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**RESEARCH ARTICLE**

## THE ROLE OF HUMAN RESOURCE MANAGEMENT PRACTICES AND EMPLOYEE JOB SATISFACTION IN PREDICTING ORGANIZATIONAL COMMITMENT IN TERTIARY INSTITUTIONS

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**ABSTRACT**

Human resource management strategies are capable of creating tertiary institutions that are distinguished by intelligence, adaptability, and competence. Human resource management practices help educational institutions and their employees develop a mutually beneficial partnership based on shared trust and responsibilities. Tertiary institution should assess and prioritize consistent human resource management practices, organizational commitment, and employee job satisfaction in order to draw competent new workers and retain talented existing ones. The study aims to examine the role of human resource practices and employee job satisfaction in predicting organizational commitment. The study employed the quantitative survey research. The population of the study covered staff at Kumasi Technical University, Accra Technical University, and Koforidua Technical University. A convenient sampling method was employed to recruit the participants. Questionnaire was used as a research instrument. SPSS was used for the analysis. Employee work satisfaction was found to be positively connected with commitment of organization. The study revealed that human resource practices contributed significantly to predict commitment of organization.

**KEYWORDS**

human resource practices, employee, job satisfaction, tertiary institution and organizational commitment

**1. INTRODUCTION**

Individuals are the most valued resource, according to practically every tertiary institution's mission report. Any tertiary institution must have the right individuals at the right time and place to fulfill its goals, survive, and prosper (Oladipo, 2011). The quality and skill of a tertiary institution's workers, as well as other sorts of commercial organizations, is critical. As a result, tertiary institutions must pay greater attention to their human resources, as practices of human resource support the organization's ability to maximize staff competencies (Saleem et al., 2014). In comparison to their competitors, human resource management strategies are capable of creating tertiary institutions that are distinguished by intelligence, adaptability, and competence. These tertiary institutions follow rules and procedures for hiring, selecting, and training skillful workers. These personnel, sequentially, will put up their best labors to collaborate in their institution's resource pool (Nancy, 2013). Furthermore, the institutions' performance, competitive power, and existence are entirely reliant on their members' commitment. Members should be satisfied with their jobs so as to be dedicated to their organization, therefore satisfaction of work is an essential condition for employees' dedication to their organization. Human resource management methods can help educational institutions and their employees develop a mutually beneficial partnership based on shared trust and responsibilities. Employees donate their services to businesses in exchange for other benefits and perks they get from the businesses, according to the "social exchange theory" (Mehwish et al., 2019). As a result, it is expected that when employees are content and devoted to their institution, the cost of low productivity, absenteeism, and employee turnover would be reduced (Mizanur, Mohammad & Mohammad, 2012). As said by Pasaoglu & Tonus (2014), the accomplishments and functioning capability of employees are privileges

of their job pleasure. As a result, each tertiary institution should assess and prioritize consistent human resource management practices, organizational commitment, and employee job satisfaction in order to draw competent new workers and retain talented existing ones (Mizan et al., 2013; Khera, 2010).

**2. PROBLEM STATEMENT**

Globalization is one of the issues facing tertiary institutions, which includes complicated developments and technology trends. These fast variations force them to properly manage their worker companies with regards to work happiness, organizational commitment, and employee performance. Workers whose jobs were content with them were shown to be extra dedicated to their businesses, adding to their eventual survival and effectiveness (Mahmood, 2013). Notwithstanding the fact that HRM methods are rapidly being connected to various outcomes of organizations for example employee commitment, performance, and job satisfaction (Nadarajah et al., 2012; Rahman et al., 2013; Choi & Lee, 2013). In Ghanaian higher institutions, there is no study on the influence of employee job satisfaction and HRM practices in predicting organizational commitment.

**2.1 Purpose of the study**

This research's goal was to look at the influence of employee job satisfaction and human resource management in predicting organizational commitment in Ghanaian tertiary institutions.

