

Original Article

# Effect of Human Resource Management Practices on Employee Commitment in Ethiopia

Sayfedin Sultan Yesuf<sup>1</sup>, Hamed M. S. Ahmed<sup>2</sup>, Endalw Adamu<sup>3</sup>, Manamno Gedif<sup>4</sup>, Muhdin Zeyne Shifa<sup>5</sup>, Redela Seman Habib<sup>6</sup>

<sup>1,2,3,4,5,6</sup>Management Department, College of Business and Economics, Werabe University, Ethiopia.

Corresponding Author: Hamed M. S. Ahmed

Received Date: 11 September 2023

Revised Date: 24 September 2023

Accepted Date: 01 November 2023

**Abstract:** Human resource management practices are the integration of employee commitment. The general objective of this study was to examine the effect of human resource management practices on employee commitment to work in silta zone the case of silta zone zone administration public service sectors. The study adopted a descriptive and explanatory research design, with the study sample covered of 307 respondents selected among the leaders and non-leader employee in silte zone administration. Data was collected using both primary and secondary sources through questionnaires and reference books, and the collected data was analyzed using descriptive and inferential analysis. The analysis was done using IBM SPSS statistical software version 24 and the findings of the study revealed that independent variables such as HRM practice have a significant and positive impact on employees' commitment. Based on the finding the study concluded that if organization managed efficiently HRM practices have a positive and significant effect on employee commitment. The study result shows that the silte zone administration currently has moderate level human resource management practice that directly affect employee's commitment. The study finally recommended that silte zone administration should improve its human resource management practice for a competitive and advanced employee commitment as well as to keep them thereby increasing their commitment to the organization.

**Keywords:** Employee Commitment, Human Resource Management, Relationship Management, Reward and Benefit.

## I. INTRODUCTION

Human resource management covers all administration decisions and activities that are specifically influence the human assets of one organization. Each organizational success is extremely dependent on its human resource capital and performance. Employees are presently generally recognized as making an important source of competitive advantage for businesses (Pfeffer, 1994). As a result, an organization must follow human resource management (HRM) practices that make the best use of its employees. The trend has led to expanded intrigued within the impact of HRM practice on employee commitment (Huselid, 1995). Human resource management consists of dedicated professionals working cooperatively with other skilled organizational and community members to achieve the organization's vision, mission, objectives, and values. Human resources management works as a service unit for other operational units. Human resource strives to develop policies, plans, programs, and activities that advance other working units(Thomran and Ahmed, 2020; Daly, 2015).

Human resource management is characterized as key and coherent approach to the administration of individuals working there who is exclusively or collectively contributes to the accomplishment of anticipated goals(Armstrong, 2006).

The victory of the organization in accomplishing the objectives that depending on the resources quality which are owned, such as natural resources, human resources, environment, financial, and different equipment's. The nation or an organization needs the capability of human resources, through different abilities, knowledge, and technologies; because one of the most important of the different resources is human resources it is an asset owned by the organization (Baron & Armstrong, 2007).Each organization should have to manage resources, either human resources or other resources.

According to Beer (2015) human resource management practices is the integration of employee commitment, flexibility and quality of work and prominence due to the internationalization of technology and productivity of labor, and it is the study of activities about employees working in an organization. It is a managerial and operational function that strives



and corresponds to an organization's needs to the abilities and skills of employees, and a management function related with motivating, hiring, compensation, training, and development and maintaining people in an organization. It is useful to anticipation of management systems to ensure that human talent is used efficiently and effectively to attain organizational goals.

Human resource management practice is also define HRM practice as distinctive approach to employment management which seeks to achieve competitive advantage through the strategic deployment of a highly committed and capable workforce, and using an array of cultural, structural and personnel techniques(Salaman et al., 2005; Abdela et al., 2023).

Human Resource Management practice is more concerned with, employee training and development, employee performance management, employee recruitment and selection, employee health and safety, employee relationship management, and reward and benefit management. The organization or any other sector must understand the dynamics of HR and attempt to cope with changing situation in order to organize its HR effectively and efficiently. Human Resources need to develop their skills, competencies, knowledge and attitudes, because only human resource when they are competent to perform different activities. It ensures that the competent human resource to achieve its desired goals of the organizations(Tabiu & Nura, 2013; Seman et al., 2023)

Commitment is a voluntary dynamic issue which has a mutual relationship with the human resources management practices for the purpose of achieving final products ( Al-Abbadi and Al-Hawary, 2018).

Employee commitment has been defined as the degree to which the employee feels devoted to their organization(Akintayo, 2010). Moreover, (Ongori, 2007) also describes employee commitment as an effective response to the whole organization and the degree of attachment or loyalty employees feel towards the organization. (Meyer & Herscovitch, 2001) and (Jakobsson, 2018) sees employee commitment as a psychological state that binds an employee to an organization thereby reducing the problem of employee turnover and as a mind-set that takes different forms and binds an individual to a course of action that is of important to a particular target.

Employee commitment is a crucial factor in achieving organizational success (Ikyanyon & Agber, 2020). Individuals with low levels of commitment will not do enough and they do not put their hearts into the work and mission of the organization. They seem to be more concerned with personal success than with the success of the organization mission. People who are less committed are also more likely to look at themselves as outsiders and not as long-term members of the organization (Irefin & Mechanic, 2014)

In Ethiopia, limited research work has been done to examine the effect of human resource management practices on employee commitment. For examining this effect in the context of Ethiopia, more research is needed. So, this study is conducted to find the necessary evidence, to understand the effect of HRM practices on employee commitment in the Silte Zone zone Administrative Offices.

