THE RELATIONSHIP BETWEEN HUMAN RESOURCE MANAGEMENT PRACTICES AND ORGANISATIONAL COMMITMENT IN SMALL MEDIUM ENTERPRISES

by

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RESEARCH DISSERTATION

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DEDICATION

I dedicate this study to the almighty God, Thanking Him for giving me the strength to move forward in my studies. To my family and many friends. A special thanks to my loving mother, Grace Matlakala whose words of encouragement and push for tenacity ring in my ears.

DECLARATION

I Kobela Mary Matlakala, student at the faculty of Management and Law of the University of Limpopo, declare and certify that this dissertation entitled, *The relationship between human resource management practices and organisational commitment in small and medium enterprises,* is entirely the results of my own *work* and has never been submitted by me for a degree at this or any other university. I have faithfully and accurately cited all my sources.

Signature…………*Matlakala K.M*…………

Date…13/09/2021………………………….

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ABSTRACT

The purpose of this study was to investigate the relationship between Human Resource Management (HRM) practices and organisational commitment of employees in the Small and Medium Enterprises (SMEs) in Capricorn District in Limpopo Province. A quantitative research design was used in which self-administered questionnaires were utilised to collect data from a convenience sample of 149 participants. The sample size constituted of 149 employees from 18 SMEs. The data was collected using three structured questionnaires (Demographic section), Human Resource Management Practices Questionnaire and Organisational Commitment Questionnaire, with closed questions. Descriptive and inferential statistics, including correlation and regression analyses, were used to conduct analysis. The findings indicated that there is a positive relationship between HRM practices and Organisational Commitment. The results revealed that employees were not satisfied with the HRM practices in the workplace and had low organisational commitment. It was recommended that SMEs managers implement proper HRM practices for their employees to be committed to the organisation. The study recommends further research on other HRM practices that may have influence on employees' organisational commitment.

Keywords: HRM practices, Organisational commitment, SMEs, Recruitment and selection, Affective commitment.

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CHAPTER ONE: INTRODUCTION AND BACKGROUND TO THE STUDY

1.1. INTRODUCTION AND BACKGROUND

Small and medium enterprises (SMEs) provide a major contribution to economic growth in developing countries. This is of importance in South Africa with its unequal income distribution and unemployment challenges (Lekhanya, 2013). However, SMEs are faced with serious challenges, such as rising pressures from globalization and competition from established firms (Baard, 2004). To increase the competitiveness of SMEs and that of the quality of product and services, a well-managed and motivated workforce is needed. The human resources component is the most valuable aspect of any organisation in both developed and developing countries (Ehtesham et al., 2011). Employees are the key to help organisations to realizing both short and long terms goals. Hence, there is a need for efficient and effective Human Resource Management (HRM) practices in SMEs to actively reap the rewards that are introduced with a well-managed workforce (Clinton-Baker, 2014).

HRM practices adopted in SMEs of Capricorn District cover recruitment and selection, training and development, compensation and benefits, and performance appraisal. The main recruitment selection practices were a person's ability to perform the technical requirements of the job, a personal interview, and an employment test (Huo et al., 2002). A comparative study by Kuswantoro et al., (2012) revealed that SMEs provide in-house training for employees and encourage them to attend external skill training and development programs usually provided by the government agencies. There is transparency in the compensation and benefits systems that apply in SMEs (Bennington & Habir, 2003). According to Bennington and Habir (2003), it was revealed that performance appraisal usually recognizes good performance, identify development activities, and allow subordinates to express their perspectives feelings.

The problem of HRM practices is an issue in SMEs as the HRM practices are adapted by the owner. In big companies, there is a team of consultants hired to coordinate

HRM practices of employees. The manufacturing and service sectors are striving to meet the needs of customers by giving them good quality, innovative and value adding services and products (Apurva, 2016). HRM is recognized as an essential factor in gaining competitive advantage (Obeidat & Abdallah, 2014). Organisations with high-quality HRM practices, employees and customers tend to be very satisfied; subsequently the organisations tend to be highly innovative, increased productivity, and create development in the community (Noe, 2011).

HRM practices that are properly practiced encourage employees to perform better (Kuvaas & Dysvik, 2010). In addition, research findings show that employees with positive perception of HRM practices experience low level of stress, as compared to those with negative perception of HRM practices (Macky & Boxall, 2008; Gould-Williams & Mohamed, 2010). HRM practices can be a significant source of employee satisfaction that led to lower absenteeism, reduce turnover and increase employees' loyalty to the organisations (Ijigu, 2015). Organisations that deploy HRM practice strategies have employees who are committed to the organisation and feel a need to be part of the growth of the firm in the longer run (Vandenberghe & Bentein, 2009).

Research has found that the more committed employee is to the organisation, the greater the effort exerted by employees in performing tasks (Steers & Porter, 2012). The role of organisational commitment in organisations is to ensure that highly committed employees remain associated with the organisation, advance organisational goals, and are therefore less likely to leave. Generally, employees are more likely to reciprocate through positive work attitudes and behaviours, and to exert higher levels of effort in support of the goals and strategies of the organisation, especially when managerial decisions have a positive effect on employees' physical and psychological needs (McClean & Collins, 2011). The more committed the employees, the more probable it is to have a workforce that contributes to the benefits of both the individual and the organisation (Meyer & Allen, 2001).

Organisational commitment is a core for employees' attitude, which is associated with employees work behaviour, and work outcomes, income generated and behaviour of employees in the organisation (Sinclair & Wright, 2006). Michael, Court and Petal (2009) stated that organisational commitment reflects on the unique relationship between the individual and organisation, and this relationship is very important in illustrating individual behaviour in the organisation. There is a circle of trust between employees and other co-workers in the organisation at lower level, whereby specific individuals trust each other within the organisation and at top level such as their supervisors and managers (Innocenti, Pilati & Peluso, 2011). Organisations in the competitive business market of today wish to have a productive workforce, which is loyal to their institutions, and HRM practices, which are more progressive than ever before to achieve this. This situation allows institutions to be competitive and cope with different conditions of employees (Golicic & Smith, 2013).

Several researchers examining the relationship between HRM practices and commitment reported that such research has been conducted at corporate level (Wright, Gardner & Moynihan, 2007). Payne and Huffman (2008) found in a longitudinal study that organisational commitment mediated the relationship between mentoring, HRM practices in the organisation and employee commitment over time. This research focused on the link between HRM practices and organisational commitment in SMEs. The research focused on the empirical and conceptual analyses of the concept of organisational commitment and the importance of HRM practices on organisational commitment (Wright & Nishii, 2007).