**2.2 Significance of the study**

This study could add to knowledge body in Ghanaian tertiary institutions

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about organizational commitment, job satisfaction, and human resource management. According to Mizan et al. (2013), Ghana's tertiary institutions are rapidly expanding. As a result, there is a pressing need to hire capable and skilled human resources. This research will add to the growth of Ghanaian tertiary institutions, which may lead to the effective operation of this sector, which will have a good influence on Ghanaian society's economy. It will likewise highlight HRM practices' necessity and nature for the banking sector's advantage.

### 3. LITERATURE REVIEW

#### 3.1 Organizational commitment, job satisfaction and HRM practices

Many organizations' success, both private and public, for example tertiary institutions, is primarily reliant on its human resources' performance (Uma et al., 2017), which values abilities of employees (Ong et al., 2019; Ong & Koh, 2018). As said by Elrehail et al. (2019), practices of HRM is a set of consistent procedures and internally coherent intended at promoting and reinforcing employee commitment, motivation, and competence. So as to meet objectives of the organization, according to Ana et al. (2019), they likewise manage people abilities and skills. HRM techniques are likely more to produce work environments and conditions in which employees are highly devoted to the organization (have a good attitude) and try to attain objectives of the organization. Willingness of employees to be dedicated to assisting the organization attain its aspirations defines organizational commitment. Workers' levels of loyalty, involvement, and identification are totally elements in organizational commitment (Devananda & Onahring, 2019). As said by Faiza et al. (2019), management of human resource methods have a helpful and major influence on worker performance.

According to Mohammed et al. (2019), HRM practices are seen to be boosting satisfaction of employee with their jobs. Satisfaction of job is a person's affective orientation concerning the existing job positions that she or he is occupying, and it is connected to that person's work conduct (Devananda & Onahring, 2019). Management of human resource strategies are meant to improve employees' attitudes (dedication) and, consequently, their performance (Cai et al., 2019). Employee satisfaction and commitment have a significant influence on the organization (Elrehail et al., 2019). Additionally, Ana et al. (2019) found a high and favorable link between employee satisfaction and HRM practices. On one side, according to Cai et al. (2019), effective HRM practices can boost worker commitment and satisfaction, whereas on the other, they can boost organizational performance. Employee commitment is viewed as a link or relationship between the company and its employees (Mizan, et al., 2013). Turnover and absenteeism rates will be high if employees are neither dedicated to the organization nor satisfied with their jobs (Murat et al., 2014). According to Mehwish et al. (2019), organizations should implement and use incentives and incentivize employees to increase their commitment in order to ensure their commitment.

Alima and Faizuniah (2018) investigated organizational commitment (OC) function as a mediating factor in the link between employee engagement and HRM practices among banking workers. HRM practices were seen to be major employee engagement predictors in their research. The results likewise showed partial mediating role of organizational commitment in the association between employee engagement and HRM practices. According to Prakash (2017), there is likely to be an interactional cycle among and between HRM practices, organizational commitment, and job satisfaction in which HR practices and policies are probable to increase job satisfaction of employee, which in turn aids these workers become extra devoted to their organization. As said by Ambreen (2011), they are linked to normative and affective commitment in a good way. According to Mohammad et al. (2018), retention intention, affective commitment, and job satisfaction are entirely instances of suitable actions and attitudes that can be utilized to evaluate commitment of an employee to their company. Organizational commitment and HRM practices have a good association, according to Abdirahman (2015). HRM strategies have an impact on an organization's outcomes since they are probable to change employee attitudes and behaviors (Norhasnina et al., 2018). HRM strategies, according to certain researchers (Ukil, 2016 Albrecht et al., 2015; Abubakar et al., 2017a, b;), can contribute to employee engagement and happiness. Murat et al. (2014) discovered that HRM activities (selection and recruitment, development and training, performance reviews, and remuneration and benefits) had favorable associations with organizational commitment and job satisfaction. Mizan et al. (2013) discovered beneficial connections between particular organizational commitment, job satisfaction, and human resource practices in Bangladesh's banking sector.