Human resource is the most important asset for any organization and it is the source of achieving competitive advantage. Human resource management practices refer to organizational activities directed at planning distinctive techniques like- pulling in potential workers and choosing workers, instructing employees how to perform their occupations and preparing them for the long run, assessing their performance, rewarding employees, moral and medical treating and making a positive work environment(Bernardin & Russell, 2006). There are different human resource management practices in an organization, acting on it, depending on different situations and objectives of that organization. Some of commonly known human resource management practices are reward and benefit management, employee training and development, employee performance management, employee health and safety practice, employee recruitment and selection system, employee relationship management and others. These human resource management practices have their own impact on employees' commitment that has impact on the achievement of organizational goal. By the researcher personal observation in the most of public service sector these common human resource management practices, like reward and benefit management, employee training and development, employee performance management, employee health and safety practice, employee recruitment and selection system and employee relationship management have problems in practicing them. That means the reward and benefit management is not good, recruitment and selection process is not based on human resource planning, the performance management system not properly managed to evaluate employees, the training program not based on performance gap and also those employees with effective performance not recognized as well as employee's well-being is not saved. If the HRM practice is implemented on employees the employee will be committed and such practice

results high employee commitment and the organization can also positively influence employees in order to achieve their goals & objectives (M. Armstrong, 2010). There have been many studies from different part of the world under the Effect of HRM practices on employee commitment in different sectors. The researcher also review some of the research conducted in Ethiopia and abroad. Most researchers have presented arguments to support the assertion that human resource management practices play a key role in influencing employee commitment in organizations (Luthans & Sommer, 2005), (Chiekezie, Emejulu, & Nwanneka, 2017), (Absar, Azim, Balasundaram, & Akhter, 2010) and (Yiing & Ahmad, 2008). However most of the researches tend to analyze this influence based on performance measurements and not specifically on employee commitment like: - (Mukiibi, 2016) (in Uganda), (Mutahi, 2015) (in Kenya), (Berhe, 2020) (in Ethiopia), and the others. and as the researcher review only few studies are conducted on the effect of HRM practices on employee commitment Like:- (Eltamo & Keno, 2019) and (Hassan & Mahmood, 2016) (in Ethiopia) but most of them concentrate on the independent variable such as: reward management, employee training and development, employee performance management, and employee recruitment and selection. This means that most of them do not include variables like: -, employee health and safety, and employee relationship management. Based on this, the researcher is interested in determining the effect of those variables on the employee's commitment. As the researchers review no efficient study carried out on the effect of HRM practices on employee commitment in silta zone administration. Moreover, the above-mentioned studies were carried out in a different variable; diverse culture and time which makes it difficult to show and conclude the effect of HRM practices on employee commitment in study area based on these respects the researcher believe that this research is basic to know the current status of the HRM practices on employee commitment in silte zone administration. Thus, this study was attempted to determine the effect of human resource management practices on employee commitment at silte zone administration the case of different public service sectors. From the statement of the problem, the following broad research question is raised: What is the effect of human resource management practices on employee commitment in silte zone administration?

## II. REVIEW OF RELATED LITRATURES

### A. Theoretical Review

Human resource management principles and techniques for people management in competitive organizations are drawn from theories found in different disciplines. Indeed, it is impractical to present all the disciplines. So, this research apply the most relevant theoretical aspects that have shaped the understanding of human resource management practice (Gibb, 2003). The researcher used the following two theories, and these theories support the topic effect of human resource management practice on employee commitment.

### B. Motivational Theory

Motivation is a manner to establish a high amount of purpose in order to achieve organizational goals, and this requirement is addressed by fulfilling the social needs. Motivation is an important element for improving work productivity, how it relates to job satisfaction and reward systems, and trying to improve the employee commitment. Changing how to attempt to motivate employees requires a deeper understanding of motivational theories. The sources of motivation are habits, needs, interests and values; these are initiated to perform an activity and forced through, the employee's inner power (Thomas, 2009; Ahmed et al., 2023).

According to Douglas McGregor theory "x" and theory "y" enables to contrasting the models of work force motivation pertain by managers in human resource management practice, organizational development, organizational behavior and organizational communication. Based on these two opposing assumptions of motivation, how workers are motivated by different managerial styles.

Theory X is pre-supposing the average workers lacks responsibility, dislikes work, have little ambitions and individual goal oriented, and they work only for obtaining of a sustainable income. Thus, under theory X concludes that employees are less intelligent than managers in the average work force and believes that more employees are efficient under strict controlling and follows the authoritarian management approach, but not inherently motivated to good working performance (Aithal & Kumar, 2016; Seman, et al., 2022).

Whereas, theory Y states that people are not inherently lazy and they will exercise as self- control, self-direction, and they have ingenuity, creativity, and they learn to accept and seek their responsibility. If challenges face, and they relish on bettering their personal performance and not require the need of constant supervision in order to have commitment of their works. The managerial role in theory Y is to promote an employee's potential towards achieving the common objectives of an organization and has the participative management approach, since assumes that theory Y people in the work force are

work to better for the organizations even for themselves and without a direct reward in return of their strong working habits (Aithal & Kumar, 2016).

### **C. Human Capital Theory:**

Human resources have the greatest impact in achieving sustainability and efficiency of one organization. How communication and knowledge with customers have obtained enhancing important human capital, which shows the volume of knowledge, creativity, technical skills, and experience of the employees in the organization, gains great significance, that the labor force is regarded as productive assets, but there are not costly assets (Rynes, et al., 2002).

The human capital as the concept of labor force in the classical perspective, and approach the productive capacity of human beings and most of the researchers have confirm that this thought viewing the capacity of human being is knowledge and skills for fixing an individual tasks (Upadhyay et al., 2018; Muzeyin, et al., 2022) .

Human capital consistent of any knowledge or attributes of the worker has attained that contributes to his/her rewarding or productivity, and as part of human capital not only remind the years of schooling but also a variety of investments. These are training, school quality and attitudes towards and based on these and other reasoning; towards in earnings across workers should understand some of the differences that are not viewed by schooling differences lonely (Emmanuel et al., 2014)

### **D. HRM Models:**

Several HRM models have been advanced. (Truss et al., 1997) proposed such models can be classified into two broad groups. The 1<sup>st</sup> one is outcome and contingency model, which focuses on different circumstances under different strategies. The 2<sup>nd</sup> common contrast is to distinguish between the 'hard' version of HRM, which emphasizes human resource as a factor of production, and the 'soft' version of HRM, which treats employees as valued assets and a source of competitive advantage.

#### *a) The Outcome and Contingency Models of HRM:*

According to (Hope-Hailey et al., 1997), one of the most popular formulations of the outcome model is the Harvard Model, it describes employee commitment, and it also shows that employees needed to be competent and cost effective. The contingency models argue that HRM is dynamic and thus different strategies should be considered at different times and in different circumstances. However, the key features of both types are similar in terms of strategic choices for practitioners. In fact, the development of HRM theory from the Universalist paradigm to the outcome, contingency and strategic choice models demonstrates an increasingly sophisticated ways to theories on HRM.