Michael, Court and Petal (2009) hold the view that organisational commitment reflects on the unique relationship between the individual and organisation, which is very important in illustrating individual behaviour in the organisation. HRM practice fulfils employees' needs by encouraging proper attitudes and behaviours, which results in employees improving their overall performance in accordance with the goals of the organisation they work for (Edgar & Geare, 2005). As mentioned by Ostroff and Bowen (2000), the social exchange model in HRM is an important factor in stimulating employees to behave and support the goals of the organisation.

1.2. PROBLEM STATEMENT

Michael, Prince and Varghese (2015) mention that organisations recently develop a strategy of flexibility and organisational commitment that can benefit all the employees in the SMEs. Employees should benefit from their organisation through compensation and reward for them to stay motivated. Imran, Ali and Islam (2014) argue that it has become challenging for employers to remain competitive. One of the keys to remain competitive is to have the best human resources (Imran et al., 2014). Therefore, every organisation aims to hire qualified employees in the markets and even from their rival firms. Appropriate management regarding human resources performed an important role in the development of employee commitment that helps in attaining organisational goals (Mohyin, Dainty & Carrillo, 2012). Gaining competitive advantage by the need to attract qualified employees, have caused a leap in the number of studies aiming to study the relationships between HRM practices and organisational commitment (Tien, 2013).

It is now widely accepted that sound HRM practices can help firms to improve the organisational commitment of employees (Islami, 2015). HRM practices can indirectly influence productivity by reducing the rising number of employees. In general, the HRM literature shows that HRM practices are related to organisational commitment (Meyer & Smith, 2001; Wright & Boswell, 2002; Macky, & Boxall, 2007). However, in SMEs, there is little research done on the relationship between HRM practices and employees behaviour, like organisational commitment (Giauque, Resenterra & Siggen, 2010). The present study proposes to address this gap, which is whether there is a significant relationship between selected HRM practices and the organisational commitment of SME employees.

1.3. AIM OF THE STUDY

The aim of this study is to investigate the relationship between HRM practices and the organisational commitment of employees in SMEs in Limpopo Province.

1.4. OBJECTIVES OF THE STUDY

The study has the following objectives:

- To measure the relationship between HRM practices and the overall organisational commitment of employees.

- To measure the relationship between HRM practices and dimensions of organisational commitment.

- To make recommendations on ways to improve HRM practices and organisational commitment.

1.5. HYPOTHESES

H_0: There is no relationship between overall HRM practices and organisational commitment of employees.

H_1: There is a relationship between overall HRM practices and organisational commitment of employees.

H_2: There is a positive relationship between the overall HRM practices and the organisational commitment of employees.

H_3: There is a positive relationship between *recruitment and selection* and affective commitment (AC).

H_4: There is a positive relationship between *recruitment and selection* and continuance commitment (CC).

H_4: There is a positive relationship between *recruitment and selection* and normative commitment (NC).

H_6: There is a positive relationship between *training and development* and affective commitment (AC).

H_7: There is a positive relationship between *training and development* and continuance commitment (CC).

H_8: There is a positive relationship between *training and development* and normative

commitment (NC).

H$_9$: There is a positive relationship between *compensation and benefits* and affective commitment (AC).

H$_{10}$: There is a positive relationship between *compensation and benefits* and continuance commitment (CC).

H$_{11}$: There is a positive relationship between *compensation and benefits* and normative commitment (NC).

H$_{12}$: There is a positive relationship between *performance appraisal* and affective commitment (AC).

H$_{13}$: There is a positive relationship between *performance appraisal* and continuance commitment (CC).

H$_{14}$: There is a positive relationship between *performance appraisal* and normative commitment (NC).

H$_{15}$: There is a positive relationship between *welfare activities* and affective commitment (AC).

H$_{16}$: There is a positive relationship between *welfare activities* and continuance commitment (CC).

H$_{17}$: There is a positive relationship between *welfare activities* and normative commitment (NC).

1.6. DEFINITION OF CONCEPTS

1.6.1 Human Resource Management Practices

HRM practices is vital for successful implementation of HR policies effectively and efficiently to achieve the organisational goals (Mathis & Jackson, 2008). HRM practices influence employees' collaboration and their interpersonal trust to utilize employees' knowledge (Balkin & Matusik, 2010). Another wide used defamation is by Dessler (2013: 3), who defined Human Resource Management practices as "The

process of acquiring, training, appraising, and compensating employees, and of attending to their labor relations, health and safety, and fairness concerns." HRM practices are defined as "organizational activities directed at managing the pool of human resources and ensuring that the resources are employed towards the fulfilment of organisational goals" (Tiwari & Saxena, 2012: 671). HRM practices contribute to the organization's bottom line, areas such as recruitment, selection, training, development and performance appraisal which should be consistent, integrated and strategically focused thus Firms build long-term commitment to retain their work force (Choudhary & Lamba, 2013).

1.6.2 Organisational Commitment

The Business Dictionary (2013:601) defines organisational commitment as "Strength of the feeling of responsibility that an employee has towards the mission of the organisation". Organisational commitment is the employees' state of being committed to assist in the achievement of the organisation's goals and involves the employees' levels of identification, involvement and loyalty (Caught, Shadur & Rodwell, 2000).

1.6.3. SMEs

According to Jasra, Khan, Hunjra, Rehman and Azam (2011), Small and Medium Enterprise (SME) represent a business, and not a public limited company, and are businesses having not less than 250 workers in the case of manufacturing and service industries including trading businesses.

1.6.4. Recruitment

Bratton and Gold (2012:22) define recruitment as "the process of generating a pool of capable people to apply for employment to an organization. Recruitment also is defined as "the applicant pools that provide sources of applicants as well as information that is provided to applicants about the job's requirements and rewards" (Heneman & Milanowski, 2007: 52).

1.6.5. Affective Commitment

Affective commitment is a person's emotional association to empathy with and contribution to the organisation (Meyer & Allen, 1997). In addition, Agata (2014) states that affective commitment is an individual feeling of commitment towards an organisation and identification with it.

1.7. SIGNIFICANCE OF THE PROPOSED RESEARCH

The study could increase understanding of the relationship between HRM practices and organisational commitment. This could also empower SMEs managers on how to retain employees in their companies. Managers in SMEs will also benefit from this study based on how employees' commitment and their level of employment can help increase organisational productivity. The research could improve the existing knowledge and increase the understanding of the above-mentioned variables and how they relate to each other.

1.8. STRUCTURE OF THE RESEARCH

This study comprises of Five chapters

Chapter 1: Introduction and background

This chapter is regarded as the opening chapter as it provided motivation and background to the research. The problem statement in the study Is discussed, and the aim of the study and objectives are crafted to answer the problem. Hypotheses are formulated to test the relationship among variables. The significance of the study is discussed and definition of concepts guiding the study is briefly discussed. The literature exhibits the link between HRM practices and organisational commitment of employees in SMEs.

