

The Impact of Human Resource Management Practices and Employee Job Satisfaction on Organizational Commitment in IT Companies

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Abstract

Purpose – The purpose of this paper was to examine the role of human resource management practices such as recruitment and selection, training and development, performance management, reward and recognition, compensation and benefit, and employee job satisfaction on organizational commitment, with a focus on employees of the IT companies in Kathmandu Valley of Nepal.

Design/methodology/approach – The research paper used a quantitative approach and descriptive and causal research design to achieve the research objectives. Data collection was based on purposive sampling technique. The response was taken from 310 respondents through online survey. The variables under study were measured in a five-point Likert scale. Data were further evaluated using SPSS software version 26.0 and AMOS graphics.

Findings – The results illustrate that rewards and recognition, compensation & benefits, and performance management positively affect organizational commitment, while recruitment and selection have a smaller coefficient but has significant. Training and development does not significantly influence OC. Mediation analysis shows that job satisfaction partially mediates the effect of recruitment and selection and performance management on OC, while compensation and benefits effect on OC is fully mediated by job satisfaction.

Conclusion – The paper identified that the rewards and recognition and compensation and benefits are the strongest drivers of organizational commitment in IT companies in Kathmandu Valley. Performance management also plays a key role in enhancing OC, while recruitment and selection has a smaller, though still important, impact. Training and development did not show a significant direct effect on OC. The study further advocates that job satisfaction acts as an important mediator, strengthening the impact of HRM practices on OC, particularly in the case of compensation and benefits.

Implications – This paper advocates the role of HRM practices such as rewards, compensation, and performance management in fostering employee commitment through social exchange theory. It shows that job satisfaction plays a key role in mediating the impact of these practices on organizational commitment. Managers, especially in Nepal's competitive IT sector, can focus on fair reward systems, equitable compensation, and strong performance management which can improve job satisfaction and commitment.

Originality/value – This research brings originality to the field by examining the interrelationship between human resource management practices, employee job satisfaction and organizational commitment specifically within the IT companies of Kathmandu Valley.

Keywords – Employee job satisfaction, Human resource management, IT companies, Organizational commitment

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1. Introduction

Human resources management plays a critical role in strategically managing employees to achieve organizational goals, encompassing a wide range of practices, including recruitment, performance management, workforce development, and employee relations (Armstrong, 2012; Opatha, 2021). Effective HRM practices are essential for enhancing employee satisfaction, which in turn raises organizational commitment, a key determinant of productivity and retention, especially in the highly competitive IT sector. Job satisfaction, influenced by factors such as compensation, career growth, work environment, and leadership quality, has been shown to directly impact employee's level of commitment to the organization (Mohan & Vasumathi, 2024; Parvin & Kabir, 2011). When employees feel satisfied with their roles and work environment, they are more likely to exhibit strong organizational commitment, which helps reduce turnover and increase overall performance (Mehwish et al., 2019; Mizanur et al., 2013). In the context of Nepal's booming IT industry, which contributes significantly to the national economy (Shrestha, 2023), employee satisfaction and commitment are vital for sustaining growth and retaining skilled professionals in a competitive market. There is utmost importance of HRM practices in promoting a supportive work environment and ensuring employee satisfaction, which are crucial for long-term success and innovation in an emerging country's IT sector (Alias, 2014). By understanding the link between HRM, job satisfaction, and organizational commitment, IT companies can develop strategies to retain talent, reduce turnover, and enhance overall organizational performance. Thus, the purpose of this research is to examine the impact of human resource management practices such as recruitment and selection, training and development, performance management, reward and recognition and compensation and benefit and employee job satisfaction on organizational commitment, with a focus on the IT companies of the Kathmandu Valley.

2. Review of Literature

Human resources management is concerned with all aspects of how people are employed and managed in organizations. In the 1980s, against a backdrop of economic recession and increased pressures on firms because of globalization and the accelerated pace of change brought about by technological developments, a number of academics began to think about people in organizations from a different perspective, and the importance of people in the organization was also realized, and this thinking evolved into human resource management (O'riordan, 2017). HRM is the managerial utilization of the efforts, knowledge, capabilities and committed behaviors which people contribute to an authoritatively coordinated human enterprise as part of an employment exchange to carry out work tasks in a way which enables the enterprise to continue into the future (Watson, 2010).