In essence, this suggests that HRM policy choices will be influenced by a set of stakeholders (shareholders, management, employees, etc.) and by the set of situational factors. Management's strategic task is to make certain fundamental policy choices in the light of these factors (Farley et al., 2004).

#### *b) The 'Hard' and 'Soft' Version Models of HRM*

According to Torrington and Hall (1987), HRM is defined as the idea that management of human resources is much the same as any other aspect of management and getting the deployment of right numbers and skills at the right place is more important than interfering with people's personal affairs.

The 'hard' version of HRM, 'stresses HRM's focus on the crucial importance of the close integration of human resource policies, systems and activities with business strategy'. In other words, it sees HRM as a tool to drive the strategic objectives of the organization. hard' point of view; human resource is not only a resource that is capable of turning factors of production into wealth, but itself also a factor of production that needs to be managed, along with land and capital (Perkins and Hendry 2005; Ahmed et al., 2023). The soft view of HRM involves treating employees as valued assets and as a source of competitive advantage through their commitment, adaptability, and high quality of skills and performance. (M. Beer, Eisenstat, & Spector, 1993), this approach regards employees as proactive, capable of development, and trustworthy. According to Legge & Legge (1995), the 'soft' model's focus is on human resource management. Therefore, both versions of HRM assume that, as stated by (Wright & McMahan, 1992), HRM is the pattern of planned human resource deployments and activities intended to enable the organization to achieve its goals.

## **E. Theories on the Employee Commitment:**

### *a) Social Exchange Theory:*

According to Geetha and Mampilly (2012) the basic principle with social exchange theory is that employees view satisfying HRM practices as employees/organization commitment towards them. Employees thus respond this through positive behaviors like employee commitment. They are in consequence more likely to exchange their commitment for resources and benefits provided by their organization as cited by Abba, 2018. For example, when individuals receive economic and socio-emotional resources from their organization they feel obliged to respond in kind and repay the organization. Social Exchange Theory argues that obligations generate through a series of interactions between parties who are in a state of reciprocal interdependence. The core belief in Social Exchange Theory is that relationships evolve over time into trusting, loyal, and mutual commitments as long as the parties abide by certain "rules" of exchange. The rules of exchange usually involve reciprocity or repayment rules such that the actions of one party lead to a response or actions by the other party. The propositions of SET indicate that social exchanges employees obtain from organizations such as HRM practices may lead to employee commitment.

### *b) Leader-Member Exchange Theory:*

The leader provides outcomes desired by subordinates, such as interesting tasks, additional responsibilities, and larger rewards and the subordinates reciprocate with commitment and loyalty to the leader. In low-quality exchange relationships, subordinates only perform the formal requirements of their jobs, and the leader does not provide extra benefits. Exchange relationships develop gradually over time and reinforced by the behavior of the leader and the subordinates. Overall, LMX proposes that organizational characteristics relate to employee commitment (Schyns & Day, 2010; Ferejo et al., 2022).

The relationships between subordinates and leaders with low-quality exchanges are typified by lower trust, respect, and obligation. The subordinates with these types of exchanges do not have a habit of stray from their job descriptions and are referred to as the out group (Zalesny & Graen, 1987). Members of the out-group are involved in economic exchanges with the leader but may receive fewer social exchanges.

## **F. Types of Employee Commitment:**

### *a) Affective Commitment:*

Employee commitment in the model is affective commitment, which represents the individual's emotional attachment to the organization. According to Meyer and Allen (1997), affective commitment is "the employee's emotional attachment to identification with, and involvement in the organization" (Jaros, 2007). Organizational members, who are committed to an organization on an affective basis, continue working for the organization because they want to stay with the organization (Meyer & Allen, 1991). Members who are committed on an affective level stay with the organization because they view their personal employment relationship as compatible to the goals and values of the organization (Beck & Wilson, 2000).

### *b) Continuance Commitment:*

Continuance commitment can be regarded as an instrumental attachment to the organization, where the individual's association with the organization is based on an assessment of economic benefits gained (Beck & Wilson, 2000). Organizational members develop commitment to an organization because of the positive extrinsic rewards obtained through the effort-bargain without identifying with the organization's goals and values.

The strength of continuance commitment, which implies the need to stay, is determined by the perceived costs of leaving the organization (Meyer & Allen, 1984). "The continuance employees commitment will be strong when availability of alternatives are few and the number of investments are high" (Best, 1994). This argument supports the view that when given better alternatives, employees may leave the organization.

Continuance commitments are the requirements of individuals for the continuous work in the organization (Meyer & Allen, 1991); such commitments are generally based on benefits.

### *c) Normative Commitment:*

Normative beliefs of duty and obligation make individuals obliged to sustain membership in the organization (Meyer, Allen, & Gellatly, 1990). The strength of normative organizational commitment is influenced by accepted rules about reciprocal obligation between the organization and its members (Allen & Meyer, 1996). The reciprocal obligation is based

on the social exchange theory, which suggests that a person receiving a benefit is under a strong normative obligation or rule to repay the benefit in some way (McDonald & Makin, 2000). This implies that individuals often feel an obligation to repay the organization for investing in them, for example through training and development.

According to (Meyer & Allen, 1991), there is less research on normative commitment, and there are more theoretical developments than empirical. The normative commitment is the connection between individuals and organizations. (Wiener, 1982) believes that the premise of normative commitment is that the organization is willing to provide incentives for employees. Employees are subject to regulatory pressure imposed by society before they enter in organization or join an organization. When employees believe that they can be rewarded by following social norms (Meyer & Allen, 1991), employees will be willing to make normative commitments. In the 1980s, the normative commitment was considered as an obligation to stay in the organization (Wiener, 1982). After two decades, some scholars now believe that normative commitment implies that employees and organizations are mutually beneficial (Meyer & Parfyonova, 2010; Muzeyin et al., 2022).

**G. The Relationship between HRM Practice and Employee Commitment:**

According to (Luthans & Sommer, 2005) explained that in the current situation of the competition in the global market and extreme change in the environment has given extreme priority to the HRM practices. It is significant that for the success of the organization it is need of the day to implement best HRM practices for the employees’ commitment to the organization (Noor & Zainordin, 2018).