Chapter 2: Literature review on Human Resource Management practices and Organisational commitment

The aim of this chapter is to conceptualize HRM practices by defining them and their components, to review the historical nature of HRM practices and review previous research from other authors. To explore different types of HRM practices deployed by organisations and discuss the rationale of five HRM practices presented.

Chapter 3: Methodology

This chapter provides information on the research design, study population, data collection through questionnaires, statistical procedures used to analyse and interpret data, hypothesis testing and finally ethical considerations.

Chapter 4: Results

The purpose of this chapter includes discussions and presentations on the findings of the relationship between HRM practice and organisational commitment. The literature and empirical results are integrated.

Chapter 5: Conclusions and recommendations

The chapter provide a conclusion of the results for the entire research. It further discusses the limitations of the study, recommendations, as well as areas for future research.

1.9. SUMMARY

Chapter one gives an overview of the study, which includes an introduction, the background, its significance, the problem statement, its aims, and objectives, the

hypotheses, and the literature review of the variables. An outline of the dissertation provides guidance to readers on the direction of the dissertation. The following chapter discusses the literature review of HRM practices and its rationale in SMEs.

CHAPTER TWO: LITERATURE REVIEW

2. INTRODUCTION

This chapter focuses on the study variables, which are human resource management practices and organisational commitment. Each variable is addressed to have a clear understanding and to relate the importance and relevance of the variable to the current study. The appropriate literature will be reviewed, thus focusing on the components, theories and approaches, models, dimensions, consequences, and measures of the variables.

2.1. THEORETICAL LITERATURE

To present the underlying rationale for this study, this chapter looks at the theoretical literature on HRM practices, their outcomes, and the effects of HRM practices in SMEs. For this purpose, theories associated with the HRM practices have been explored. A review of the literature on types of HRM practices employed by SMEs.

2.1.1. Theoretical Models of Human Resource Practices

This section examines the two influential theoretical models of HRM, which supplied the principle of improvement in the study of HRM. It was the introduction of HRM in the 1980s that led to the distinction between two early HRM exceptional practice methods: The Harvard model in (Beer, Spector, Lawrence, Quinn turbines & Walton, 1984) and the Michigan model in (Fombrun, Tichy, & Devanna, 1984). The Harvard model emphasises employee development and is based on the premise of a stakeholder approach; in contrast to the Michigan model, which is built on employee incentives towards optimal performance, and is based on a shareholders' perspective. The following discussion focusses on these different models.

2.1.1.1.   Harvard model

The Harvard model of HRM, by Beer et al., (1984), again provided one of the first comprehensive statements on the nature of HRM and the issue of the relationships between management goals and specific HR outcomes. They advanced what Boxall (1992) calls the 'Harvard Framework'. This model is based on the perception that the problems of ancient human resource management can be solved only while the managers develop how they wish to see their employees involved in and developed by the organisation.

HRM models are mechanisms to analyse and understand the dynamics of HRM practices in countrywide contexts. HRM consists of several sub functions and practices that encompass systems for staff governance, work organisation staffing and development and praise structures. One of the critical components of the Harvard model is that it situates HRM practices within a context of commercial enterprise method, control philosophy, criminal requirements, trade unions, and staff traits. In line with Beer, Spector, Lawrence, Mills, and Walton (1984), those elements or context may constrain the formation of HRM guidelines to various degrees, in addition to having long time implications for corporations; and is thus perhaps more applicable within the SMEs. General Managers develop a viewpoint of how they wish to see employees involved in, developed by the organisation, and of what HRM policies and practices may achieve those goals (Armstrong, 2006).

Walton (1985) concludes that the Harvard model shows a strategy of freeing unused reserves of HRM, with the aid of growing employee commitment, participation, and involvement. Beer et al. (1984) argue that increasing pressures on corporations demand extra comprehensive strategic assessment of human resource management practices in organisations. Those pressures create the need for a long-term view within the management of humans, with the identity of human beings as an asset, instead of a variable cost (Guest, 2011).

According to Armstrong (2003), the Harvard framework is based on the perception that, the problems of historical employee's management can only be solved when general managers develop a viewpoint of how they wish to see employees involved in and developed by the enterprise, and of what HRM policies and practices may achieve these goals.

2.1.1.2 The Michigan model of HRM

Fombrun, Tichy and Devanna (1984) propounded this model at the Michigan Business School and they named it the Matching model of HRM. The Michigan model emphasises the links among organisational strategy and HRM practices, concentrating on vertical alignment instead of horizontal integration (Marchington, Rubery & Grimshaw, 2011). Matching model ensures a way to achieve the organisational objectives is the application of the above five major functions of HRM very effectively. The work and contribution of selected human resource must be evaluated in using appropriate techniques.

A few authors have categorised models and theories of HRM into three kinds. According to Guest (1997), HRM theory has three categories: strategic idea, descriptive theory, and normative theory. Hendry and Pettigrew (1990) indicate that strategic theory identifies key environmental influences on HRM or classifies HR strategy in relation to models of corporate strategy such as those produced by (Miles & Snow, 1978; Porter, 1980). According to Guest (2002), the Michigan model is concerned with the powerful utilisation of employees and the alignment of HRM in an organization, to maximize the gain to the corporation. For this reason, increasing organisational overall performance is the principal of improved HRM.

According to Fombrun, Tichy and Devanna (1984), this HRM model recognises that diverse patterns in managing humans depend upon the organisational context, and assumes that everyone inside the company must have the identical orientation, with

the cause of reaching organisational desires. Whitener (2001) argues that the Michigan model is based on regulations, sanctions, rewards, and monitoring, to guide worker behaviour. Other authors have also criticised the model, arguing that people are reduced to passive objects and not appreciated, but rather are only assessed on skills and attributes that the organisation requires (Drucker, White, Hegewisch, & Mayne, 1996; Legge, 2005; Story, 2007).

2.1.1.2.   Best practice

This technique assumes that there is a set of best HRM practices within the organisation that are satisfactory in any situation and adopting them will lead to superior organisational performance (Pfeffer, 1998).The best practice argument is best epitomized in Pfeiffer's declaration that "the consequences of excessive-performance control practices are actual, economically significant and general; therefore, this should be followed by business enterprise" (1998:33-4). Yet at the same time, as the ordinary attraction of best practice is intuitively appealing, several conceptual and methodological issues draw caution to over emphasizing its promise (Legge, 2001; Sparrow, 1999; Wall & Wood, 2005).

Recently, Cardon and Stevens (2004) noted that enthusiasm among SMEs is costly and it restrict HRM practices to be implemented, therefore, questioning the viability, or even necessity of best practice prescriptions. The best practice literature also ignores broader societal and legislative issues, thereby neglecting elements, which can condition the choice and implementation of practices (Godard, 2004). The concept of best practice is primarily based on the idea that there may be a set of best HRM practices, which might be time-honoured within the sense that they are best in any situation and that adopting them will lead to advanced organisational performance. This concept of universality is criticised because it takes no account of the local context. For example, Boxall and Purcell (2003:238) recommend that a minimum HRM stakeholder be required to compete in each organisation. By glossing over such elements, the best practice provides a biased and over simplistic depiction of the

realities of HRM (Marchington & Grugulis, 2000:922). Such accounts are inadequate in capturing the dynamic and diverse nature of HRM in SMEs.

