Original Research Article

Job Commitment among Human Resource Management Employees in Dhaka City according to Job Experience, and Job Type

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Abstract

To investigate the nature of job commitment among Human Resource Manager according to job experience, and type of job. A cross-sectional survey design was employed with a purposive sample of 100 managers. Job commitment were measured using the Organizational Commitment Scale (Mooday, Steer & Porter, 1979). The results of one-way ANOVA tests revealed significant differences in job commitment scores by human resource manages job type and job experience. However, significant job commitment were found based on job type ($(F = 66.587; P < .01)$), and job experience ($F = 3.914; P < .01$). Regression analysis further indicated that human resource manager's job type and job experience were modest but significant predictors, explaining 39.5% ($R^2 = .395, p = .001$), and 14.2% ($R^2 = .142, p = .001$) of the variance in job commitment scores, respectively. Organizational commitment in human resource management was the main focus of this study. Despite the fact that this idea has been extensively researched in many academic settings, no study has been conducted in Bangladeshi private institutions as of yet.
Keywords: *Job commitment, Job type, & Job experience.*

INDRODUCTION

Human resource management (HRM) is the strategic and coherent approach to the effective and efficient management of people in a company or organization such that they help their business gain a competitive advantage. It is designed to maximize employee performance in service of an employer's strategic objectives (Johnason, 2009). Human resource management is primarily concerned with the management of people within organizations, focusing on policies and systems (Collings, & Wood, 2009). HR departments are responsible for overseeing employee-benefits design, employee recruitment, training and development, performance appraisal, and reward management, such as managing pay and employee benefits systems (Paauwe, & Boon, 2009). HR is also concerned with industrial relations and organizational change, or how to balance organizational procedures with legal and collective bargaining needs. The overall purpose of human resources (HR) is to ensure that the organization can achieve success through people (Armstrong, 2009). HR professionals manage the human capital of an organization and focus on implementing policies and processes. They can specialize in finding, recruiting, selecting, training, and developing employees, as well as maintaining employee relations or benefits. Training and development professionals ensure that employees are trained and have continuous development. This is done through training programs, performance evaluations, and reward programs. Employee relations deals with the concerns of employees when policies are broken, such as in cases involving harassment or discrimination. Managing employee benefits includes developing compensation structures, parental leave programs, discounts, and other benefits. On the other side of the field are HR generalists or business partners. These HR professionals could work in all areas or be labour relations representatives working with unionized employees. HR is a product of the human relations movement of the early 20th century when researchers began documenting ways of creating business value through the strategic management of the workforce (Obedgiu, 2017). It was initially dominated by transactional work, such as payroll and benefits administration, but due to globalization, company consolidation, technological advances, and further research, HR as of 2015 focuses on strategic initiatives like mergers and acquisitions, talent management, succession planning, industrial and labor relations, and

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diversity and inclusion. In the current global work environment, most companies focus on lowering employee turnover and on retaining the talent and knowledge held by their workforce (Pratt, & Florentine, 2022). New hiring not only entails a high cost but also increases the risk of a new employee not being able to replace the position of the previous employee adequately. HR departments strive to offer benefits that appeal to workers, thus reducing the risk of losing employee commitment and psychological ownership. Employees' organizational behavior can be influenced by human resource management (HRM), which will help the company achieve its goals. Organizational commitment is a result of HRM's good impact on business performance.

Organizational commitment is a commonplace attitudinal variable within the painting domain. It is the degree of mental identity or attachment to the organization for which someone works (Schultz & Schultz, 1998). It's also described with the aid of researchers as the extent of participation and engagement with a given enterprise. Sorts of organizational commitment: these days three issues of conception of dedication have been developed (Meyer, Allen & Smith, 1993). The 3 kinds are:

a) Affective dedication: occurs when the worker wishes to remain with the agency due to an emotional attachment.

b) Continuance dedication: exists whilst a person has to remain with the agency because she or he needs the benefits and revenue or can't locate another process, and

c) Normative commitment: comes from the values of the employees. The character believes that she or he owes it to the employer to remain out of a feel that that is the right factor to do.