According to (Huselid, 1995) HRM practices gave an organization to mold its employee’s commitment level and their behavior and attitude. On the basis of these researchers views it can be said that HRM practices is the source of creation of an environment where employees and organization can polish themselves for the high level of potential benefit and employees work hard for the accomplishment of the organization goals (Tamkin, 2004).

Human resources management and employee commitment has long-term relationships plays a significant role in improving the employee commitment and performance of the entire organizations (Savanevičienė & Stankevičiūtė, 2011; Eshetu and Ahmed 2022). Start with some facts on levels and trends of both HRM practice and employee commitment the consistency with which the theoretical and normative connections between human resource management practices and employee commitment have positive and significant relationship.

Numerous factors have been found to stimulate commitment. For instance, (Ongori, 2007) lectures that the degree to which employees are committed or loyal to their organization largely depends on reward and benefit management, employee training and development, employee performance management, employee recruitment and selection, employee health and safety and employee relationship management. Since it was found that leader’s sensitivity to member’s needs is related to employee commitment, and then managers need to be clear about the goals and values of the organization so as to align them with the needs of the workers.

**H. Conceptual Framework:**

In this sub-topic, the main objective of the research was to examine the effect of human resources management practice on employee commitment. Or the conceptual framework is used to show the effect of human resource management practice which is the independent variables (employee training and development, employee performance management, employee recruitment and selection, employee health and safety, employee relationship management and reward and benefit management) on employee commitment. This is the dependent variable that is shown in figure 3 below. HRM practices are including reward and benefit management, training and development, performance management, recruitment and selection, health and safety and employee relationship management these have the relationship in the context of the gap on HRM practice and answer how to impact employee commitment, which the research addressed the gap on the effect of HRM practice an independent variables on the employee commitment dependent variable.

Independent Variables	Dependent Variables
HRM Practice	Employee Commitment

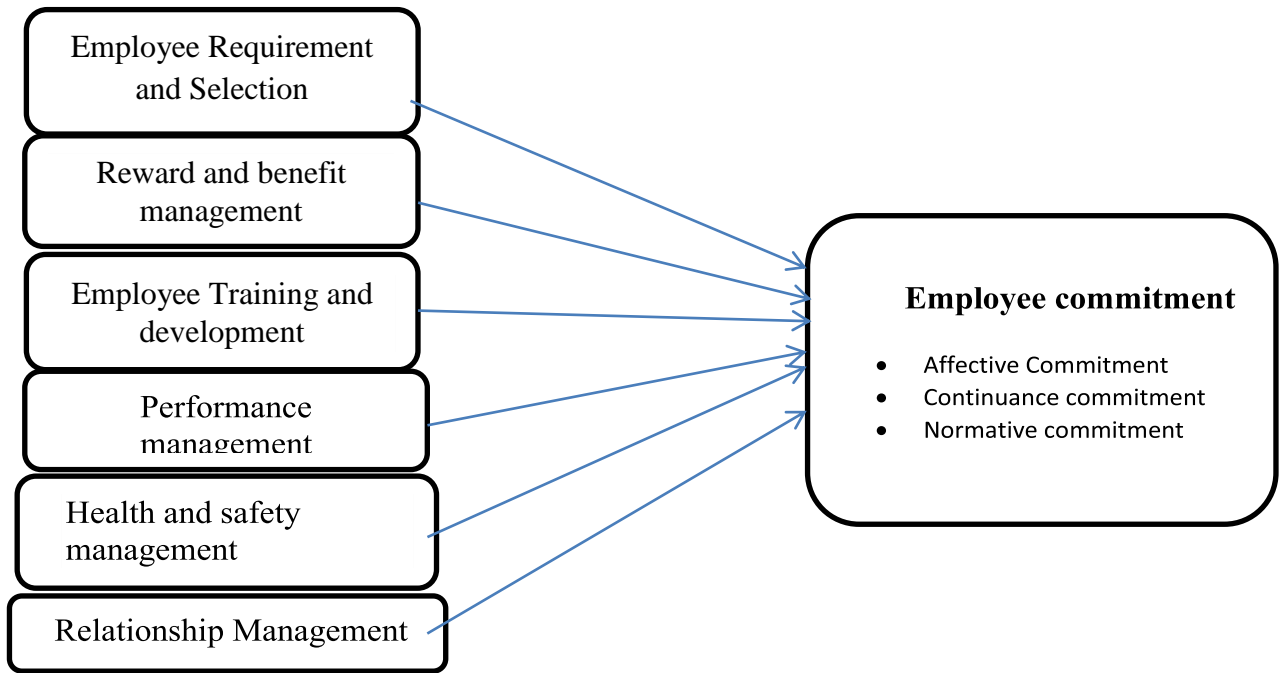


Figure 1: Conceptual Frame Work

Source: Self conceptualized (2015E.C)

### III. RESEARCH METHODOLOGY

In order to have relevant information in line the topic, the study used an explanatory. The study used primary data from sampled population through questionnaire by using stratified sampling techniques which categorize the total population in to two based on their authority and their number and the sample number from each categories was calculate by using simple random sampling accordingly and the researcher distributed the research questionnaire to those 292 respondents from the total population were selected through computing taro Yamane’s sampling formula. In order to analyse the data, both descriptive and inferential statistics were employed, descriptive statistics like frequency, mean and standard deviation and inferential statistics (correlation, multiple liner regression, and ANOVA was used as a tool. The population of the study was members of 29 public Service sector employees of Silte zone administration. (1076 individuals) which grouped under two groups like: - Leaders (supervisors) and non-Leaders (employees). (Source: silte zone administration public service employee’s file 10/06/2015E.C). The secondary sources of information that the researcher was used in the study includes reports and information from the silte zone administration information office and website, books, articles, journals and previous researches was used as a secondary source of data.

