



# Human Resource Management, Organizational Commitment and Organizational Performance: Development, Test and Correction of the Causal Model

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## ABSTRACT

The evaluation of organizational performance (OP) and its related impacts is regarded as one of the discussed factors. The most important factors in the development of organization, is the correct efficiency of the human resources in the organization. In order to promote the performance of the organization, the performance of the organizational resources should managed and controlled. The organizational commitment (OC) is one of the fundamental concepts in the human resource management (HRM) resulting in the increased performance. The employee's commitment in the organization should be in such a way that the individuals are willing to attend into the organization so that the organization can achieve a level of successfulness. The OC cause to promote and increase the productivity of the OP. The present study aimed to analyze the relationship between HRM, OC and the OP of the employees in education Bureau in Sirjan. This is descriptive correlational study which uses self-made questionnaire for data collection. The statistical population consists of 65 employee of the education Bureau in Sirjan city. Data analysis was conducted using correlation test, path analysis, and structural equation model using software R. The finding of the study revealed that there is a poor and medium relationship between the HRM and OC and the OP of the employee. In addition, there was a medium relationship between the OC and OP of the employee. Moreover, it is observed that there is a strong relationship between the research hypotheses. The results of the study suggested that the education Bureau should attempt to manage their human resource and the increased responsibility as well as working independence so that it can have a significant impact on the increased commitment of the education Bureau and the improved performance of the organization.

**Keywords:** Human Resource Management, Organizational Commitment, Organizational Performance

**JEL Classifications:** L2, O15

## 1. INTRODUCTION

The evaluation of organizational performance (OP) is regarded as one of the important task of the human resource management (HRM). The role of the evaluation of the performance has been highly regarded in recent years. Meanwhile, nowadays several systems of the human resources and the conventional management are not appeared to be appropriate and are considered as the inefficient traditional patterns. The human being is sensitive, due to the wide range of cognitive areas and the use of several tools, including emotion, observation, perception, experience, power, attachment and though in different issues, particularly, in the evaluation and interpretation of the behavior and performance of the employee so that the set of these factor affected the

performance of the managers in order to achieve the evaluation of the effective performance (Stredwick, 2005). Commercial organization only used the financial indexes as a tool for evaluating the OP, while nowadays all the organizational aspects should be evaluated in order to respond the challenged caused by the organizational complexities. In order to have a good performance in the organization, the performances and operations in the organization should be evaluated. The management is one of the impotent factor for the improvement of the organization in economic, cultural and social development, and the performance of the employee is considered as the main task in the area of management (Tavallaei and Bagheri, 2012). One of the most important factor for organization progress is the proper efficiency of the human resources in the organization. The role of the human

resources in this strategy as the main organizational source is very important. The most important factor in gaining the competitive advantage is the human resource and that is why the attention to the relationship and their attitude toward the organization increase day by day. The HRM includes the process of working with individuals so that these individuals and the organization may achieve the perfect abilities. The organizational commitment (OC) is considered as one of the concepts raised in this area. Among the behaviors of the managers in the organization, the attention and motivation to the job satisfaction and OC can be named. The commitment in the organization should not be in such a way that the individual is forced to stay in the organization. This factor would lead to the failure of the organization in its progress. The OC would lead to the success and high level of efficiency in the given organization. The OC of the employee can be appeared valuable when there is a positive effect on the performance leading to promote the productivity of the organization. Therefore, this study aimed to examine the various studies conducted in this area and to analyze the effects of HRM and OC of the employee on the OP. The results obtained from those studies revealed that there is a relationship between the OC and related job behaviors. It should be noted that the OC can have the potential and essential effects on the performance of the organization. The present study aimed to examine the effect of HRM and OC on the performance of the education Bureau in Sirjan city. By describing these three factors, the results of the effect and the relationship between can be better obtained.