2.1.1.3.   Criticisms of best practice model

The 'best practice' rubric has been attacked by some commentators. Cappelli and Crocker-Hefter (1996: 20) remark that the belief of a single set of best practices has been overstated, indicating that "there are examples in every industry or firms that have very distinct management practices. Special human resource practices form the middle talents that decide how corporations compete."

Purcell (1999: 26) has additionally criticized the best practice or Universalist view by mentioning the inconsistency among a notion in best practice and the aid-based view that makes a specialty of the intangible assets, together with HRM, that permit the firm to do better than its competitors do. He asks how can 'the universalism of best practice be squared with the view that only a few assets and exercises are critical and treasured by using being rare and imperfectly imitable?'

These criticisms of best practice are ones, which carry specific weight, while the attributes of factors influencing HRM in an SME context are taken into consideration. Best practice adopts the potential service base for long term funding of HRM practices in organisations (Kerr & Mcdougall, 1999:66; Marchington & Grugulis, 2000:918). Research shows that SMEs performance are completed with the latest level of training and compensation (Brand & Bax, 2002; Hendry et al., 1995). In addition, Carroll, Marchington, Earnshaw, and Taylor (1999) determined that SMEs used 'attempted and trust of methods' together with word of mouth instead of sophisticated methods of recruitment.

Becker and Gerhart (1996) argue that the concept of best practice is identified with the ideas underlying the choice of practices, as opposed to the practices themselves. Perhaps it is best to think of 'good practice' instead of 'best practice'.

2.1.1.4.   Best fit model

The best-fit approach is in line with contingency theory. It emphasizes that HRM strategies must be congruent with the context and instances of the employer. 'Best fit' may be perceived in terms of vertical integration or alignment among the organisation's enterprise and HRM strategies (Porter, 1985).

Contingency theorists advocate that an organisation desires to conform HRM practices for distinctive firm strategies. Contingency theory, or what is known as the best fit HRM lacks the widespread prescription of HRM practices in all situations. It is all affected by organisation's context, culture, and its business approach (Wright & Snell, 2005).

Integration among strategic management and HRM can be visible through the linkage among organisation method and HRM practices (Mahoney & Decktop, 2006). Strategic contingency theory assumes that an organisation's HRM practice ought to be aligned with different components of the organisation for these practices to have an effect. Contingency concept indicates that if certain HRM practices have the capability to influence performance results, they might only be effective if aligned accurately with normative subculture or operative workplace climate (Rondeau & Wagar, 2001).

The best fit approach argues that exceptional HRM responses may be suitable in light of the approach being pursued and the corporation's environmental context (Baird & Mesaulham, 1988; Paauwe & Boselie, 2005). Most criticisms of the best fit approach argue that it overestimates the clarity and rationality of this system. The method appears to be permeated to a stage of determining the perception that HRM can truly be 'read off' approach or stage of development, and certainly that suitable HRM interventions may be determined to 'fit' in the first area (Mabey & Salaman,1995:7).

Subsequently, significant research claims to have tested the mediating position of this approach in improving the HRM performance linked with the outcomes used in variable interpretations (Youndt et al., 1996; Arthur, 1992). The idea of best fit emphasises that HRM strategies must be congruent with the context and circumstances of the organisation. Best fit can be perceived in terms of vertical integration or alignment among the company's business and HRM strategies.

Accounts additionally found conceptual debates over the mutually exclusivity of Porter's techniques, quality and cost which may not be always antithetical (Murray, 1988). Further, within varied companies, it is questionable whether one precise strategy is pursued, in order that stage of evaluation becomes crucial. The best-fit literature consequently offers a totally traditional, rational thought of method, regularly emphasizing vertical fit and the expense of horizontal interactions (Brewster, 1999:366). Further studies are directed at expertise on how (HRM) is making plans to simply works in practice. Research has argued that the belief of fit promoted by best-fit contributions is a substitute and irrelevant metaphor (Redman & Wilkinson, 2001:12). The best-fit literature additionally tends to forget about social and legal norms with the aid of depicting a completely simplistic and slim perception of fit (Truss, 2001).

Human Resource Management is heavily formed by contextual contingencies (Boxall & Purcell, 2000). Even best fit does acknowledge contingencies; it does so in a deterministic way, which might not absolutely seize SMEs proximity to the environment and resultant insecurity and vulnerability to external modifications (Francis Bacon et al., 1996; d'Amboise & Muldowney, 1988). Overall dominant models of HRM offer little promise in absolutely capturing the numerous and complex nature of HRM in SMEs. Existing procedures view organisations from an enlarged part closed, 10 rational perception that captures only part of how HRM systems perform (Ferris, Hochwarter, Buckley, Harrell-Cook & Frink, 1998:239). Moreover, there is an inherent assumption that formal guidelines should be triumphant. Therefore, investigation in SMEs affords dilemmas for people using conventional HRM paradigms (Katz & Kundu, 2000).

2.1.2. THEORIES OF ORGANISATIONAL COMMITMENT

2.1.2.1.   Becker (1960) One-Side-Bet theory

Becker's (1960:32) side bets theory states that: "commitments come into being when someone, by means of making a side bet, hyperlinks extraneous pursuits with a regular line of activity." A side bet includes the funding of something valuable (say, time, attempt and cash) that an employee would lose in the case of leaving the agency (Allen & Meyer, 1996; Meyer & Allen, 1997). In line with Becker (1960), the likelihood that employees will live with the organisation can be positively related to the magnitude and wide variety of side bets they realise with a range of viable alternatives.

According to the side bet theory, employee is committed to the organisation if they maintain their positions, regardless of the disturbing conditions they face. However, should they be offered a better opportunity, they would be willing to leave the employer (Becker, 1960). Becker (1960) provided his theory of side-bet as a theoretical tool for explaining that a line of interest someone engaged in is often the consequences from earlier activities that have created side-bets. However, the side bets may be essential for activity a person is currently engaged in, making it hard to differentiate them from each other (Becker, 1960).

The theory of side-bet fits with the dimension of continuance commitment, and it refers to something that is of importance and might be lost if a person changes the innovative position to engage in some other (Stebbins, 1969, Wallace, 1997; Meyer & Allen, 1984; Meyer & Allen, 1990). The important matters employees invest in are time, effort, and money. However, Becker (1960) mentions that there may additionally be more than one side-bet affecting a steady line of interest. In terms of more than one side- bet, Meyer, and Allen (1984) argue that if the multiple side-bets are related in terms of value, the continuance dedication will become more constant.