### IV. DATA ANALYSIS AND INTERPRETATION

Table 1: Perception of respondents towards the study frame works

Summary of descriptive statistics between variables	N	Mean	Std. Deviation
RM (reward and benefit management)	296	3.1064	1.0125
TD (employee training and development)	296	3.2489	0.943
PM (employee performance management)	296	3.2054	0.953
HS (employee health and safety)	296	3.0980	1.0146
RS (employee recruitment and selection)	296	3.1194	0.945
RSM (employee relationship management)	296	3.2002	0.8935

COMMITMENT (employee's commitment)	296	3.0743	1.0116
------------------------------------	-----	--------	--------

Source: Filed survey (2023)

It is clear from the results of table above that, the approval rate degree of the respondents are moderate with the arithmetic means between (3.2489 and 3.0743). All the statements of this dimension have obtained a moderate. According to the above table, employee training and development have the highest mean score of 3.2489, followed by employee performance management with a mean score of 3.2054, employee relationship management, employee recruitment and selection, reward and benefit management and employee health and safety with a mean score of 3.2002, 3.1194, 3.1064 and 3.0980 respectively and employee's commitment with the score of 3.074. The responses to all of the variables indicate that the respondents' perceptions of the variables were average or moderate. On the other hand, the standard deviation shown for reward and benefit management, employee training and development, employee performance management, employee health and safety, employee recruitment and selection and employee relationship management variable was relatively low. A low standard deviation indicates that the data has a narrow spread, indicating that respondent have a close opinion about variables in the questionnaire.

**A. Correlation Analysis:**

**Table 2: Correlation Result between Independent and Dependent Variables**

			RM	TD	PM	HS	RS	RSM	COMMITMENT
Spearman's rho	RM	Correlation Coefficient	1.000	.270**	.431**	.175**	.137*	.265**	.414**
		Sig. (2-tailed)	.	.000	.000	.002	.018	.000	.000
		N	296	296	296	296	296	296	296
	TD	Correlation Coefficient	.270**	1.000	.446**	.587**	.611**	.313**	.511**
		Sig. (2-tailed)	.000	.	.000	.000	.000	.000	.000
		N	296	296	296	296	296	296	296
	PM	Correlation Coefficient	.431**	.446**	1.000	.305**	.418**	.309**	.494**
		Sig. (2-tailed)	.000	.000	.	.000	.000	.000	.000
		N	296	296	296	296	296	296	296
	HS	Correlation Coefficient	.175**	.587**	.305**	1.000	.624**	.265**	.480**
		Sig. (2-tailed)	.002	.000	.000	.	.000	.000	.000
		N	296	296	296	296	296	296	296
	RS	Correlation Coefficient	.137*	.611**	.418**	.624**	1.000	.302**	.540**
		Sig. (2-tailed)	.018	.000	.000	.000	.	.000	.000
		N	296	296	296	296	296	296	296
	RSM	Correlation Coefficient	.265**	.313**	.309**	.265**	.302**	1.000	.447**
		Sig. (2-tailed)	.000	.000	.000	.000	.000	.	.000
		N	296	296	296	296	296	296	296
	COMMITMENT	Correlation Coefficient	.414**	.511**	.494**	.480**	.540**	.447**	1.000
		Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.
		N	296	296	296	296	296	296	296

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

\* . Correlation is significant at the 0.05 level (2-tailed).

Source: Survey Result (2023)

The results of the above table depict the correlation result between dependent and independent variables. Accordingly, as is indicated in the above table all the independent variables have a positive correlation with the dependent variable. Reward and benefit management has a moderate relationship with employees' commitment (r=0.414, p < 0.01), which are statistically significant at a 99 % confidence level. This implies that at a 1% level of significance that was discovered Reward and benefit management plays a significant role in determining employees' commitment. This indicates that as Reward and benefit management goes to increase, the employees' commitment also goes to increase, and as Reward



and benefit management go to decrease, employees' commitment decreases. Similarly, employee training and development have a medium and significant relationship with the employees' commitment ( $r=0.511$ ,  $p<.01$ ), which is statistically significant at a 99% confidence level. This result indicates that employee training and development play a significant role in identifying employees' commitment. The variable of employee performance management has a medium and significant relationship with the employees' commitment variable with a value of ( $r=0.494$ ,  $p<0.01$ ). This is statistically significant at a 99% confidence level. This implies that at a 1% level of significance that was discovered that employee performance management plays a significant role in determining the employees' commitment which has a medium and significant relationship with the employee performance at  $p<.01$ . The variable of employee health and safety has a medium and significant relationship with the employees' commitment variable with a value of ( $r=0.480$ ,  $p<0.01$ ). This is statistically significant at a 99% confidence level. This result indicates that employee health and safety plays a significant role in identifying employees' commitment. The variable employee recruitment and selection has a medium and significant relationship with the employees' commitment ( $r=0.540$ ,  $p<.01$ ), which is statistically significant at a 99% confidence level. This result indicates that employee recruitment and selection plays a significant role in identifying employees' commitment. Similarly, employee relationship management has a medium and significant relationship with the employees' commitment ( $r=0.447$ ,  $p<.01$ ), which is statistically significant at a 99% confidence level. This result indicates that employee relationship management plays a significant role in identifying employees' commitment. Hence, based on the above correlation result, the correlation between dependent and independent variables at a 99% confidence level was statistically significant and positive relations implying that employees' commitment has a positive and significant relationship with independent variables: reward and benefit management, employee training and development, employee performance management, employee health and safety, employee recruitment and selection and employee relationship management.

**B. Multiple Regression Analysis:**

Regression analysis was carried out to determine the extent to which effect of independent variables (reward and benefit management, employee training and development, employee performance management, employee health and safety, employee recruitment and selection and employee relationship management) on the dependent variable (employees' commitment). The results of the regression analysis are presented in the tables below.

**Table 3: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.740 <sup>a</sup>	.548	.538	.35258	1.766

a. Predictors: (Constant), RSM, RM, RS, PM, HS, TD

b. Dependent Variable: COMMITMENT

Source: Survey result (2023)

As it is revealed in table above, an  $R^2$  of .548 indicates that the studied independent variable explains only 54.8% of the variation in the employees' commitment in the case study area. Hence, this implies that other factors that are not studied are going to explain the remaining 45.2% of the variation in employees' commitment. Therefore, it needs further research or investigation to be made to investigate the remaining other factors which affect the employees' commitment. Generally, the coefficient of determination will explain the extent to which changes in the dependent variable can be explained by the change in the independent variables or the percentage of variation in the dependent variable employees' commitment that is explained by the independent variables (reward and benefit management, employee training and development, employee performance management, employee health and safety, employee recruitment and selection and employee relationship management). The independent variables that were studied, explain 54.8% of the variance in the employees' commitment as represented by the  $R^2$ . Therefore, this means that other factors not studied in this research contributed 45.2% of the variance in the dependent variable.