### 1.1. Background and Research Literature

Nowadays the organizational achievement depends on the factors including HRM, OC, financial capital and its performance. Several scholars have separately analyzed these aspects and then evaluated their effects. Some studies in home and abroad are conducted based on the historical event in the field of the effects of the variables for HRM and the OC on the performance as well as the effect of HRM on the OC that are given in Table 1.

### 1.2. The HRM

Nowadays, the human resource is regarded as the main capital of an organization and the combination of the management with the human resource can improve the performance of an organization (Bordbar, 2013). The HRM, is not the organizational management of the employee but it refer to the organizational processes, activities and relationships between the employees. In order to achieve the organizational success and the goals as well as the strategic plans, there should be a coordination and cooperation between the employees. In addition, in order to achieve the integration of the organization, all the members should work with each other in a harmonized form. According to Hunger and Violin (2002) the HRM seeks to maximize the coordination and cooperation between the employees and organization. The main objectives of the HRM is to achieve the proper situation for an organization that the supply of the material and spiritual need are satisfied in line by minimizing the costs, the development of the talents and skills of the individuals, maintenance of the deserved employees and the creation of the appropriate relationships (Khon-Ahmadi et al., 2012). The development of human resource plays a significant role not only in the increased

knowledge and skills but also in the promoted the efficiency and higher effectiveness of the organization. A human resource information system should define an integrated approach for the collection, storage, analysis and control of the human resource information inside the organization. The HRM has two soft and hard approach. The hard approach is a factor for the organization efficiency focusing on the employee's affairs including methods and guideline leading to the balanced input and output of an organization (Zahedi and Najari, 2008). While the soft approach reacts to the human resource focusing on the behaviors of the employees. The HRM consisted of tasks and responsibilities including private and public duties and tasks. The public tasks of the HRM in an organization consists of planning, organizing, leading, leadership, monitor and control. The private tasks include human source seeking, recruitment, selection, education, HRM, the design of payment system, the recognition of talents and interests, the personality of the human force through establishing the human relationships, the measures related to maintenance, the measures related to transportation, the measures related to the discipline, the evaluation of the employees' performance, the human resource planning that are considered as the important factors for the organization achievement.

### 1.3. OC

The commitment is a kind of emotional attachment to the value and the objectives of an organization (Prinz et al., 1983). The commitment in an organization causes the confidence, customer satisfaction, increased revenue and positive thinking in the organization. The OC has the preconditions including persona characteristics, the characteristics based on the role, the structural characteristic and individual experiences. The personal characteristics include age, gender, work experience, education, race, and other personal factors. Generally, there is a positive relationship between age and work experience. The characteristics based on the role in the organization, is classified as the second group affecting the OC including the role of the employees and their job characteristics. The structural characteristics have an indirect relationship with the size of an organization and the monitoring area in the OC while there is a direct relationship between the recognition, job continuity and OC (Oakley et al., 1980). The work experience can be regarded as the main preconditions of the OC. The work experience refers to the skills and knowledge that a person acquire through his working life and is considered as the factor affecting the level of emotional attachment of the employees to the OC. Porter and Advantage (1985) defined the OC as the acceptance of the organizational goals, the preparation for responsibilities and the interest to the membership of the organization. Meyer et al. (1993) considers the commitment in an organization in three parts of normative commitment (NC), continuous commitment (CC) and emotional commitment (EC) as the components of the OC.

#### 1.3.1. EC

It refers to the commitment bore by an individual that he is responsible toward the tasks and this factor leads the continuity of an individual in the organization (Meyer et al., 1993). One of the dimensions leading to the emotional perception and the participation of the employs is the involvement to the responsibilities and the tasks (Abazari and Amirianzadeh, 2016).