Becker (1960) defined the side-bets as social mechanism, which through operation creates penalties (i.e. dropping investments), for that reason forcing someone's commitment into a positive line of interest. If the advantages of the new change cannot cover the penalties related to leaving the antique one, the person is much more likely to stay.

2.1.2.2.   Porter (1974) affective dependence theory

The emphasis of commitment studies moved from side bets to a psychological attachment an individual has with the organisation (Mayhew, Ashkanasy, & Gardner, 2007). The theory by Porter (1974) emphasized that organisational commitment is a psychological attachment employee have towards the organisation, rather than side bets. This theory describes commitment as an organisation's perception, which toughens character reputation and participation in an organisation (Mowday, Steers & Porter, 1979). Porter et al., (1974:603) describe organisational commitment as "an attachment to the organisation, characterised by an intention to remain in it; an identification with the values and goals of the organisation; and a willingness to exert extra effort on its behalf". Porter et al., (1974:600) discuss three predominant additives of organisational commitment as being "a robust notion in and recognition of the organisation's desires, a willingness to exert huge attempt on behalf of the organisation and an exact choice to hold organisational membership".

Porter et al., (1974:602) further characterise affective commitment by using three elements (1) "perception in and popularity of the organisation's dreams and values, (2) a willingness to awareness effort on helping the organisation achieve its dreams, and (3) a desire to maintain organisational membership".

2.1.2.3.   O'Reilly & Chatman (1986) theory

O'Reilly (1989:17) describes organisational commitment as, "a character's psychological bond to the organisation, along with a sense of task involvement, loyalty and notion inside the values of the firm".

Important contributions of O'Reilly and Chatman (1986)'s principle is their different approach, the various antecedents, effects of commitment and the consequences for attachment. O'Reilly and Chatman described commitment as the psychological attachment of individual organisation, reflecting on the way in which individuals adopts the traits or views the organisation. They argued that one's psychological attachment could be anticipated by three independent factors:

- Compliance or instrumental involvement for specific, extrinsic rewards.
- Identification or involvement based on a desire for affiliation.
- Internalization or involvement predicated on the congruence between individual and organizational values.

Conceptually, O'Reilly and Chatman made a clean difference between two processes of commitment, which are instrumental trade and the psychological attachment. The compliance dimension that represents the change manner leads to a relatively shallower attachment to the firm. According to O'Reilly and Chatman (1986), two different dimensions, namely identification and internalisation, form consequences of psychological attachment. Another interesting contribution of O'Reilly and Chatman concerns their view of the outcomes of organisational commitment. Whilst former scholars (Becker, 1960; Porter et al., 1974) emphasised commitment as an essential determinant predictor of turnover, O'Reilly and Chatman argued that the psychological attachment could bring different behaviours, and Organisational Behaviour might be relevant results of commitment.

However, even though Porter and his colleagues have contributed to the development of the commitment concept, they continued with one of the fundamental assumptions of Becker's idea, specifically, the strong relationship between

commitment and turnover. O'Reilly and Chatman (1986) suggested that the primary issue of the theory focuses on the conceptual foundation of organisational commitment and attachment. Primarily based on the technique of Porter, Steers, Mowday and Boulian (1974), O'Reilly and Chatman (1996) operated the famous OCQ (Organizational Commitment Questionnaire) which mixed 15 items. It accompanied the three-dimensional definition and reliability. Furthermore, the items that reflect the attitudinal notion of commitment, the OCQ included items that agree with what O'Reilly and Chatman (1986) termed the consequences of commitment.

2.1.2.4.   Meyer, Allen, and Smith (1993) theory

Meyer, Allen and Smith (1993) declare that the three forms of commitment, namely, normative, continuance and affective commitments, are a psychological state, determining the employees' relationship with the groups or whether the employees will live with the organisations.

Meyer, Allen and Smith (1993) state that the three types of commitment are a psychological state that either characterizes the employee's relationship with the employer or has the consequences to have an effect on whether or not the employee will keep up with the employer. Meyer et al., (1993) illustrate that normally research suggests that workers with a sturdy affective commitment will continue to be with an organisation because they want to; people with a robust continuance commitment remain because they ought to; and those with a normative commitment remain because they feel that they have to.

For more than two decades, the leading method to studying organisational commitment has been the three-dimensional (affective, normative, continuance) scales of Meyer and Allen (1984, 1990, and 1997). This method is rooted in earlier approaches to organisational commitment (Becker, 1960; Porter et al., 1974). Meyer and Allen's (1984)'s technique started out with a paper that argued that the side-bet method was inappropriately operationalized.

The current study adopts the Meyer and Allen (1990)'s theory. The adoption of Meyer and Allen (1990)' s theory is based on the aim of the study, which is to prove whether employees remain with the organisations because they feel they want to, or they stay with the organisation because they ought to, or whether they stay with the organisation because they need to. This theory gives a better understanding of the importance of employees' commitment towards organisations because it can predict employee performance, and as such contributes towards the success of the organisation. The theory also emphasizes the foundation behind commitment, thereby predicting that commitment links an employee to the organisation by reducing the possibility of turnover and absenteeism.

2.2. EMPIRICAL LITERATURE

To present the underlying rationale for this study, this chapter focus at the empirical literature on HRM practices and organisational commitment. The appropriate literature will be reviewed, thus focusing on approaches, dimensions, consequences, and measures of the study variables.

2.2.1. THE NATURE OF HUMAN RESOURCE MANAGEMENT PRACTICES

Success in the recent competitive market relies less on advantages associated with economies of scale, technology and patents but are more derived from organisational human resources and high involvement of HRM practices (Tahir, Ayisha, Mohammad, Rauf & Syed, 2010). HRM practices were taken as a set of employee management practices (Boselie, Dietz, & Boon, 2005). Therefore, HRM practices circulate a vital role in today's organisations, yet just importantly about how personnel manage SMEs.

According to Woodrow and Guest (2014), the emphasis of SMEs is on application of HRM practices, seen as a non-deviation procedure that starts with the strategy of a new HRM policy or practice and advances to its involvement in and use by employees, managers and HRM professionals. SMEs should employ HRM practices, which suit

their employees to increase productivity and to improve economic growth. For HRM practices to be effective, organisations and employers must play an important role regarding their employees, given that HRM practices are important in the success of an organisation (Gillespie & Dietz, 2009).

HRM practices are used by line managers daily that clearly influence employees' view about HRM practices functional to them (Purcell & Kinnie, 2007). For HRM practices to stay successful, its correct operation or its failure depend on the manager's skill to smoothly lead the organisation (Guest, 2011). If managers can employ HRM practices that are in line with the structure of their organisations, then organisational commitment of employees will grow knowing that their needs are being taken care of. Taiwo (2010) recommended that employees be given the opportunity to advertise their skills and show their knowledge and aptitudes to perform in a healthy working condition. This brings us to a point where managers must have performance appraisal, workshops, and rewards to motivate their employees and let them show case their talents. Furthermore, Benligiray and Sönmez (2012) stated that the attachment of employees and their desire to remain in the organisation for too long may be due the employee's values and goals matching with the primary goals and values of the organisation.