HRM practices are critical in execution of effective training to the employees, enhancing their inspiration through compelling reward strategies and reinforcing the enrolment and determination process (Jawaad et al., 2019). Badrea et al. (2021) mentioned human resource planning, recruitment and selection, training and development, performance management, compensation management and reward and recognition as the key human resource management practices followed by the organizations.

According to Locke (1969), employee job satisfaction can be defined as the pleasurable emotional state resulting from the appraisal of one's job as achieving or facilitating the achievement of one's job values. Job satisfaction is defined as the level of contentment employees feel with their job. This goes beyond their daily duties to cover satisfaction with team members/managers, satisfaction with organizational policies, and the impact of their job on employees' personal lives (BasuMallick, 2021). Job satisfaction is a measure of an employee's contentedness with their job, the feeling of enjoyment or fulfillment that a person derives from their job. It is measured in

behavioral, cognitive and affective components. Job satisfaction can be separated into two ideas: intrinsic job satisfaction and extrinsic job satisfaction. Intrinsic job satisfaction focuses on what kind of work is being done, the tasks and duties that make up the job. Extrinsic job satisfaction focuses on work conditions, such as the environment, supervisor, pay and coworkers (Herrity, 2024).

Badrea et al. (2021) focused on the study of the impact of HRM practices on employee satisfaction. This study was conducted with 100 employees from manufacturing sectors in Nagpur Maharashtra. The HRM practices such as training and development, performance appraisal, compensation and benefits practices as well as reward and recognition practices were taken under the study. Descriptive analysis was conducted along with correlation and regression analysis. Results show that HRM practices such as compensation, performance appraisal and rewards and recognition have greater impact on employee satisfaction while training and development practices have lower effect on employee satisfaction.

Rizwan and Ali (2010) emphasized that motivated employees significantly contribute to an organization's competitive advantage and profitability. By analyzing data from 220 employees across various sectors, the research found a strong correlation between different dimensions of work motivation and satisfaction. Specifically, reward and recognition were identified as having a substantial impact on employee motivation. These findings underscore the importance of implementing effective reward and recognition programs to enhance employee satisfaction and organizational performance. This study provides valuable insights for managers and policymakers in developing human resource practices that nurture a motivated and committed workforce.

Lama (2022) investigated the impact of human resource practices on employee satisfaction in Nepalese commercial banks. Employee satisfaction is analyzed as the dependent variable, with recruitment and selection, training and development, compensation policy, and performance appraisal as independent variables. Primary data were collected from 389 respondents in Kathmandu using structured questionnaires with a five-point Likert scale. The result shows that recruitment and selection, training and development, compensation policy, and performance appraisal found a positive correlation with employee satisfaction.

Organizational commitment refers to employees' identification, involvement, and loyalty to their organization (Devananda & Onahrng, 2019). Research shows that HRM practices have a significant positive effect on employee performance (Faiza et al., 2019). Studies by Aktar and Pangil (2018) suggest that HRM practices are strong predictors of employee engagement, with organizational commitment acting as a partial mediator in this relationship. HRM practices, including recruitment, training, compensation, and performance appraisals, have been linked to increased employee satisfaction and engagement (Abubakar et al., 2017). Murat et al. (2014) found that such practices positively impact job satisfaction and organizational commitment in sectors like banking.

3. Research Methods

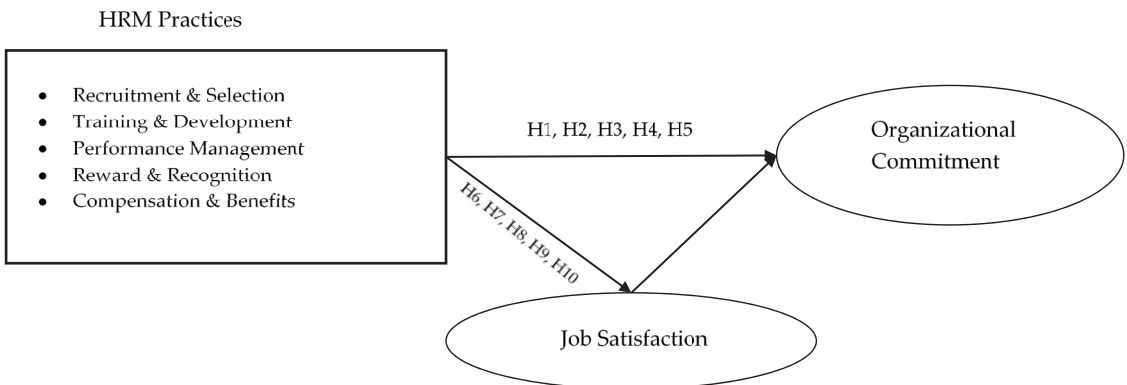
For the purpose of this research, quantitative approach was employed. The independent variables are HRM practices, mediating variable is employee job satisfaction, and the organizational commitment as dependent variable. The research used a descriptive and causal research design. The cross-sectional design permitted for the collection of data. For this study, the employees of IT companies within the Kathmandu Valley were considered the population. The data and information necessary for the study were collected from these employees to ensure the relevancy and accuracy of the findings. A purposive sampling method has been employed to select participants who can provide meaningful insights related to the research objectives. The survey includes responses from a total of 310 respondents.