**Table 1: The Conceptual framework of the study**

Conceptual model	Researchers	Description
HRM (independent variable) OP (dependent variable)	(Huselid et al., 1997)	The human resource should be in line with organization strategies so that it can create the maximum effectiveness. These factors would lead to the best strategy for HRM
	(Huang, 2001)	The strategies for human resource are in line with business strategies of the management and performance of the employees. This would lead to the improvement of the human resource strategies whose results lead to preserve the human resource and their motivation
	(Guest, 2002)	The effect of measures and strategies for HRM was applied on the OP to response the employee
	(Chen et al., 2003)	The systems of human resource development in each organization should establish the new method for preserving the working force that can have a positive effect on the performance and the productivity of the employee
	(Yang and Lin, 2009)	The positive effect of the human resource was evaluated through three types of intellectual capital and performance
	(Lee et al., 2010)	The growth and education, teamwork, performance evaluation, services compensation, rewards, human resource planning and the security of the employee plays an important role on the increased productivity and performance of the employee
OC (independent variable) on OP (dependent variable)	(Kashman, 1992)	The low level of OC may lead to the reduced performance and there is a direct relationship between OC and the OP
	(Meyer et al., 1993) (Kristof, 1996)	The OC has a significant positive relationship with the job performance The organizational and performance commitment applied on the instructor of the small factories reveled the positive relationship between the variables
	(Robert, 2002)	Those who have higher OC, have better efficiency effectiveness, job satisfaction and performance and can work for longer period of time
	(Motowidlo, 2003; Ng and Feldman, 2009)	The job performance is considered as one of the consequences on which the OC has a positive significant relationship
HRM (independent variable) on OC (dependent variable)	(Armstrong, 1993)	The HRM include a strategic approach to absorb, develop, manage and create the motivation and achieve the commitment of the organizational key resource
	(Gutteridge et al., 1993)	They obtained an effective results from the development of the employee that one of the achievement was the increased motivation and the higher level of OC
	(Mahmmoudi, 1999)	The studies conducted concerning the commitment revealed that there is a positive significant relationship between the lack of commitment and issues related to the efficiency of the HRM
	(Laka-Mathebula, 2004)	The higher commitment and the strong participation between the human resource employees was the most important factor
	(Doaaee, 2006)	There is a positive significant relationship between the development of human resource in organization to the commitment and the expectation between the individuals in the organization
	(Rezaian, 2008)	If the organization is intended to have a clear goal, appropriate strategies, and efficient organizational structures requires a strong and committed human resource

HRM: Human resource management, OC: Organizational commitment, OP: Organizational performance

### 1.3.2. CC

In organizations there are the projects that are faced with failure that followed by the costs for the organization and the individual feels responsible to the costs that are called OC (Meyer et al., 1993). The CC focused on the point whether the people stay is effective (Ortega-Parra and Sastre-Castillo, 2013).

### 1.3.3. NC

It refers to the duty bore by an individual in order to support the activities performed by the organization (Meyer et al., 1993). It is commitment that are accepted by the organization (Mayer and Schoorman, 1992).

## 1.4. The OP

The evaluation of the performance in the organization is one of the key factor that lead to the achievement of an organization

(Rahnavard and Nikzad, 2009). The performance of the organization is one of the factors that are highly discussed (Chen et al., 2005). The studies reveals that the OP is one the effective factors on the governmental sectors. In the OP, two main factors (i.e., management and evaluation) is evaluated as the main indexes of the performance (Oakley et al., 1980). In today's competitive environment, there is the need to evaluate the OP and in order to respond to these competitive environment, it requires the change in the OP (Valmohammadi and Firouzeh, 2010). In order to measure the OP, the organization should cover all the aspects of the OP in line with the goals of the organization. For this purpose, performance measurement system should continuously monitor the basis of the strategy, the performance of all the component. The objectives of the evaluation for the OP are examined in two aspects: (A) Administrative and executive purposes including the documentation of the decision related

