Co., Ltd.

Regarding the second objective, it is found that all commitment types have positive significant effects on the job performance of the employees in Unique Commercial Co., Ltd. Regression result shows that all three commitments have the positive effects on job performance. Among three commitments, affective commitment is the most influencing factor on the job performance of the employees in Unique Commercial Co., Ltd. Feeling like part of the company, employees give their best efforts for the company.

5.2 Suggestions and Recommendations

Unique Commercial Co., Ltd should focus HRM practices that have the significant effect on commitments to raise the commitments of the employees. In addition, it should pay attention to commitments that affect employee's job performance.

In order to improve job performance of the employees, Unique Commercial Co., Ltd should pay top priority to affective commitment since affective commitment is the most influencing commitment on job performance. To improve the affective commitment of the employees, the company should mainly focus the health and safety as it is the most important factor for affective commitment. The company should continue providing current health and safety benefits to employees. It should arrange first aid box and basic medicines (paracetamol, vitacee, and degirol etc) at each department. In addition, it should offer a complete training to all employees on workplace safety and should also educate new employees on the company's workplace safety policies. It should set the inspection teams for health and safety accidents to prevent later events. At entrance, the company should check the body temperature and oxygen level of every employees. Then, employees will feel that they are cared and get enough support from the company. As a result, employees will have more affective commitments and will be emotionally attached to the company.

Unique Commercial Co., Ltd should also focus the training and development because that practice is the most important factor for normative commitment. Unique Commercial Co., Ltd should design trainings based on the job titles. It should make sure that all employees have necessary trainings to perform their duties effectively. It should also give trainings and development courses according to the performance appraisal result for continuous development. This will increase the capabilities of the employees and they will feel a sense of obligation to their organization.

Regarding continuance commitment, Unique Commercial Co., Ltd should focus compensation and benefit as it is the most important factor of the continuance commitment. It should provide monetary and non-monetary benefits regularly. Company should arrange work life balance by thoroughly setting up duty shifts. Moreover, the company should give rewards based on the performance and service years. It should provide the basic consumer products such as rice, oil or eggs to all permanent employees. Finally, company should monitor the salary rate in the labor market and prices of basic goods to adjust the salaries of the employees so that employees will feel that they get enough pay. Then, employees are afraid of losing those benefits and they will not intend to leave the organization.

Regarding performance appraisal, Unique Commercial Co., Ltd should announce criteria for performance appraisal so that there is no misunderstanding about performance results. Company should convince every employee who has questions about their performance results by performance criteria. It should also give rewards and recognitions based on the performance results so that employees will be motivated and work hard for the company.

Lastly, Unique Commercial Co., Ltd should always evaluate the commitments of the employees. Then, company can adjust its HRM practices to raise the commitments and job performance of the employees.

5.3 Needs for Further Research

This study only focuses on the five HRM practices that are expected to have effect on the employee commitment and job performance in Unique Commercial Co., Ltd. It does not include all HRM practices that might have an impact on employee performance and organizational commitment. The future studies should include more HRM practices for a more complete analysis because it can give broader picture towards management to decide which practices can lead commitment and good performance of the employee. The further study should also focus the whole IT retail sales industry to get the findings for the industry.

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APPENDIX A

Structured Questionnaire

Part (A) Demographic Data

1. Gender:

- Male Female

2. Age:

- ≤ 25 years
 26 ~ 35 years

3. Experience in current organization:

- Under 1 years 3 ~ 6 years
 1 ~ 3 years Over 6 years

4. Education Level:

- Under graduate Doctorate
 Graduate Other
- Post Graduate

5. Your Position:

- Manager Senior Staff
 Assistant Manager Junior Staff
 Senior Executives Other
- Executives

6. Monthly Salary (MMK)

- Below 300,000 800,001 ~ 1,000,000
 300,001 ~ 500,000 1,000,001 ~ 1,500,000
 500,001 ~ 800,000 Above 1,500,000

Part (B) HRM PRACTICES

Instruction: Please choose one of the following numbers on each line according to the index.

Index: 1 = Strongly disagreed

2 = Disagreed

3 = Neutral

4 = Agreed

5 = Strongly agreed

Please rate your influencing rate over the following buying decision items.