Instruments/Measurements

The data were collected through structured close-ended questionnaire. For this study, the questionnaire was adapted from Saks (2006), Jawaad et al. (2019) and was prepared in Google Forms which was further distributed using the various social media channels. The variables in the study were measured using a five-point Likert scale to assess the level of agreement, with the following response categories: strongly disagree, disagree, neutral, agree, and strongly agree.

Figure 1

Conceptual Framework



Source: Jawaad et al. (2019)

Data Collection and Analysis Procedure

The primary data for the research was collected through the distribution of an online questionnaire to employees working in IT companies within the Kathmandu Valley. Statistical analysis was conducted using SPSS software version 26 and structural equation model (SEM) using AMOS. The data were evaluated by computing descriptive statistics, correlation analysis and structural equation model to establish the relationship between selected human resource management practices, employee job satisfaction and organizational commitment.

The demographic characteristics of 310 respondents show 58.7% respondents were male and remaining 41.3% were female. Most of the respondents (78.7%) were aged between 21 and 30 years, 18.1% respondents were aged between 31 and 40 years while only 3.2% were above 41 years. As per the educational qualification of the respondents, 57.4% had completed their bachelor’s and 40% had completed their masters. Meanwhile, 2.6% had completed their high school. About 71% of the respondents are single and 29% of the respondents are married. The largest group, comprising 44.5% of respondents, has 1-3 years of experience, followed by 32.3% with 4-6 years of experience. A smaller proportion, 14.8%, have been working for 7 years or more, while 8.4% have less than 1 year of experience. The study shows that 27.1% falls within the Rs. 30,000 to Rs. 50,000 monthly income range, followed by 25.8% earning between Rs. 51,000 and Rs. 80,000. About 16.8% of respondents have a monthly income of Rs. 81,000 to Rs. 100,000, while 16.1% earn Rs. 100,001 to Rs. 200,000. A smaller percentage, 11.6%, earn below Rs. 30,000, and only 2.6% of respondents report earning above Rs. 200,000.

4. Results

Table 1 shows that the composite reliability for all latent variables is above the recommended threshold of 0.7, which supports good divergent validity, following Hooper et al. (2008) suggestions. Since all latent variables were measured using established scales, content validity is assumed. Also, the Average Variance Extracted (AVE) for all variables is above the 0.5 threshold, meaning the explained variance is higher than the unexplained variance, confirming that convergent validity is also supported in the study.

The Relative Chi-Square (CMIN/DF) is 2.469, which is within the acceptable range of ≤ 3 (Schreiber et al., 2006). The Comparative Fit Index is 0.901, slightly below the ideal value of ≥ 0.93 but still acceptable (Hair et al., 2010). The Goodness of Fit Index and Adjusted Goodness of Fit Index (AGFI) are 0.958 and 0.830, respectively, both meeting the required thresholds. The Root Mean Square Error of Approximation is 0.079, indicating a good fit (Hair et al., 2010). Other indices, such as the Incremental Fit Index, Normed Fit Index, and various parsimony indices, also show acceptable values, confirming the overall fit of the model.

Table 1

Reliability and Validity Analysis

	Cronbach's Alpha	Composite Reliability	AVE	Mean (SD)
Recruitment & Selection	0.775	0.776	0.509	3.887 (0.719)
Training & Development	0.873	0.870	0.606	3.710 (0.789)
Performance Management	0.877	0.878	0.548	3.103 (0.914)
Reward & Recognition	0.848	0.843	0.576	3.402 (0.824)
Compensation & Benefits	0.749	0.751	0.695	3.168 (0.832)
Employee Job Satisfaction	0.882	0.879	0.544	3.394 (0.802)
Organizational Commitment	0.721	0.724	0.550	3.820 (0.873)