to the personnel, the determination of candidates promotion, the determination of the tasks, the identification of the poor performance, the decision about expulsion or maintenance, the validation criteria for selection, and the evaluation of the educational programs, (B) developmental objective including the performance feedback, identification the strengths and weaknesses of the individuals, detection of the individual performance, evaluation of the achievement of the objectives, identification of the educational and organizational needs, the improved power structure, the improved communication and providing the grounds where the managers can help the employees (Snell and Bohlander, 2007). According to Byars, and Rue, (2008), the performance of the individual can be regarded as the result of the relationship between the efforts and abilities, and perception. The application of the performance is a process indicating the efficiency and the effectiveness of the operations in an organization (Noe et al., 2008). The evaluation of the performance in the organization is not an organizational objective but rather a tool for determining the efficiency and the effectiveness of findings (Rahnavard and Nikzad, 2009).

## 2. MATERIALS AND METHODS

According to the research background, the conceptual model given in Figure 1 can be obtained.

### 2.1. Main Hypothesis

H<sub>1</sub>: There is a significant positive relationship between the HRM on the OP and the determination of the role for OC,

H<sub>2</sub>: Human source management is effective on the OC,

H<sub>3</sub>: Human source management is effective on the OP,

H<sub>4</sub>: Organizational effect is effective on the OP.

### 2.2. Secondary Hypothesis

H<sub>5</sub>: The OC is effective on the EC,

H<sub>6</sub>: The OC is effective on the CC,

H<sub>7</sub>: The OC is effective on the NC.

### 2.3. Methodology

This is descriptive correlational study which uses self-made questionnaire for data collection which are given in Table 2. The statistical population consist of 65 employee of the education Bureau in Sirjan city.

Demographic characteristics are given in Table 3.

### 2.4. The Test for Measured Model

In this research, the measurement model has been evaluated in three dimensions of index reliability, validity, and convergent and divergent validity were evaluated as shown in Table 4. The reliability of the indicators to measure the reliability of the model was evaluated in two dimensions of the Cronbach's alpha and combined reliability. The Cronbach's alpha is a traditional criteria

for determining the reliability. The Cronbach's alpha indicates the level of correlation of a structure with the related indicators. The value >0.7 is acceptable for Cronbach's alpha.

The reliability of the indicators to measure the reliability of the model was evaluated in two dimensions of the Cronbach's alpha and combined reliability.

### 2.5. Convergent Reliability

The convergence reliability is the second criteria for measuring research model. In order to determine the convergence of the model, a criteria named average variance extracted (AVE) is used as shown in Table 5 indicating the correlation of the structures with the related indicators. The more the value is, the greater the correlation will be. The value that is measurable for the convergence of the model is >0.5.

Figure 1: Conceptual model of the research

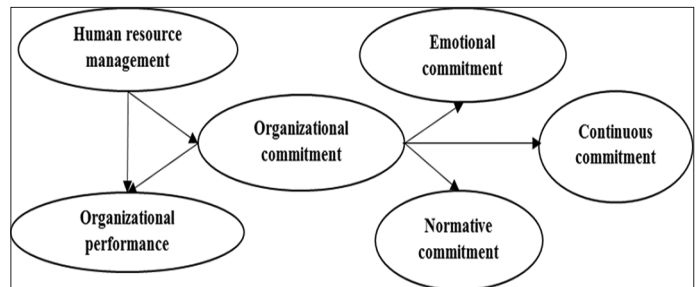


Table 2: The information obtained from the questionnaire

Variables	Dimensions	The number of items
HRM	-	12
OP	-	42
OC	EC	6
	CC	8
	NC	8

HRM: Human resource management, OC: Organizational commitment, EC: Emotional commitment, CC: Continuous commitment, NC: Normative commitment, OP: Organizational performance

Table 3: Demographic characteristics of the sample

Characteristics	Group (%)
Gender	
Female	24.64
Male	75.36
Organizational position	
Manager	3.18
Expert	23.08
Employee	55.38
Other	46.28
Education	
Diploma, under diploma	20
Associate degree	20
Bachelor degree	40
MA degree and higher	20
Age (years)	
>30	16.46
30-35	14.58
35-40	21.54
40-45	15.31
45>	36.92

In the test of the measurement model, in order to determine the convergence of the mode, the OC had less correlations among its structures. Other variables has high correlation.