HRM PRACTICES

No.	Recruitment and Selection	1	2	3	4	5
7.	Unique has fair recruitment and selection process.					
8.	The recruiters carried out reference checks on me.					
9.	My recruitment to this company was strictly based on merit.					
10.	There is no discrimination or bias in the selection process.					
11.	Unique selects a diverse workforce.					
12.	Unique uses various source of recruitment.					
	Compensation and Benefits					
13.	Unique gives compensations and allowances according to the labour law.					
14.	Salaries, wages or incentives given meet my needs.					
15.	Company always gives salaries, wages or incentives on time.					
16.	Unique provides monetary and non-monetary benefits.					
17.	Unique provides salary and benefits on time.					
18.	The organization provides rewards according to performance.					
19.	Company gives extra for increase in a cost of living increase.					
20.	Company arranges transportation or dorm.					

Training and Development						
21.	My organization has a training policy applicable to all employees.					
22.	Employee training programs are well planned and designed for employee development.					
23.	Courses and seminars are conducted in the organization.					
24.	Unique gives trainings matched the role and job description of the employee.					
25.	Company gives enough orientation for new employees.					
Performance Appraisal						
26.	Performance appraisal reflects my actual abilities.					
27.	The performance appraisal of the company is fair.					
28.	The result of the performance appraisal is openly explained and discussed to the employee concerned.					
29.	Unique applies result-based system for performance appraisal.					
30.	Supervisors do not have bias when evaluating subordinates.					
31.	Employees are appreciated and recognized for good work performance.					
32.	Superiors recognize and acknowledge accomplishments of employees.					
Health and Safety						
33.	Unique provides all necessary safety equipments.					
34.	The safety programs and policies are sufficient to prevent accidents.					
35.	Unique arranges good ventilation system.					
36.	Incidents and accidents are investigated quickly in order to improve workplace health and safety.					
37.	Unique arranges sufficient first aid equipment at each office.					

Part (C) ORGANIZATIONAL COMMITMENTS

Instruction: Please choose one of the following numbers on each line according to the index.

Index: 1 = Strongly disagreed

2 = Disagreed

3 = Neutral

4 = Agreed

5 = Strongly agreed

Please rate your influencing rate over the following buying decision items.

ORGANIZATIONAL COMMITMENTS

No.	Affective Commitment	1	2	3	4	5
38.	I feel I am part of this organization.					
39.	I would be happy to spend the rest of my career with this organization.					
40.	I consider organization's problems are as my own.					
41.	I feel emotionally attached to Unique Co., Ltd.					
42.	I recommend people to work at Unique Co., Ltd.					
	Continuance Commitment					
43.	It would be very hard for me to leave my organization right now, even if I wanted to.					
44.	Too much of my life would be disrupted if I leave my organization now.					
45.	Staying with my organization is a matter of necessity.					
46.	There is the scarcity of available alternatives.					
47.	Leaving Unique Co., Ltd will lead to personal sacrifices.					
	Normative Commitment					
48.	I would feel guilty if I left my organization now.					
49.	I would not leave my organization right now because I have a sense of obligation to the organization.					
50.	I owe a great deal to my organization.					
51.	It is unethical if I leave the company now.					
52.	I acknowledge that the company developed me.					

Part (D) JOB PERFORMANCE

Instruction: Please choose one of the following numbers on each line according to the index.

Index: 1 = Strongly disagreed

2 = Disagreed

3 = Neutral

4 = agreed

5 = strongly agreed

Please rate your influencing rate over the following buying decision items.

JOB PERFORMANCE

No.	Job Performance	1	2	3	4	5
53.	I am able to work independently.					
54.	I usually take extra responsibilities.					
55.	I always pay attention to accuracy, timeliness, and neatness of work.					
56.	I can set the priorities of work.					
57.	I am able to perform the tasks with minimal time and effort.					
58.	I normally finish my tasks without delays.					
59.	I normally complete my tasks without wastes of energy and money.					
60.	I have been contributing to Unique success in market.					
61.	I am happy at Unique due to making customer satisfaction.					