**Table 4: Analysis of Variance (ANOVA)**

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	43.480	6	7.247	58.295	.000 <sup>b</sup>
Residual	35.926	289	.124		
Total	79.407	295			

a. Dependent Variable: COMMITMENT

b. Predictors: (Constant), RSM, RM, RS, PM, HS, TD

Source: Survey result (2023)

To set up the significance of the regression table, the researcher used ANOVA. The ANOVA test tells whether the overall model is acceptable from a statistical perspective i.e. whether the independent variables are in a significantly good degree of prediction of the dependent variable. In testing its significance level, the study is considered significant if the p-value is less than or equal to 0.05. Therefore, as it is depicted in table No (4.20) above, the significance of the regression of p-value of 0.000 is  $< 0.05$ . Consequently, it shows that the regression model is statistically significant as a result showed and it is right for prediction.

As can be seen from the table above, the independent variables which affect the employees' commitment are significantly predicted with  $F = 58.295$  and  $\text{sig} = .000$ . (I.e. the regression model is a good fit for the data). F tests are used to find out the overall probability of the relation between the dependent variable and all the independent values occurring by chance. The F-test result of the study was 58.295 with a significance value of 0.000, which means that the probability of this result occurring by chance was less than 0.05, which means the variation explained in the model was not simply brought by chance. The overall ANOVA result suggests that the model becomes significant at  $F = 58.295$ ,  $P = .000$ . Hence, accept the alternative showing that all independent variables affect employee's commitment at  $P < 0.01$ .

## V. CONCLUSION

The purpose of this study was to show the effect of human resource management practice and employee commitment at silte zone administration, from which the researcher drawing the following conclusions. In this study from total population of 1097 applied as sample size only 296 respondents. The data was analyzed through, percentages, mean, median, mode (frequencies) and test by the Spearman's rho chi-square and Likelihood ratio correlations using SPSS. The data was presented using tables. Respondents were having different educational background, age group, gender, marital status, work experience and positions. The variables in this study would be summarized as descriptively as well as with some inferential statistics. According to the results obtained in this study correlation between the variables indicate that they have relations. This correlation coefficient measures both the direction and the strength of tendency to vary together. Accordingly, employee reward and benefits include payments like salary and in addition to these incentives and recognitions also involved. From which, employee reward and benefits help to improve employee's commitment to work.

Employee training and development is the responsibility of the organization. Because skill and knowledge attain from training is useful for current & future duties, after getting that training to accomplish an intended tasks efficiently and effectively. Based on the finding of the study satisfaction of employee training and development, training provides impartially & related to works and the growth & development of all employees in the organization. Effective employee performance management is essential to any public institutions private institutions, businesses activities and other organizations. It helps them align their employees, resources, and systems to meet their strategic goals. From the respondent in the in silte zone administration it was agreeable.

Employee health and safety is essential to employee's well-being in any public institutions private institutions, businesses activities and other organizations. Employee health and safety, overall welfare were good place and from the respondents response in silte zone administration it was agreeable. The recruitment and selection is the process of recognizing the need for a job, defining the requirements of the position and the job holder, publicity the position and choosing the most fitting person for the job. Undertaking this process is one of the main objectives of human resource management practice were good in the study area and from the respondents response in silte zone administration it was agreeable.

The employee's relationship management process of coordinating good team working among employees as well as leader in order to create committed employee to achieve organizational objectives and employee relationship management in silte zone administration were good it based on the employee responses. Generally the researcher concludes that HRM practices like:- reward and benefit management, training and development, performance management practice, health and safety, recruitment and selection process as well as employee relationship management in silte zone administration highly affect employee commitment.

## VI. REFERANCE

- [1] Abba, H. D. (2018). Flexitime and performance of academic staff in polytechnics in North West geo-political zones of Nigeria. *KIU Journal of Social Sciences*, 4(2), 123-130.
- [2] Abdela M. K., Ahmed H. M. S., Seman A. A., Adamu E., Yasin A. A., (2023) "The Effect of Customer Relationship Management on Customer Loyalty on Banking Sector, *International Journal of Management (IJM)*, 14(5), pp. 20-37 <https://iaeme.com/Home/issue/IJM?Volume=14&Issue=5>