**2.6. Divergent Correlation**

The divergent reliability can be evaluated by comparing the square root of AVE with the correlation between the latent variables. The root square of AVE should be greater than its correlation with other structure for each reflective structures as shown in Table 6. Alternative AVE square root values in the table shows the divergence of the correlation matrix and divergent reliability.

In this research, by comparing the factors with the values in the matrix, all the variables have high divergence while the variable of OC has lower divergence compared to the other variables. The OC is regarded as one of the essential factors that can lead to the improvement of the OP and it should be highly considered.

**2.7. The Quality of the Measurement Model**

In order to analyze the quality of the model, “total” is one of the factors that should be analyzed. The factor “total” evaluates the overall results obtained by the model. The direct and indirect impact of the variables can be evaluated relative to each other. Our model has the high quality for measurement. As it is depicted in Table 7.

**Table 4: The reliability of a model**

Variable	Cronbach’s alpha	Combined reliability
HRM	0.751	0.833
OC	0.937	0.946
EC	0.917	0.935
CC	0.878	0.903
NC	0.876	0.907
OP	0.955	0.961

HRM: Human resource management, OC: Organizational commitment, EC: Emotional commitment, CC: Continuous commitment, NC: Normative commitment, OP: Organizational performance

**Table 5: The correlation matrix and the convergent reliability**

Variable	AVE
HRM	0.502
OC	0.458
EC	0.677
CC	0.540
NC	0.618
OP	0.515

HRM: Human resource management, OC: Organizational commitment, EC: Emotional commitment, CC: Continuous commitment, NC: Normative commitment, OP: Organizational performance, AVE: Average variance extracted

**Table 6: The correlation matrix and divergent reliability**

Variables	HRM	OC	EC	CC	NC	OP
HRM	0.636					
OC	0.525	0.718				
EC	0.520	0.892	0.699			
CC	0.361	0.873	0.662	0.795		
NC	0.465	0.866	0.635	0.671	0.734	
OP	0.542	0.578	0.454	0.481	0.565	0.758

HRM: Human resource management, OC: Organizational commitment, EC: Emotional commitment, CC: Continuous commitment, NC: Normative commitment, OP: Organizational performance

**2.8. The Test for the Structural Model**

In the structural model test, the relationship between the hidden variables is investigated. In the structural equation of the present study, the variance indexes (R<sup>2</sup>), factors and coefficients of determination factors have been evaluated. It should be noted that it shows the t value or the significance level of the variables.

**2.9. Described Variance R<sup>2</sup>**

R<sup>2</sup> values are one of the factors for evaluating the structural model. R<sup>2</sup> is a criteria for connecting the measurement part to the structural part and shows the impact of independent variables on dependent variables suggesting the strength of the relationship between these two. The values of 0.19, 0.33 and 0.67 are the criteria and for the weaknesses, mediate and the strength between these two structures. As it is depicted in Figure 2.

The impact of independent variable of the HRM on the dependent variable of the OC suggests the relationship between two structures. The impact of independent variables of the HRM on the dependent variables of the OP indicates the relationship between the two structures and there is a strong relationship between other structures.

**2.10. T Value and Path Coefficient**

In order to examine the structural model, one of the measurable factor is T-value whose value have been analyzed in three range of 1.96, 2.58 and 3.27 that the variables are placed in the significance level of 95%, 99% and 99.9%. In addition, if the path coefficient is >0.5, it means that there is a strong relationship between the two variables. If the value ranges 0.3 and 0.5, these is a medium relationship between the two variables, and if the value is <0.35, there is a poor relationship between the variables. As it is depicted in Table 8.