APPENDIX B

Analysis on Influencing HRM Practices on Affective Commitment

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.985 ^a	.970	.969	.11524

a. Predictors: (Constant), Performance Appraisal Mean, Recruitment and Selection Mean, Compensation and Benefit Mean, Health and Safety Mean, Training and Development Mean

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	83.535	5	16.707	1258.109	.000 ^b
	Residual	2.576	194	.013		
	Total	86.111	199			

a. Dependent Variable: Affective Commitment Mean

b. Predictors: (Constant), Performance Appraisal Mean, Recruitment and Selection Mean, Compensation and Benefit Mean, Health and Safety Mean, Training and Development Mean

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.758	.099		7.669	.000
	Recruitment and Selection Mean	.100	.069	.064	1.460	.146
	Training and Development Mean	.441	.052	.473	8.417	.000
	Compensation and Benefit Mean	.640	.047	.583	13.637	.000
	Health and Safety Mean	.847	.065	.596	12.953	.000
	Performance Appraisal Mean	.576	.061	.536	9.382	.000

a. Dependent Variable: Affective Commitment Mean

Analysis on Influencing HRM Practices on Continuance Commitment

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.992 ^a	.984	.983	.07899

a. Predictors: (Constant), Performance Appraisal Mean, Recruitment and Selection Mean, Compensation and Benefit Mean, Health and Safety Mean, Training and Development Mean

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	73.381	5	14.676	2351.940	.000 ^b
	Residual	1.211	194	.006		
	Total	74.592	199			

a. Dependent Variable: Continuance Commitment Mean

b. Predictors: (Constant), Performance Appraisal Mean, Recruitment and Selection Mean, Compensation and Benefit Mean, Health and Safety Mean, Training and Development Mean

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.098	.068		1.443	.151
	Recruitment and Selection Mean	.043	.047	.029	.909	.365
	Training and Development Mean	.191	.036	.221	5.326	.000
	Compensation and Benefit Mean	.757	.042	.756	17.963	.000
	Health and Safety Mean	.104	.045	.078	2.309	.022
	Performance Appraisal Mean	.082	.032	.081	2.559	.011

a. Dependent Variable: Continuance Commitment Mean

Analysis on Influencing HRM Practices on Normative Commitment

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.990 ^a	.980	.980	.08530

a. Predictors: (Constant), Performance Appraisal Mean, Recruitment and Selection Mean, Compensation and Benefit Mean, Health and Safety Mean, Training and Development Mean

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	69.269	5	13.854	1904.178	.000 ^b
	Residual	1.411	194	.007		
	Total	70.681	199			

a. Dependent Variable: Normative Commitment Mean

b. Predictors: (Constant), Performance Appraisal Mean, Recruitment and Selection Mean, Compensation and Benefit Mean, Health and Safety Mean, Training and Development Mean

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.318	.073		4.343	.000
	Recruitment and Selection Mean	.032	.051	.022	.631	.529
	Training and Development Mean	.497	.045	.510	10.929	.000
	Compensation and Benefit Mean	.163	.035	.164	4.705	.000
	Health and Safety Mean	.504	.048	.391	10.416	.000
	Performance Appraisal Mean	.258	.039	.306	6.658	.000

a. Dependent Variable: Normative Commitment Mean

Analysis on Influencing HRM Practices on Employee Commitment

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.993 ^a	.986	.985	.07465

a. Predictors: (Constant), Performance Appraisal Mean, Recruitment and Selection Mean, Compensation and Benefit Mean, Health and Safety Mean, Training and Development Mean

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	74.572	5	14.914	2676.126	.000 ^b
	Residual	1.081	194	.006		
	Total	75.653	199			

a. Dependent Variable: ECM

b. Predictors: (Constant), Performance Appraisal Mean, Recruitment and Selection Mean, Compensation and Benefit Mean, Health and Safety Mean, Training and Development Mean

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.391	.064		6.109	.000
	Recruitment and Selection Mean	.030	.044	.020	.671	.503
	Training and Development Mean	.297	.034	.340	8.745	.000
	Compensation and Benefit Mean	.610	.040	.605	15.325	.000
	Health and Safety Mean	.485	.042	.364	11.446	.000
	Performance Appraisal Mean	.295	.030	.287	9.711	.000

a. Dependent Variable: ECM

Analysis on the Effect of Employee Commitment on Job Performance

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.933 ^a	.871	.869	.22497

a. Predictors: (Constant), Normative Commitment Mean, Affective Commitment Mean, Continuance Commitment Mean

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	66.703	3	22.234	439.303	.000 ^b
	Residual	9.920	196	.051		
	Total	76.624	199			

a. Dependent Variable: Job Performance Mean

b. Predictors: (Constant), Normative Commitment Mean, Affective Commitment Mean, Continuance Commitment Mean

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.330	.109		3.042	.003
	Affective Commitment Mean	1.265	.167	1.215	7.599	.000
	Continuance Commitment Mean	.190	.104	.201	1.832	.008
	Normative Commitment Mean	.495	.161	.488	3.070	.002

a. Dependent Variable: Job Performance Mean