The study hypothesized that;

H1. *There is a positive correlation between employee job satisfaction and*

*HRM practices.*

H2. *There is a positive correlation between organizational commitment and employee job satisfaction.*

H3. *There is a positive correlation between organizational commitment and HRM practices.*

H4. *There are combined impacts of employee job satisfaction and HRM practices on organizational commitment.*

### 4. METHOD

#### 4.1 Participants

The participants were recruited using a convenient sampling procedure. Three Ghana's technical universities in Kumasi, Accra, and Koforidua, were approached and chosen to examine the role of employee job satisfaction and human resource management in predicting organizational commitment in tertiary institutions in Ghana. The bulk of the participants (51%) were 26 years to 35 years, next 36 years to 49 years (38%) and 50 years to 59 years (11%). In terms of educational attainment, the majority of participants (50%) had a bachelor's degree, while 14 percent had a university diploma and 36 percent had a master's degree. The participants' years of experience differed as well; 36 percent had five to ten years of experience, whereas 57% had fifteen to twenty years of expertise. Only 7% of those surveyed had more than 20 years of experience. There were over 400 questionnaires distributed. Nonetheless, only 240 were returned, and only (220) were chosen since they were filled out correctly with no missing questions. As a result, the final sample consisted of (220) employees from the three technical universities.

#### 4.2 Design

Quantitative survey research was used to conduct this investigation. Employee work satisfaction and HRM practices are independent variables, while organizational commitment is the dependent variable.

#### 4.3 Instruments

Questionnaire on HRM practices (Chandrakantan, 2011). It's a 16-item survey with a 5-point Likert scale ranging to 5 (strongly agree) from 1 (strongly disagree). Information sharing, compensation policy, development and training, and job stability were identified as the four factors that explained 64 percent of factor analysis' variance. There are four things in each factor. Each item's score ranged from 1 to 5, with a total score ranging from 16 to 80. Cronbach's alpha was applied to state the scale's internal consistency and dependability. Internal consistency dependability was found to be satisfactory for the items. Compensation had a Cronbach alpha of 0.77, information sharing had a Cronbach alpha of 0.72, job security had a Cronbach alpha of 0.79, and training and development had a Cronbach alpha of 0.75. Questionnaire on organizational commitment (Norm, Francisco & Cyntia, 2017). As said by Norm et al. (2017), this instrument assesses commitment in its normative component, which is centered on duty and reciprocity as work value, as well as a connection to the business centered on loyalty of employee. It was a 30-item survey on a 5-point Likert scale ranging to 5 (looks exactly like me) from 1 (doesn't look anything like me). Every item's score ranged to 5 from 1, with the total score ranging to 150 from 30. The component analysis revealed a 2-factor answer, which explained 45 percent of the variance: loyalty-reciprocity and compliance-responsibility. Internal consistency was found to be adequate in a reliability analysis, with a score of 0.88. The scale for job satisfaction in general (Scott & Peter, 1997). It's a dependable way to assess a distinct build. It's a 10-item scale with a 5-point Likert scale ranging to 5 (strongly agree) from 1 (strongly disagree). Workplace characteristics for example boredom, job stress, loneliness, and the risk of injury or disease were all linked to the scale. Cronbach's coefficient. Internal consistency dependability was found to be satisfactory for the items. Cronbach's alpha was 0.78 for the measures. Individual item was scored on a scale of 1 to 5, with a composite score ranging from 5 to 50, with higher scores signifying greater job satisfaction.

#### 4.4 Procedures

Workers in selected institutions were briefed about the study's aim and willingly specified their willingness to participate orally before the scales were administered. The respondents were communicated not to pinpoint themselves at all on the paper scale in order to ensure that they responded honestly and truthfully to the items. They were also told that they shouldn't be concerned about anything related to their involvement in the study, and that their comments would be used solely for purposes of research and reserved private. All of the information was entered into an SPSS file.