2.2.2. HUMAN RESOURCE MANAGEMENT PRACTICES DEPLOYED BY ORGANISATIONS

Researchers such as Carlson, Upton and Seaman (2006); Zakaria (2013); Tansky and Heneman (2003), suggest that international countries such as Malaysia and Europe would be potentially strong trading economies for the next decade based on economic analyses, because SMEs play a vital role in these countries as they contribute to most of their domestic employment and GDP. Cakar and Erturk (2010) state that managing HRM practices is different in SMEs due to firm size, priorities of the owner and lack of formality. This chapter provide a conceptual basis on the role of HRM practices in the context of SMEs. Armstrong (2009) states different types of HRM functions such as recruitment and selection, performance appraisal, administrative

services, human resource planning, feedback, talent management, training and development, compensation and benefit, employee welfare, employee relations, health and safety and provision of services for employees.

The following combination of HRM practices for this study is outlined in the sections below.

2.2.2.1.   Recruitment and selection

The studies of Taylor (2006), Agyapong (2010), Cordon and Stevens (2004) illustrate that recruitment and selection process form the first stage of the psychological contract between applicants and organisation in ensuring that the right applicants are selected for the job. According to Opatha (2010), recruitment is the process of finding and attracting suitably qualified people to apply for job vacancies in the organisation. Meanwhile, selection is the process by which management choose from the pool of individuals most suitable for the job available (Ofori & Aryeetey, 2011).

Recruitment is the process of creating a pool of skilled people to apply for employment in an organisation, and selection, which is the process by which managers use specific instruments to choose a person or persons more likely to prosper in the job(s) given organisation goals and legal requirements (Bratton & Gold, 2007). Most SMEs lack a proper selection process to maintain qualified employees in the organisation, it can be argued that recruitment, and selection is the important tool of each organisation to become productive (Conley, 2007). The development of recruiting and selecting comes in four stages: describing requirement, planning a recruitment operation, attracting applicants and selecting applicants for the job (Armstrong, 2010).

According to Grobler and Diedericks (2009), skills are not fixed; hence, companies need to develop new capabilities continually and skills as the environment within which they operate changes over a period. Such capabilities have been referred to as active competencies. The rationale of recruitment is to present a group of candidates that is adequate to let managers select the qualified applicant they need. Therefore, every

organisation is constantly looking for the very best in respect of effective and employee performance (Vokey, 2008).An organisation must have recruitment and selection processes that will attract qualified candidates to apply. Frequently, the performance and capabilities of the SMEs relate to the people working within the organisation, meaning the right candidates need to be appointed to ensure organisational achievement (Henry & Temtime, 2009). Recruitment and selection are capacities where SMEs usually display poor HRM practices (Mayson & Barrett, 2006; Behrends, 2007).

Findings from studies indicate that recruitment and selection practices are the most important factors of HRM practice in an organisation that leads to sustainability and productivity of SMEs (Ongori & Temtime, 2010). For a small business to be sustainable, recruitment and selection should take priority and management must ensure that it is in their best interest to deploy such HRM practices in their firms. The entire purpose of recruitment and selection within SMEs is to gain and acquire the quality of employees that might be required to fulfil the strategic goals of the organisation, at minimal cost (Ofori & Aryeetey, 2011).

The studies of Tanova (2003); Snell and Bohlander (2010); Priyanath (2006) and Sayed and Jama (2012) show that recruitment and selection in SMEs is one of their most important weakness and problems. In addition to the above, Priyanath (2006) argues that a main challenge faced by SMEs is the difficulty in recruiting and selecting employees with the correct qualifications and proper skills to help accomplish goals of the organisation. A significant relationship has been found between recruitment, selection other procedures that are used for selection of applicants, However, successful HRM practice have a significant effect over the organisation's profits and productivity (Hausdorf & Duncan, 2004). Recruitment and selection have become important as organisations progressively regard their employees as a source of competitive advantage when compared to other organisations. It is frequently requested that selection of employees occurs not just to replace departing employees or add to the number but rather aims to put in place employees who can perform at a higher level and demonstrate organisational commitment (Ballantyne, 2009).

Recruitment and selection play an important role in shaping an organisation's success and performance. Therefore, organisations need to obtain employees who already possess the necessary knowledge, aptitudes, and skills to secure the future of an organisation. Performance management is not only a result of a well-functioning organisation but also depends on effective human resource policies that succeed in recruiting and keeping motivated and committed employees (Al-Ahmadi, 2009).

2.2.2.2.   Training and development

Several studies (Bartel, 2000; Garavan, 2007; Tannebaum, 2009) demonstrated that the annual return on investment in employee training and development ranged from 7 to 50 percent. Grobler and Diedericks (2009) state that once a candidate has been employed, a training plan can be written and implemented. This will help employees to perform effectively on their current jobs, prepare them for the next job on the career ladder, and prepare them for a career in a different field of the organisation. In the current economy, training and development is among the important HRM practices that lead to abilities, skills, more knowledge, significant attitude, and behavior of employees resulting in the maximization of the organisation's profit (Tangthong, Trimetsoontorn & Rojniruntikul, 2014).

There are different types of training and development which include off-the-job training, on-the-job training, employee development and job rotation. On-the-job training improves work productivity, develops interest in work, gives fulfilment and strengthens the commitment towards the organisation leading to employee retention and organisational commitment of employees (Ameeq-ul-Ameeq & Hanif, 2013). Meanwhile, off-the-job training affects employees and force them to pay more attention to the training activities, learn new abilities and knowledge without interruptions (Hassan, 2013).

Employees need to be given proper training and be developed on a regular basis for them to become motivated and productive in the organisation they work for, However, this is a way of motivating them and giving them a reason to stay in the company for long. Training and development deals with increasing and updating the abilities, knowledge, capabilities, practices of the employees through a sequence of training and development programs in the organisation (Obeidat, & Abdallah, 2014). It is important to equip employees with the necessary skills and knowledge in today's competitive environment to increase productivity, effectiveness and enhances organisational growth and performance.