By analyzing the min hypotheses, the OP with mediating role of the OC lead to the achievement of the organization, while there is poor and medium relationship between the HRM and OC with the OP. On the other hand, there is a medium relationship between HRM and OC.

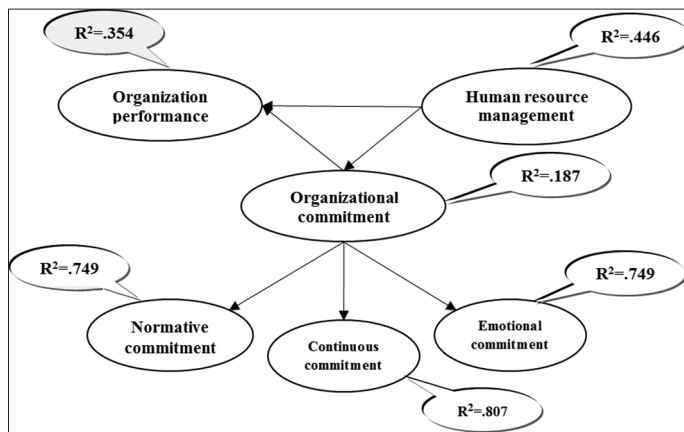
**Table 7: The quality of measurement model**

Hypotheses	Direct impact	Indirect impact	Total impact
H <sub>1</sub>	0.754	-	0.754
H <sub>2</sub>	0.525	-	0.525
H <sub>3</sub>	0.329	0.213	0.542
H <sub>4</sub>	0.405	-	0.405
H <sub>5</sub>	0.892	-	0.892
H <sub>6</sub>	0.873	-	0.873
H <sub>7</sub>	0.866	-	0.866

**Table 8: The results obtained from the hypotheses**

Hypotheses	Path coefficient	t value	Significance level %	Effect size
H <sub>1</sub>	0.650	11.63	99.9	Strong
H <sub>2</sub>	0.432	3.80	99.9	Medium
H <sub>3</sub>	0.172	0.99	-	Poor
H <sub>4</sub>	0.500	2.66	99.9	Medium
H <sub>5</sub>	0.865	19.27	99.9	Strong
H <sub>6</sub>	0.898	22.31	99.9	Strong
H <sub>7</sub>	0.864	23.17	99.9	Strong

**Figure 2:** The value of described variance



### 2.11. Structural Model Fitting

The overall fitting index in the model PLS is considered as a practical solution for solving the problems of the indexes in goodness of fit (GOF). This fitting can be performed in covariance based method that can be used in order to determine the validity or the model quality. The value of GOF can be evaluated in three values of 0.01, 0.25 and 0.36. The value of GOF in this study is equal to 0.502 suggesting the strong fitting of the structural model between the variables.

## 3. DISCUSSION AND CONCLUSION

The organizations can also improve the commitment of the employee by increasing the powers and responsibilities. The increased commitment of the employee can also increase the job satisfaction, organizational – citizenship behavior and reduced the social laziness resulting in the increased service quality. In addition, these results confirm the positive significant relationship between the HRM and the OC and the employees’ performance. The confirmation of these two hypotheses suggests that the HRM and OC result in the fact that the employee perform their responsibilities and duties well and does not shrink from working properly and apply all their ability to achieve the optimal results. Therefore, the organization should evaluate the performance of the employees and enjoy the positive effects.

The organizations can increase the employees’ commitment by performing such activities and the employees should be aware of their roles. The organizations should provide the employees with sufficient resources for their performance including information, material resources, training and the development of the employees. In addition, the organizations should have a clear definition of the reward and salary for the employee and describe the relationship between the appropriate performance of the employees and the payment.

The above cases would led to the fact that the employees are involved in the repeated duties and enjoy from their being in the organization. Therefore, they are committed to the objectives of the organization and show the better performance of the organization and provide the customers with services of better quality.

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