Recruitment and selection, the mean is 3.887, indicating an average rating around 3.89, with a moderate variation of 0.719 in responses. Training and development has a mean of 3.710 and a higher standard deviation of 0.789, suggesting more variation in ratings. Performance management has a mean of 3.103 and a relatively high variation of 0.914, showing diverse opinions among respondents. Reward and recognition has a mean of 3.402 and a variation of 0.824, indicating moderate variability in ratings. Compensation and benefits has a mean of 3.168 with a variation of 0.832, reflecting some variation in responses. For employee job satisfaction, the mean is 3.394 and the variation is 0.802, showing moderate variation in satisfaction levels. Finally, organizational commitment has a mean of 3.820 and the highest variation of 0.873, indicating significant variability in how committed employees feel.

Table 2

Path Analysis

	Coeff.	t-stats	p-values	Result
Recruitment and Selection \rightarrow OC(H1)	0.071	2.193	0.030	Supported
Training & Development \rightarrow OC (H2)	0.255	1.831	0.068	-
Performance Management \rightarrow OC (H3)	0.101	4.725	0.000	Supported
Rewards and recognition \rightarrow OC (H4)	0.400	3.497	0.001	Supported
Compensation & Benefits \rightarrow OC (H5)	0.248	3.096	0.022	Supported

Table 2 shows the results of the path analysis investigating the impact of different HRM practices on organizational commitment in IT companies in Kathmandu Valley. The analysis reveals that rewards and recognition ($\beta = 0.400$, $p = 0.001$) has the strongest positive effect on organizational commitment, followed by compensation and benefits ($\beta = 0.248$, $p = 0.022$). This indicates that recognizing and rewarding employees' efforts, along with offering attractive compensation packages, are key factors in improving employees' commitment to the organization.

Likewise, performance management ($\beta=0.101$, $p=0.000$) also positively affects OC, suggesting that having clear performance expectations and feedback mechanisms is important for enhancing commitment. Recruitment and selection ($\beta = 0.071$, $p = 0.030$) also shows a positive relationship with OC, although the effect is smaller, the hiring the right people for the job is important for long-term commitment. However, training and development ($\beta = 0.255$, $p = 0.068$) did not have a statistically significant impact on OC, as its p-value is slightly above the 0.05 threshold.

Table 3

Mediation Analysis

	Direct Effect	Indirect Effect	95% CI		Result
			Lower	Upper	
Recruitment and Selection → Employee Job Satisfaction → OC (H6)	0.293**	0.321	0.093	0.232	Partial mediation
Performance Management → Employee Job Satisfaction → OC (H8)	0.323**	0.210	0.129	0.319	Partial mediation
Rewards and recognition → Employee Job Satisfaction → OC (H9)	0.233**	0.017	0.004	0.009	Partial mediation
Compensation & Benefits → Employee Job Satisfaction → OC (H10)	0.017	0.108	0.124	0.281	Full mediation

Table 3 shows the results of the mediation analysis, which tests whether employee job satisfaction acts as a mediator between different HRM practices and OC. The results reveal that recruitment and selection (H6) have a partial mediation effect on OC through Job Satisfaction. This means that while recruitment and selection directly affect OC (with a coefficient of 0.293), it also influences OC through Job Satisfaction (indirect effect of 0.321). In other words, when employees are satisfied with the recruitment process, it strengthens their commitment to the organization.

Similarly, performance management (H8) also shows partial mediation, with a direct effect of 0.323 and an indirect effect of 0.210. This suggests that performance management has a positive effect on OC directly, but Job Satisfaction also plays a role in enhancing this effect. For rewards and recognition (H9), the direct effect on OC is 0.233, and the indirect effect through job satisfaction is much smaller 0.017. This means that while rewards and recognition do increase OC, job satisfaction still plays a role, but its impact is weaker compared to the other HRM practices. The analysis also shows that compensation & benefits (H10) has full mediation. The direct effect is very small 0.017, but the indirect effect through job satisfaction is much larger 0.108. Now, the impact of compensation and benefits on OC is completely driven by how satisfied employees are with their compensation and benefits.