Empirical research findings (Johnson, 2002; Kitching & Blackburn, 2006; Kotey & Folker, 2007; Storey & Greene, 2010) state that SMEs are less likely to provide access to training and development for their employees than larger businesses. According to Sari (2009), training and development is one of the important practices of HRM and it is the program aimed at teaching employees about the firm details, educate them on overall guidelines of an organisation, provide them with practical knowledge which is considered important to complete the job tasks effectively and to eradicate the possible imperfections at work. Grossman and Salas (2011) stated that training is a planned task of information, attitudes, and skills, which lead to improving performance in a particular situation of the firm. Training and development are designed to improve employee performance, experience and ultimately leads to substitute organisational performance. Training and development activities allow organisations to regulate, be a competitor, have progressive skills, innovate, develop, improve employee's safety, increase service, and reach organisational goals (Salas, Tannenbaum, Kraiger & Smith, 2012).

The purpose of training is to bridge the gap between job requirements and present skills of an employee. Training is aimed at improving the behaviour and performance of persons. According to Lamba and Choudhary (2013), development is an implementation of studying and improvement of which employees possess an understanding, abilities, processes and perceptions to address their work efficiently. Lambert, Vero and Zimmermann (2012) state that development is capable of

strengthening employees' self-fulfillment in which their potential at work may be revived and they are able to face organisational challenges. Therefore, training and development is a never-ending process to make sure employees keep on improving and gaining knowledge all the time. Training is implemented to create skills and motivate new employees to the culture of the organisation. This normally happens when new employees forms part of the organisation, to acquire new competencies and enhance productivity. Training is not sufficient to inspire work force. However, it is an important tool that an organisation can use to acquire its long-term goals (Laird, Holton III, & Naquin, 2003).

Employees need training to enhance productivity in the organisation and this can be achieved by implementing rewards and benefits for their skills. Training also enhance employees' performance because the skills acquired during training forms part of the organisational growth (Cardon & Stevens, 2004). Training, as a tool, will assist an employee to improve his/her information and technicality and improves his/her performance in the organisation (Castilla, 2005). Training plays an essential part in motivating employees to take part in prepared initiatives, to willingly guide programmes with a purpose to enhance the organisation and to do their best in order to see that organisational desires are carried out (Bolman & Deal, 2011). While employees are skilled, organisations should gain their set goals to increase their competitive advantage (Linderman, Schroeder, Zaheer & Choo, 2003).

An educated and well-trained work force is taken to be vital to the maintenance of a company's competitive advantage in a global economic system. It is also believed that training can and ought to be an effective agent to facilitate a firm's expansion and the development of competencies, thus enhancing profitability (Cosh, Hughes & Weeks, 2000). However, Reynolds, Westhead and Storey (2007) suggest that employees in small and medium-sized enterprises (SMEs) are much less probable to acquire training than their counterparts in large firms.

Recent studies show that many small employers depend closely on in-house, on-the-job training (Vickerstaff, 2008; Johnson & Gubbins, 2006). Chandler and McEvoy (2015) argue that organisations that invest in employee training ,have formal performance appraisal and incentive compensation have decrease employee turnover, high employee performance and better productivity in their organisation. It is deemed that this perspective is especially pertinent to the SME sector. Ibrahim, McGuire and Soufani (2009) suggest that training complements the survival rate of SMEs. Even in the SME sector itself, according to Kotey and Folker (2007), there are variations in attitude to training which can be attributed to company size and tenure. For SMEs, Davies and Kim (2009) confirm that training is a specialised function and employees must study the required work process for an activity and not simply some other employee's version. According to Kumpikaite and Ciarniene (2015), training and development of employees helps SMEs to fulfill challenges and environmental changes.

2.2.2.3. Compensation and benefits

Compensation is defined as a package containing medical compensation, accommodation, travelling aids, remuneration and other rewards (Lim & Ling, 2012). Compensation and benefits are the forms of tangible benefits and financial returns that an employee receives. However, in developing economy and the present work environment, the rewards and recognition come in different forms and employees are expected to remain flexible. This process of employee reward increases employee productivity, loyalty to the firm, retention and high employee' satisfaction, which lead to the firm's growth (Danish & Usman, 2010). Wages, salaries, and other forms of employee's compensation, including reward, constitute an important factor of operating costs. The rewards referred include performance founded rewards, employee appreciation, non-monetary incentives, extrinsic rewards and intrinsic rewards that help in motivating employees to perform better. Performance based pay increases employee performance in addition to encouraging and attracting employee commitment to the organisation (Harvey-Beavis, 2004). Additional compensation comprises of incentives and flexible payments, based on either individual or group productivity.

Compensation, as a factor of HRM practices, is perceived as an important attention to balance employees' abilities and potential to the contribution and recognition of their organisation (Thwala, Ajagbe, Enegbuma, Bilau, & Long, 2012). No organisation can expect to appeal and keep qualified and motivated employees, unless it pays them fair compensation, as compared to other organisations. Employee compensation can be classified into two categories base pay (commission and overtime pay) and merit pay/ bonuses (travel and house allowances). According to Dubrin (2008), retaining and establishing an active compensation structure is a significant task for the organisation. Gomez-Mejia, Makri and Kintana (2010) argue that organisations can merely outperform others when they have a positive business approach and good compensation structure that helps and gets support from the highest-paid officials, down to the lowest-paid employee.

Several studies (Zahorsky, 2014; Ghio, 2002; Kronick, Oslen, & Gilmer, 2008) stated that a strong compensation and benefit package could help provide the financial stability of employees and establish better work or life integration. Compensation management is not just about money, it is also concerned with non-financial compensation, which provides intrinsic or extrinsic motivation (Bob, 2011). Compensation has a motivational outcome and therefore indicates that having a compensation structure in which the employees who perform better are compensated more than the average performing employees is vital to increasing organisational productivity (Hewitt, 2009). Contributions made to an organisation by its employees and their accomplishments should be acknowledged and compensated by some form of reward (Rudge, 2011). Reward is very important in every organisation to motivate employees to perform better and increase the organisation's productivity.

According to Longenecker, Moore, Petty, Palich and McKinney (2006), although fringe benefits are expensive, SMEs cannot ignore them if they want to compete effectively for good employees. SMEs may use flexible benefit programmes, which allow employees to select the types of fringe benefits they wish to receive. According to Farid, Nordin and Ismail (2013), the connection and relationship between rewards,

motivation and job satisfaction of employees is significant for the success of both public and private sectors. Even if SMEs may not compete with large companies in terms of executive compensation, they are however, expected to take a cue from them, to comply with the principles of good corporate governance (Carlson, Upton & Seaman, 2006). Compensation has to be fair and equitable among all employees in the same business enterprise (Rand & Tarp, 2011). This is important because SMEs are agents of gainful employment.

2.2.2.4.   Performance appraisal

Performance appraisal is often outlined as a method, generally delivered annually by a supervisor to a subordinate, designed to assist staff perceive their roles, objectives, expectations and performance success (Snell & Bohlander, 2007). Performance appraisal is a method of consistently estimating performance and providing feedback upon that performance. Some of the key elements of overall performance appraisal are employee comments, communication, goal setting, performance assessment and periodic review. Organisations are focusing on developmental HRM practices and performance appraisal that affect an organisation's productivity (Ikramullah, Shah, Hassan, Zaman, & Khan, 2011).