#### 4.5 Data analysis

Linear regression and Pearson correlation were used to examine the data. In Ghanaian technical universities, linear regression was utilized to investigate the relative contributions of employee job satisfaction and HRM practices to organizational commitment's prediction.

**5. RESULTS**

Table 1 showed the strength and direction of the relationship among employee job satisfaction, HRM practices, and organizational commitment. The correlation between employee job satisfaction and HRM practices was positively high ( $r = .885^{**}$ ,  $n = 220$ ,  $p < 0.01$ ) and significant. This explained a 78.32% variation of HRM practices in employee job satisfaction ( $r^2 = .885 * .885 * 100$ ). This means that the more HRM practices are implemented, the more employees become satisfied with their jobs at a higher rate. The correlation between employee job satisfaction and organizational commitment was positively low ( $r = .478$ ,  $n = 220$ ,  $p > 0.05$ ) but not significant. This explained a 22.85% variation of organizational commitment in employee job satisfaction ( $r^2 = .478 * .478 * 100$ ). This means that the more organizations are committed, the more employees become satisfied with their jobs at a lower rate. The correlation between HRM practices and organizational commitment was positively moderate ( $r = .540^*$ ,  $n = 220$ ,  $p < 0.05$ ) and significant. This explained a 29.16% variation of organizational commitment in HRM practices ( $r^2 = .540 * .540 * 100$ ). This means that the more organizations are committed, the more HRM practices are implemented at a moderate rate.

Table 1: Correlation						
		1	2	3	M	SD
1	Employee job satisfaction	1.			2.50	.94054
2	HRM practices	.885**	1.		2.00	.55470
3	Organizational commitment	.478	.540*	1.	1.57	.51355

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

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

The R value in Table 2 is .885<sup>a</sup> which means that the relationship among employee job satisfaction, HRM practices and organizational commitment is low but positive. The R Square of the model summary illustration is .783 which means the significant impact of employee job satisfaction and HRM practices account for only 78.3% of the contribution of factors that influence organizational commitment. Hence, the model fit the study. The Std. Error of the Estimate between the variables is .47673 which is the average error for the model fit. How small the Std. Error of the Estimate is means that the model is good. The F Change for the model is 19.800 which is significant and it means that the R-squared does not equal to zero.

Table 2: Model Summary on the impacts of employee job satisfaction and HRM practices on organizational commitment									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.885 <sup>a</sup>	.783	.743	.47673	.783	19.800	1	218	.000

The relationship between organizational commitment and the model was statistically significant. Moreover, the p-value in Table 3 is .000<sup>b</sup> which is less than .01. This evidence that the regression model fits the data better than the model with no independent variables. The degree of freedom (219 - df1) is 218 which refers to the maximum number of logically independent values and have the freedom to vary in data sample without breaking any constraints.

Table 3: ANOVA <sup>a</sup> on the impacts of employee job satisfaction and HRM practices on organizational commitment						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9.000	1	4.500	19.800	.000 <sup>b</sup>
	Residual	2.500	218	.227		
	Total	11.500	219			

a. Dependent Variable: organizational commitment

b. Predictors: (Constant), employee job satisfaction, HRM practices

In Table 4, Employee job satisfaction showed a positive relation with organizational commitment ( $B = .885$ ,  $t = 5.296$ ). HRM practices showed a positive relation with organizational commitment ( $B = .000$ ,  $t = .000$ ).