Organizational Commitment Model (Meyer & Allen, 1997) described three potential part. These are: a) Affective Commitment: Affective dedication is defined as an employee's effective emotional attachment to the employer. Meyer and Allen (1991) pick out affective dedication as the "desire" element of organizational dedication. An emotionally engaged employee identifies with the business enterprise's desires and wants to be a part of it. This worker joined the enterprise because he "wanted to." This participation can be inspired by various demographic characteristics: age, seniority, gender, and training stage, but these consequences are not sturdy and inconsistent. The trouble with those functions is that despite the fact that they're seen, they cannot be recognized. Meyer and Allen gave this situation that "the positive relationship among tenure and commitment can be due to tenure-associated variations in task status and best" (Meyer and Allen, 1991). In growing this idea, Meyer and Allen (1991) drew heavily on Mowday, Porter, and Steers's (1982) concept of embeddedness, which in turn drew on in advance work by using Kanter (1968). Mercurio (2015) argues that affective dedication is taken into consideration a long-term, surely indispensable, and central characteristic of organizational commitment.

a) Continuance Commitment: Continuance Commitment is the "need" or gain or loss aspect of operating in an enterprise. "Facet bets" or investments are the gains and losses that may occur if a person remains or leaves the corporation. An individual may also be part of an enterprise because they understand the fee of losing club inside the agency is Becker's "side wager principle" (Becker, 1960; Alutto, Herbiniak, & Alonso, 1973). items which include monetary costs (which includes pension contributions) and social charges (friendships with colleagues) could be costs associated with dropping membership in an enterprise. however, an character does not consider wonderful fees enough to live in the agency. It must also keep in mind the provision of options (such as every other organisation), disruption of personal relationships, and different "facet bets" that could be incurred with the aid of leaving. their employer. The trouble is that those "aspect bets" do now not occur all at once however "acquire with age and seniority".

b) Normative Commitment: Allen and Meyer (1990) outline normative commitment as "an employee's feel of obligation to stay with the enterprise". people be part of and live in groups due to a feeling of obligation, the very last element of organizational commitment. those feelings can come from the pressure positioned on an character earlier than and after becoming a member of an organization. Normative dedication may be better in corporations that fee loyalty and systematically speak this truth to employees with rewards, incentives, and other strategies.

Research Question: What is the Job Commitment of human resource development workers?

Rationale of the study:
Employees who are happy and committed are more likely to perform well and are less likely to quit for another position. Organizations must provide a work environment with possibilities for involvement, effective performance evaluation, and general employee happiness if they want to win over employees. Regarding this issues this research only emphasize the job commitment according to job type and experience which were fundamental element for employees.

Objectives: The present study drawn Following objectives:

i. To investigate the nature of job commitment among HRM manager according to job experience, and type of job.

ii. To find out whether job experience, and job type predict job commitment individually.

METHODS

The present part includes the methodological details of the study. It includes- sample and sampling technique, selection of appropriate instruments, research design and data collection procedure which are described below:

Target population: Target populations of this study was the human resource manager in urban area.

Sample and Sampling Technique

A total of 100 human resource manager was selected purposively by following a non-probability sampling method.

Research Design

A cross-sectional survey design was used for the present study. All data was collected at a single point in time.

Measuring Instruments

To collect data for this study, the following instruments were used:

- Personal Information Form
- Organizational Commitment Scale (Mooday, Steer & Porter,1979)

Personal Information Form

Personal information of this study was sex, marital status, participant's age, educational qualification, job experience, nature of job, socio-economic status, and family income of the participants. Participants were assured that their personal information will be handled with confidentiality and all information will be used only as research purpose.