5. Discussion

The study's findings support prior research, such as Absar et al. (2010), which highlights the positive influence of training and development on employee satisfaction, though in this study, training and development did not show a statistically significant effect on OC. This finding

contrasts with other studies, such as Maheshwari and Vohra (2015) and Bisharat et al. (2017), which found a stronger relationship between training and OC. Additionally, the study confirms the mediating role of job satisfaction between HRM practices and OC, consistent with Antonaki and Trivellas (2014), who also found job satisfaction to play a key mediating role. This aligns with the idea that higher job satisfaction enhances greater organizational commitment, as also observed by Schalk and Roe (2007) and Mackay (2018). On the other hand, differences emerge in the effectiveness of recruitment and selection, which in this study had a relatively smaller effect on OC contrasting with the findings of Bisharat et al. (2017) and Lamba and Choudhary (2013) reported a stronger relationship between recruitment practices and OC. This discrepancy may be due to the unique context of the IT industry in the Kathmandu Valley, where recruitment practices may focus more on immediate needs rather than promoting long-term commitment. While performance management was found to positively affect OC, this research also showed that the effect was mediated by job satisfaction, suggesting that the direct impact of performance management on OC might be weaker than expected without considering employee satisfaction, which diverges from other studies that emphasized its direct impact. The research supports key findings from past research, such as the importance of rewards, compensation, and the mediating role of job satisfaction, it also presents some differences, especially regarding the impact of training and recruitment on OC, highlighting the importance of contextual factors and specific industry dynamics.

6. Conclusions

The research indicates the significant impact of various HRM practices on organizational commitment in IT companies within the Kathmandu Valley. Rewards and recognition emerged as the strongest predictor of OC, followed by compensation and benefits, emphasizing the importance of recognizing employees' efforts and offering competitive compensation packages to enhance their commitment to the organization. Performance management also positively affected OC signifying that clear performance expectations and regular feedback mechanisms contribute to stronger employee commitment. Recruitment and selection, while is considered important factor, had a smaller effect on OC, symbolizing that hiring the right individuals is crucial but may not have as immediate or direct impact on long-term commitment compared to other HRM practices. Remarkably, training and development did not show a significant direct impact on OC, which differs from findings in other studies and may reflect the specific context of the IT industry in this region. Further, the research found that employee job satisfaction plays a crucial mediating role in the relationship between HRM practices and OC. Specifically, job satisfaction partially mediated the effect of recruitment and selection, performance management, and rewards and recognition on OC, with compensation and benefits showing a full mediation effect. This suggests that while HRM practices can directly influence OC, their effects are significantly enhanced when employees are satisfied with the organization's offerings, particularly in terms of compensation and benefits.

7. Implications

Theoretical Implications

The research supports social exchange theory by signifying that when organizations invest in HRM practices, such as rewards, compensation, and performance management, employees perceive these investments as social exchanges. In return, employees become more committed to the organization. The findings also contribute to the understanding of the relationship between HRM practices, job satisfaction, and organizational commitment, showing that job

satisfaction mediates the effect of HRM practices on organizational commitment. This highlights the importance of considering job satisfaction as a key mechanism through which HRM practices influence employee outcomes. The study further enhances the theoretical framework by emphasizing the role of HRM practices in developing long-term, mutually beneficial relationships between employees and organizations.

Managerial Implications

This research provides key insights for managers in the growing IT sector in Nepal, where competition for talent is intensifying. To increase employee job satisfaction and organizational commitment, managers could focus on creating fair and transparent rewards and recognition systems, ensuring equitable compensation & benefits, and implementing strong performance management practices. As the IT sector in Nepal continues to expand, promoting a learning culture and providing continuous training and development opportunities will be crucial for retaining top talent. Also, careful attention can be given to recruitment and selection to ensure cultural and skill fit, as well as creating a supportive work environment. By prioritizing these HRM practices, managers can build a highly engaged, satisfied, and committed workforce, which is essential for sustaining growth and achieving long-term success in the competitive IT industry.

8. Limitations and Direction for Future Research

The scope of research is confined to employees of IT companies located exclusively within the Kathmandu Valley potentially restricting the generalizability of its findings. The findings may not fully represent the human resource management practices, organizational commitment and employee job satisfaction in IT companies across other geographical regions. This research used a cross-sectional design, which limits the ability to analyze changes or trends over time. The research advocates the application of longitudinal data to track changes and trends over an extended period. The research was based on a limited sample size, which restricts the in-depth analysis and may not fully capture the diverse perspectives of employees within the IT sector. It is recommended future research include a larger sample size and extend the study to IT companies across Nepal. Future researches can examine the relationship of other human resource practices that are not taken under this research such as workplace safety, retention policies, legal compliances, relationship with colleagues, etc. with the employee job satisfaction. Future researches can be conducted to study these variables in the other sectors such as hospitality, manufacturing, education, etc.

Conflict of Interest

Authors declare no conflict of interest while preparing this article.

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