Table 4: Coefficients <sup>a</sup> on the impacts of employee job satisfaction and HRM practices on organizational commitment						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.500	.524		-.955	.360
	Employee job satisfaction	1.500	.283	.885	5.296	.000
	HRM practices	-1.002E-013	.306	.000	.000	1.000

a. Dependent Variable: organizational commitment

**6. DISCUSSION**

The goal of this study was to assess the correlation between employee job satisfaction and HRM practices, the correlation between organizational commitment and HRM practices, and the correlation between organizational commitment and employee job satisfaction. Furthermore, the research sought to assess the combined impacts of employee job satisfaction and HRM practices on organizational commitment in Ghanaian technical universities. The findings by the way add to our understanding of the relationship among organizational commitment, employee job satisfaction, and HRM practices in Ghanaian technical universities. Organizational commitment and employee job satisfaction were favorably connected with HRM practices. Employee job satisfaction was positively connected with organizational commitment. These findings corroborate prior research that found employee job satisfaction and human resource practices to be favorable contributors to organizational commitment of employees (Taghrid, 2015; Nwachukwu & Chladkova, 2017; Haruna & Marthandan, 2017). Employees' good impressions of practices of human resource are probable to boost their job satisfaction and commitment to their company. This could be since, as Altarawneh (2009) shows, the service business greatly concentrated on HRM than other industries. The critical goal of HRM is to safeguard that the company's people allows it to attain success. HRM prepares the firm with the essential competencies for its workers to take advantage of and learn new chances. It focuses on organizational performance, knowledge management, human capital management, employee interactions, reward management, and addressing a variety of demands (Osibanjo, 2012). Job satisfaction was linked to organizational commitment, according to the findings of this study, which were similar to Ali et al (2019). Furthermore, HRM (signified by their managers) creates favorable circumstances for increasing job motivation and employee satisfaction via suitable awarding, which is centered on actual evaluation of performance and increases of salary suitable for workers' abilities, with the goal of improving organizational commitment. High job satisfaction levels are connected to high levels of minimal turnover, productivity, organizational commitment, and low absenteeism. HRM practices are a better predictor of organizational commitment since they create chances and are accountable to the human resources development and effective growth in the business. This study's findings agree with those of Edgar & Geare (2005), who found that HRM methods impact on attitudes of employee in New Zealand, including organizational commitment, organizational justice, and work satisfaction. As said by Osibanjo et al. (2012), satisfaction of job can be achieved through an equitable reward system that comprises compensation, human resource procedures, training and development, and fair treatment and working environment. HRM practices and employee job satisfaction when combined proved statistically significant. Employee job satisfaction showed a positive relation with organizational commitment. HRM practices showed a positive relation with organizational commitment. This revealed that HRM and employee job satisfaction accounted for 78.3% of the overall variance in organizational commitment among individuals who took part in the survey.

**6.1 Application and implications**

In Ghanaian technical universities, the findings of this study corroborated earlier research and confirmed links between and among HRM, employee job satisfaction, and organizational commitment. These results have ramifications in the real world. Having high levels of job satisfaction among technical university personnel will reduce turnover, absenteeism, and productivity while also increasing organizational commitment. HRM practices, on the other hand, aid in career development and, as a result, improve job chances. According to the study, firms, particularly banks, should place a greater emphasis on HRM practices in order to assure high levels of job satisfaction among employees and increased organizational loyalty.

**6.2 Recommendations and conclusion**

Finally, this research purpose was to look at the combined impact of

human resource management and employee satisfaction of job on organizational commitment. Furthermore, research sought to determine the relative contributions of human resource management and employee satisfaction of job to commitment of organization in Ghanaian technical universities. Furthermore, the researchers wanted to see if there were any correlation among organizational commitment, HRM practices, and employee job satisfaction in Ghanaian technical universities. Employee work satisfaction was found to be positively connected with commitment of organization. Individually, the 2 independent variables significantly contributed to predict commitment of organization. HRM programs, activities, practices, and policies can be described as a way of managing organizational people to achieve a competitive edge. Given the dynamic and competitive nature of the university environment, innovative HRM strategies should focus on providing workers with diverse and new cognition and skills, assuring their flexible change respond.

### 6.3 Future research and limitations

There are some drawbacks to this study. To begin, participants were recruited using a convenient sampling procedure. As a result, the study's conclusions are limited in their applicability to other organizations, age groups and people. Second, any findings generalization must carefully be done. Future research should focus on the impact of HRM practices on the performance of an organization. Also, different participants from private and public should be considered for further studies.

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