Organizational Commitment Scale: This scale was originally developed by Mooday, Steer and Porter (1979) to measure the organizational commitment of the employees. It is a 15item scale. It contains 8 positive and 7 negative items. Items were rated on a 7point response format (Strongly disagree, moderately disagree, little disagree, neutral, little agree, moderately agree, strongly agree). The test-retest reliability of the Bengali version of organizational commitment scale (Muhammad, 2012)

was found significant (r=.85). The internal consistency reliability for 15-item Organizational Commitment Scale (OCS) scale is judged based on Average Inter Item Consistency (AIC) and Cronbach's Alpha. The AIC for the OCBS is .20 (-.69 to .94) and Cronbach's Alpha .80. This indicates that the Bangla version was reliable and valid. The guidelines of the International Test Commission (ITC), (2010) were followed to adapt the organizational citizenship behavior scale in Bangladeshi culture. Clark and Watson (1995) recommended that desire AIC range to be 0.15-0.20 for measuring board higher-order construct. Similarly, most psychometrician agreed the notion that a Cronbach's Alpha value of 0.70 as acceptable. Both the obtain AIC and Alpha Value proved the adequate internal consistency for the 15 item OC scale and are consistent with the Bangla re-adaptation (Naz, & Morshed, 2023).

Procedure: For accumulating right records from participants, at the start, permission became taken from involved authority to collect statistics and rapport become hooked up with individuals. After establishment of rapport, the researcher expressed the objectives of the study and also assures them the confidentiality of the responses. After that the respondents have been asked to refill personal statistics blank. While the private records clean changed into filled up, the guide of the Bangla versions of organizational commitment scale had been given to them. The respondents undergo the commands given on the front page of the publication. Data had been amassed from the participants thru self-report administered. After the respondents finishing the project according to the commands, the statistics sheet was accumulated from the respondents. After collecting data, filled questionnaires had been checked and respondents had been thanked for their cooperation in the have a look at.

RESULTS

In the present study the collected data of each participant's responses were scored according to the scoring principle of organizational commitment scale. Then, the obtained data were fed into computer for analyzing in SPSS.

Table 1: One-way ANNOVA of Organizational Commitment (OC) according to Job Type

Source of Variation		SS	df	MS	F	P
OC	Between Groups	20.123	8	2.515	66.587	.001
	Within Groups	3.438	91	.038		
	Total	23.560	99			

It appears from Table 1 that the main effect of job type is significantly difference with organizational commitment ($F = 66.587; P < .01$).

Table 2: One-way ANNOVA of Organizational Commitment (OC) according to Job Experience

	Source of Variation	SS	df	MS	F	P
	Between Groups	252.936	8	31.617		
OC	Within Groups	735.104	91	8.078	3.914	.001
	Total	988.040	99			

Table 2 describes a highly significant difference between Organizational Commitment and Job Experience (*F = 3.914; P < .01*).

Table 3: Selected Statistics from Regression of Organizational Commitment on Job Type

Variables	R	R²	R² change	P
Predictor Variable: JT	.629	.395	.389	.001

Dependent Variable: OC

Results of Table 3 indicate that, the strongest predictor was job type which alone explained 39.5% variance in organizational commitment.

Table 4: Table 4: Simple Regression of Organizational Commitment on job type

Model	Unstandardized Coefficients		Standardized Coefficients		P
	B	Std. Error	Beta	t	
(Constant)	14.947	1.165	.629	12.828	.001
JT	11.843	1.480		8.003	.001

Dependent variable: OC

The results presented in Table-4 suggest that unstandardized B is 11.843, this value indicates that as job type increases by one unit, organizational commitment increase by 11.843 units. This interpretation is true only if the effects of other variables are held constant. The value of standardized beta (β=.629) indicates that as job type increases by one standard deviation, organizational commitment increases by .629 standard deviations.

Table 5: The Overall F-Test for Regression of Organizational Commitment on Job Type

Sum of variations	SS	df	MS	F	P
Regression	3304.421	1	3304.421	64.047	.001
Residual	5056.169	98	51.594		
Total	8360.540	99			

In above table revels that, job type is a good predictor. This result fit the model. It is also said that ANOVA tells us organizational commitment is statistically significant.

Table 6: Selected Statistics from Regression of Organizational Commitment on Job Experience

Variables	R	R²	R² change	P
Predictor Variable: JE	.377	.142	.134	.001

Dependent Variable: OC

Results of Table 6 indicate that, the strongest predictor was job experience which alone explained 14.2% variance in organizational commitment.