- [3] Absar, M. M. N., Azim, M. T., Balasundaram, N., & Akhter, S. (2010). Impact of human resources practices on job satisfaction: Evidence from manufacturing firms in Bangladesh. *Economic sciences series*, 62(2), 31-42.
- [4] Ahmed, H. M. S., Ahmed, Y. A., and Thomran, M. (2023). 'Psychological Factors Predicting the Likelihood of Youth Entrepreneurship in Ethiopia' *Human Systems Management*. vol. 42, no. 3, pp. 351-365. <https://content.iospress.com/articles/human-systems-management/hsm220034>
- [5] Ahmed, H. M.S.; Assefa, M.; Kassa, E. C. (2023) Factors affecting the time overrun of road construction projects in Ethiopia, *International Journal of Procurement Management*, 2023 Vol.17 No.1, pp.1 - 25. <https://www.inderscience.com/info/inarticle.php?artid=130265>
- [6] Aithal, P., & Kumar, P. (2016). Comparative analysis of theory X, theory Y, theory Z, and Theory A for managing people and performance. *International Journal of Scientific Research and Modern Education (IJSRME)*, 1(1), 803-812.
- [7] Akintayo, D. (2010). Work-family role conflict and organizational commitment among industrial workers in Nigeria. *Journal of Psychology and counseling*, 2(1), 1-8.
- [8] Allen, N. J., & Meyer, J. P. (1996). Affective, continuance, and normative commitment to the organization: An examination of construct validity. *Journal of vocational behavior*, 49(3), 252-276.
- [9] Armstrong, M. (2000). The name has changed but has the game remained the same? *Employee Relations*, 22(6), 576-593.
- [10] Armstrong, M. (2006). *A handbook of human resource management practice*: Kogan Page Publishers.
- [11] Armstrong, M. (2009). *Armstrong's handbook of management and leadership a guide to managing for results*: Kogan.
- [12] Armstrong, M. (2010). *Armstrong's essential human resource management practice: A guide to people management*: Kogan Page Publishers.
- [13] Armstrong, M. B., Landers, R. N., & Collmus, A. B. (2016). Gamifying recruitment, selection, training, and performance management: Game-thinking in human resource management *Emerging research and trends in gamification* (pp. 140-165): IGI Global.
- [14] Baron, A., & Armstrong, M. (2007). *Human capital management: achieving added value through people*: Kogan Page Publishers.
- [15] Beck, K., & Wilson, C. (2000). Development of affective organizational commitment: A cross-sequential examination of change with tenure. *Journal of vocational behavior*, 56(1), 114-136.
- [16] Becker, B. E., & Huselid, M. A. (2006). Strategic human resources management: where do we go from here? *Journal of management*, 32(6), 898-925.
- [17] Beer, M., Eisenstat, R. A., & Spector, B. (1993). Why change programs don't produce change. *Managing change*, 2.
- [18] Beer, W. R., & Jacob, J. E. (1985). *Language policy and national unity*: Government Institutes.
- [19] Berhe, M. G. (2020). *Laying the past to rest: The EPRDF and the challenges of Ethiopian state-building*: Hurst & Company.
- [20] Bernardin, H. J., & Russell, J. E. (2006). *Human resource management*: Tata McGraw-Hill New York.
- [21] Best, P. B. (1994). Seasonality of reproduction and the length of gestation in southern right whales *Eubalaena australis*. *Journal of Zoology*, 232(2), 175-189.
- [22] Chiekezie, O. M., Emejulu, G., & Nwanneka, A. (2017). Compensation management and employee retention of selected commercial banks in Anambra State, Nigeria. *Archives of Business Research*, 5(3).
- [23] Daly, J. (2015). *Human resource management in the public sector: Policies and practices*: Routledge.
- [24] Den Hartog, D. N., Boselie, P., & Paauwe, J. (2004). Performance management: A model and research agenda. *Applied psychology*, 53(4), 556-569.
- [25] Eltamo, M. M., & Keno, A. M. (2019). The Determinants of Employee Commitment (The Study Conducted On Ethiopian Public University Academic Staff-Wolaita Sodo University Academic Staff-Wolaita Sodo university). *American Based Research Journal*, 8(06).
- [26] Emmanuel, O. N. B., Wujung, V. A., & Emmanuel, S. M. P. (2014). MECHANISMS OF THE INFLUENCE OF HUMAN CAPITAL ON ECONOMIC GROWTH: A PANEL DATA ANALYSIS OF THE CEMAC REGION. *Asian Economic and Financial Review*, 4, 625-640.
- [27] Eshetu S. and Ahmed H. M. S. (2022). "The Impact of Remuneration Policy on Employee's Performance: Evidence from Dashen Bank in Ethiopia", *International Journal of Innovation Scientific Research and Review*, Vol. 04, Issue 04, pp.2592-2599. <http://journalijisr.com/issue/impact-remuneration-policy-employee%E2%80%99s-performance-evidence-dashen-bank-ethiopia>
- [28] Farley, J. U., Hoenig, S., & Yang, J. Z. (2004). Key factors influencing HRM practices of overseas subsidiaries in China's transition economy. *The international journal of human resource management*, 15(4-5), 688-704.
- [29] FEKADU, Y. (2018). Effects of marketing strategy on market performance from employee perspective of lion bank.
- [30] Ferejo, M.N., Ahmed, H.M.S., Muzeyin, J.R., Amde, S.J, Thomran, M., Mamuye, F. (2022). Exploring factors affecting growth of micro and small enterprises: Evidence from Ethiopia. *International Journal of Sustainable Development and Planning*, Vol. 17, No. 5, pp. 1523-1533. <https://doi.org/10.18280/ijstdp.170516>
- [31] Fu, C., Fu, C., & Michael, M. (2015). *Handbook of simulation optimization*: Springer.
- [32] Gibb, S. (2003). Line manager involvement in learning and development: Small beer or big deal? *Employee Relations*, 25, 281-293.
- [33] Gujarati, D. N., & McGraw-Hill, I. (2004). *Applied Econometrics*. Singapore (SG): Mc. Graw-Hill International Editions.
- [34] Hassan, S., & Mahmood, B. (2016). Relationship between HRM practices and organizational commitment of employees: An empirical study of textile sector in Pakistan. *International Journal of Academic Research in Accounting, Finance and Management Sciences*, 6(1), 23-28.
- [35] Hoe, S. L. (2008). Issues and procedures in adopting structural equation modelling technique. *Journal of Quantitative Methods*, 3(1), 76.
- [36] Hope-Hailey, V., Gratton, L., McGovern, P., Stiles, P., & Truss, C. (1997). A chameleon function? HRM in the '90s. *Human resource management journal*, 7(3), 5-18.