Table 7: Simple Regression of Organizational Commitment on job experience

Model	Unstandardized Coefficients		Standardized Coefficients		P
	B	Std. Error	Beta	t	
(Constant)	17.744	1.414	.377	12.545	.001
JE	1.098	.272		4.035	.001

Dependent variable: OC

The results presented in Table 7 suggest that unstandardized B is .272, this value indicates that as job experience increases by one-unit, organizational commitment increase by .272 units. This interpretation is true only if the effects of other variables are held constant. The value of standardized beta (β=.377) indicates that as job experience increases by one standard deviation, organizational commitment increases by .377 standard deviations.

Table 8: The Overall F-Test for Regression of Organizational Commitment on Job Experience

Sum of variations	SS	df	MS	F	P
Regression	1191.343	1	1191.343	16.285	.001
Residual	7169.247	98	73.156		
Total	8360.590	99			

In above table revels that, job experience is a good predictor. This result fit the model. It is also said that ANOVA tells us organizational commitment is statistically significant.

DISCUSSION

The primary goal of this study is to examine how organizational commitment is related to job experience and job type in human resource manager in Dhaka city. The objectives was to examine the connection among job type, job experience and job commitment, and to explore if job type and experience can predict job commitment independently.

Results showed in Table 1, there is a significant positive relationship between Organizational Commitment and organizational citizenship behavior. Standardized beta (Table 2) also indicates that Organizational Commitment is positively correlated with organizational citizenship behavior. The findings reveal that Organizational Commitment another best predictor of organizational citizenship behavior. It explains 3.34% of variance in Organizational Commitment. The results confirm the second objective. Devoted workers produce a great deal. They have faith in the organization, its objectives, vision, and mission, as well as the group of leaders. These workers not only exhibit great productivity levels, but they also make sure that their teammates and coworkers do the same. It can be said that, it affects a variety of organizational elements, including performance, employee relations, culture, turnover, and productivity. In terms of organizational behavior aspects and human resource management, the most crucial idea is known as organizational commitment. Every institution experiences organizational commitment, which has a big impact on employee morale. Additionally, the organizations need individuals that are accountable and committed.

Organizational commitment (Table 3) is one of the important factors which contribute to foster Organizational citizenship behavior (LePine, Erez, & Johnson, 2002). An employee's organizational commitment is positively related to organizational citizenship behavior (O'Reilly, & Chatman, 1986). Affective commitment is a significant predictor of OCB (Rifai, 2005; Feather, & Rauter, 2004). Raising the Affective commitment of employees will help in raising the extra role behavior. Becker (1992) also provide support for a significant relationship between commitment and OCB. Truckenbrodt (2000) suggests that a significant relationship exists between the quality of the supervisor-subordinate relationship and subordinates' commitment and altruistic organizational citizenship behavior. Yilmaz, & Bokeoglu (2008) determined that the teachers had positive perceptions about Organizational citizenship and Organizational commitment. There was a moderate positive relationship between the teachers' perceptions about Organizational citizenship and Organizational commitment. Chen, Liu, Cheng, & Chiu, 2009) found when employees realized the efforts of the company supported in recruiting and selection, and provides sufficient guarantee to remain employees in company can encourage employees pay more attention in organizational commitments.

Limitations and Recommendations:

Although this study focuses only urban area in Bangladesh, and limited sample. In addition, the study focuses on a narrow geographical area like Dhaka City; hence the findings might not be sufficiently indicative nor conclusive to generalize to all human resource manager in Bangladesh. Future research should broaden the scope of sample size to also include all over the Bangladesh.

CONCLUSION

This research consisted of primarily study on organizational commitment in human resource management. Although this concept has been widely studied in different academic contexts, no study has been established to date in the Bangladeshi privet institutionals context. The idea of considering organizational commitment in human resource management, along with increasing institutional and individual performance and enhancing the strengths of the institution and its HR manager, suggests that privet institutions should make organizational commitment in a part of their culture and social climate. As such, it is essential to approach events and HR managers in a positive manner through the implementation of several motivational strategies in terms of intrinsic rewards, career path, social status, scientific research, etc. Therefore, this study will be a valuable contribution to the literature on organizational commitment in the Bangladeshi socio-economic and cultural context.

Conflict of Interest: None

Disclaimer: Agree

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