- [37] Huselid, M. A. (1995). The impact of human resource management practices on turnover, productivity, and corporate financial performance. *Academy of management journal*, 38(3), 635-672.
- [38] Ikyanyon, D. N., & Agber, I. A. (2020). Examining the Effect of Employee Commitment on Organizational Performance: Evidence from a Cement Manufacturing Company in Nigeria. *European Scientific Journal*, 16(2).
- [39] Irefin, P., & Mechanic, M. A. (2014). Effect of employee commitment on organizational performance in Coca Cola Nigeria Limited Maiduguri, Borno state. *Journal of Humanities and Social Science*, 19(3), 33-41.
- [40] Jakobsson, R. (2018). Employee commitment, how it can be influenced by the recruitment and induction processes of organisations and what employees experience to be the source of the changes to their commitment levels during these processes and their individual components.
- [41] Jaros, S. (2007). Meyer and Allen model of organizational commitment: Measurement issues. *The Icfai Journal of Organizational Behavior*, 6(4), 7-25.
- [42] Kothari, C. R. (2004b). *Research methodology: Methods and techniques*: New Age International.
- [43] Legge, K., & Legge, K. (1995). *What is human resource management?* : Springer.
- [44] Leghari, J. M., Suleman, U., Leghari, I. B., & Aslam, S. (2014). Role of HRM Practices in performance of organization and employee retention. *European Journal of Business and Management*, 6(31), 218-223.
- [45] Lim, L. J., & Ling, F. Y. (2012). Human resource practices of contractors that lead to job satisfaction of professional staff. *Engineering, Construction and Architectural Management*.
- [46] Luthans, K. W., & Sommer, S. M. (2005). The impact of high performance work on industry-level outcomes. *Journal of managerial issues*, 327-345.
- [47] McDonald, D. J., & Makin, P. J. (2000). The psychological contract, organisational commitment and job satisfaction of temporary staff. *Leadership & Organization Development Journal*, 21(2), 84-91.
- [48] Meyer, J. P., & Allen, N. J. (1984). Testing the "side-bet theory" of organizational commitment: Some methodological considerations. *Journal of applied psychology*, 69(3), 372.
- [49] Meyer, J. P., & Allen, N. J. (1991). A three-component conceptualization of organizational commitment. *Human resource management review*, 1(1), 61-89.
- [50] Meyer, J. P., & Herscovitch, L. (2001). Commitment in the workplace: Toward a general model. *Human resource management review*, 11(3), 299-326.
- [51] Meyer, J. P., & Parfyonova, N. M. (2010). Normative commitment in the workplace: A theoretical analysis and re-conceptualization. *Human resource management review*, 20(4), 283-294.
- [52] Meyer, J. P., Allen, N. J., & Gellatly, I. R. (1990). Affective and continuance commitment to the organization: Evaluation of measures and analysis of concurrent and time-lagged relations. *Journal of applied psychology*, 75(6), 710.
- [53] Mukibi, B. (2016). Human Resource Planning and Employee Performance at Vision For Africa International (VFAI-Uganda). *International Journal of Technology and Management*, 1(2), 21-21.
- [54] Mutahi, N. (2015). Effect of human resource management practices on performance of public universities in Kenya. Egerton University.
- [55] Muzeyin J. R., Ahmed H. M. S., Amde S. J., ThomranM., and Ferejo M. N. (2022) 'Determinants Of Brand Awareness In The Context Of Ethiopian Domestic Leather Footwear Industries', *SMART Journal of Business Management Studies*, Vol. 18, No. 2, p. 60-68. <https://www.smartjournalbms.org/journal/vol-18-2/Determinants-of-Brand-Awareness-in-the-Context-of-Ethiopian-Domestic-Leather-Footwear-Industries.html>
- [56] Muzeyin, J. R., Ahmed, H. M. S., Awoke, Y., Ferejo, M. N., Abebaw, T., Beyene, T. Y., & Amde, S. J. (2022). Exploring determinants of employee engagement in the emerging market [Special issue]. *Corporate & Business Strategy Review*, 3(2), 238-247. <https://doi.org/10.22495/cbsrv3i2siart5>
- [57] Noor, S., & Zainordin, N. (2018). The Impact of Rewards as Motivation on Job Satisfaction In A Quantity Surveying Consultant Firm. *International Journal*, 1(4), 01-14.
- [58] Ongori, H. (2007). A review of the literature on employee turnover.
- [59] Pierson, R. M. (2010). *Intercultural competence and study abroad in a language-neutral environment: An analysis of undergraduates at Arcadia University*: Capella University.
- [60] Rynes, S. L., Colbert, A. E., & Brown, K. G. (2002). HR professionals' beliefs about effective human resource practices: Correspondence between research and practice. *Human Resource Management*, 41, 149-174.
- [61] Salaman, G., Storey, J., & Billsberry, J. (2005). *Strategic human resource management: Theory and practice*: Sage.
- [62] Savanevičienė, A., & Stankevičiūtė, Ž. (2011). Human resource management practices linkage with organizational commitment and job satisfaction. *Ekonomika ir vadyba*(16), 921-928.
- [63] Schyns, B., & Day, D. (2010). Critique and review of leader-member exchange theory: Issues of agreement, consensus, and excellence. *European journal of work and organizational psychology*, 19(1), 1-29.
- [64] Seman A. S., Ahmed H. M. S., Ahmed A., Haso A. A. (2023), Causes and effects of project delay in public construction projects in Ethiopia, *International Journal of Current Research*, Voll. 15, 01. PP 23490-23496. <http://journalcra.com/article/causes-and-effects-project-delay-public-construction-projects-ethiopia>
- [65] Seman, A. A., Ahmed, H. M. S., Refera, M. K., Amde, S. J., Thomran, M., & Ahmed, Y. A (2022). Assessing the Effect of Work-Life Balance Initiatives on Organizational Citizenship Behaviour, *Marketing and Management of Innovations*, Vol. 13 No. 4, 207-217. <https://doi.org/10.21272/mmi.2022.4-19>
- [66] Tabiu, A., & Nura, A. A. (2013). Assessing the effects of human resource management (HRM) practices on employee job performance: A study of usmanu danfodiyo university sokoto. *Journal of Business Studies Quarterly*, 5(2), 247.

- [67] Tamkin, P. (2004). High performance work practices: Institute for Employment Studies Brighton, England.
- [68] Thomas, K. W. (2009). Intrinsic motivation at work: Building energy and commitment: Berrett-Koehler Publishers.
- [69] Thomran M., Ahmed H. M. S. (2020). Challenges Faced the Internal Audit Profession in Yemen, International Journal of Management, 11(9), pp. [https://iaeme.com/Home/article\\_id/IJM\\_11\\_09\\_096](https://iaeme.com/Home/article_id/IJM_11_09_096)
- [70] Truss, C., Gratton, L., Hope-Hailey, V., McGovern, P., & Stiles, P. (1997). Soft and hard models of human resource management: a reappraisal. Journal of management studies, 34(1), 53-73.
- [71] Upadhyay, G. P., Bais, D. P., & Chaudhary, D. A. (2018). INTERNATIONAL JOURNAL OF RESEARCH SCIENCE & MANAGEMENT.
- [72] Wiener, Y. (1982). Commitment in organizations: A normative view. Academy of management review, 7(3), 418-428.
- [73] Wilson, A., Burnett, M., Beckwith, L., Granatir, O., Casburn, L., Cook, C., . . . Rothermel, G. (2003). Harnessing curiosity to increase correctness in end-user programming. Paper presented at the Proceedings of the SIGCHI conference on Human factors in computing systems.
- [74] Wright, P. M., & McMahan, G. C. (1992). Theoretical perspectives for strategic human resource management. Journal of management, 18(2), 295-320.
- [75] Yiing, L. H., & Ahmad, K. Z. B. (2008). Faculty of Business and Accountancy. University of Malaya, Kuala Lumpur, Malaysia.
- [76] Zalesny, M., & Graen, G. (1987). Exchange theory in leadership research. Handbook of leadership, 714, 727.