An organisation that offer performance appraisal boost employee performance, providing rewards and enhance employee abilities and strengthen the development of an organisation (Moulik & Mazumdar, 2012). Employee observations helps in shaping behaviour and improves learning by getting to know what drives performance and retention (Phoel, 2009). The increased competitive nature of the financial system and speedy adjustments in the outside environment has compelled many organisations to shift from reactive performance appraisal determinations to proactive performance control to enhance productiveness and improve organisational overall performance (Nayab, 2011). Performance appraisal in the organisation helps an employee to perform better, and this will affect the productivity in the firm positively. Similarly, communication from line managers motivates employees to participate in the appraisal process (Obisi, 2011; Shodhanga, 2013). If the communication channel with employees in organisation becomes clear and relevant, then empoyees will know what

to expect during the appraisal process. Overall performance appraisal function as a foundation for certain organisational choices consisting of figuring out pay packages and promotions (Sripirabaa & Krishnaveni, 2009).

Lim and Ling (2012) suggest that performance appraisal used by management to assess employee performance and determine their potential for promotions and rewards is a necessity for every organisation. Performance appraisal, as HRM practice, represents a formalized process for monitoring workers, and is intended to be a management tool to improve the performance as well as productivity of workers (Shahzad, Bashir & Ramay, 2008). An effective performance appraisal should involve employees in the setting of performance goals, performance requirements and the flexibility of the system to comply with, and the right of employees to undertake their performance assessment (Islam & Rasad, 2006). Most SMEs always need performance appraisal to keep their employees focused and motivated because it is known that a happy employee is a productive employee and that simply means potential growth in the organisation (Gruman & Saks, 2011).

Khan (2010) states that a comprehensive performance appraisal system should foster the dedication of employees to their organisations. Performance appraisal also can provide employees with promotion, recognition, and career development (Larsson, Brousseau, Kling, & Sweet, 2007). Therefore, it is very important for SMEs to adapt to the system of performance appraisal because this will help motivate employees to see potential for growth in the organisation. The number one objective of a performance appraisal is to ensure the maximum usage of each employee's capabilities, information, and interest (Arthur, 2008). Performance appraisal helps managers in the organisation to know which part of the organisation can be improved and to know how employees feel about the system used in the organisation (Mackenna, Richardson & Manroop, 2011). Managers need to check the skills and knowledge of every employee in the organisation by performing performance appraisal. The efficiency of employees who are not encouraged to achieve their responsibilities tend to be imperfect (Sani, 2012).

Performance appraisal is utilized by organisations to assess employees' efforts to reward them for the efforts (Collins & Clark, 2003). Performance appraisal become is revealed to have each direct and oblique effect on administrative performance of employee and the comments received from performance appraisal activities, usually performed at the least once yearly can assist to enhance administrative approaches (Collins & Clark, 2003).

2.2.2.5.   Welfare activities

Prior studies by (Dasahi, 2005; Creswell & Clark, 2007; Sharma, Gupta & Shashi, 2009) revealed that there is a high need on the part of the organisation to work upon basic welfare measures such as housing, recreation, children education, canteen facilities and transport facilities. Keeping employees' well-being and presenting a secure working environment is one of the essential HRM practices because it is directly related to the organisational overall performance, employee well-being, income and the services provided to the customers while contributing to the achievement of the organisation (Turner, Matthews, Linardatos, Tell, & Rosenthal 2008). Therefore, every organisation needs to have welfare activities to ensure its employees' well-being, as this will increase productivity because a healthy employee is a happy employee.

Implementing the right health and protection standards within the workplace improves the overall performance of the organisation by fending off and decreasing fees associated with disabilities, accidents, absenteeism, and illness (Bratton & Gold, 2000). Organisations are improving the level of safety equipment and retirement benefits, but this is still a challenge for SMEs to achieve (Hill, 2001). Most of the welfare activities offered in SMEs are those that comply with the statutory requirement. Martocchoio (2014) stated that it is a challenge for SMEs to provide comprehensive welfare activities programs because any additional programs are a cost to the company.

A plethora of research (Witt, Olsen & Ablah, 2013; Japsen, 2012; Ghio, 2002) found that employees' welfare is concerned with the day-to-day problems of the workers and the social relationship at the place of work. Welfare activities include, not only the minimum standard of hygiene and safety laid down general labour legislation, but also aspects of working life such as social insurance scheme for the protection of women and young workers, limitations of hours of work and paid vacations. Frostin, Helman & Greenwald (2013) suggest that the necessity for employees' welfare is felt more in our country, because it enhances the efficiency of workers and their productivity is considerably increased.

Tocher and Rutherford (2009) commented that SMEs owners do not tend to focus on administrative issues that include HRM until they understand that such issues are severely critical to the organisations. Economically, it is very important for managers of SMEs to deploy a strategy of implementing HRM practices in their firms, as it is very important for an organisation to have a proper HRM practice, which will help grow the business and motivate employees to perform better. Barret and Mayson (2007) asserted that the formalization of HRM is dependent on the small company owners' focus on rules and legal necessities on HRM and employment matters. In addition to the above, Tata and Prasad (2004) discovered that employees can be devoted to the organisation as a result of team work, decentralization of decision making and active participation, However, employees' commitment to the organisation has a positive impact on the organisational performance. Operating together as a team and making joint choices is of maximum significance at this point in order to achieve the set targets of the team and the organisation as a whole.

According to Pfeffer (1998); Wagner (1994); Yeatts and Hyten (1998); Singer and Duvall (2000), the achievement, performance and HRM practices in organisations rely on employees' commitment and teamwork. Jayaram, Droge and Vickery (1999) additionally establish that a team that is decentralized can affect time and flexibility, which can be dimensions of performance. In addition, Collins, and Clark (2003) observed that human resource policies and systems play an important role in

allowing the organisation to take competitive advantage. However, it also ensures that HRM practices and organisational performance are closer.

2.3. HUMAN RESOURCE MANAGEMENT (HRM) PRACTICES IN SMALL MEDIUM ENTERPRISES (SMEs)

Zheng, Morrison, and O'Neill (2006) state that there are scientific studies dealing with HRM practices of SMEs that are under development. Furthermore, little is understood concerning HRM practices in SMEs. Even though researchers no longer addressed the difference of small and micro companies, one should consider small firms to include micro corporations as well. In addition, Collins (2011); Conley (2007) explained that HRM practices implemented in big companies are also preferred in small organisation.

The Small and Medium Enterprises (SMEs) are playing a crucial function in the economies around the world regardless of the country's development degree (Dasanayaka, 2008). Tocher and Rutherford (2009) confirmed that HRM in small companies is characterised by informality. In SMEs, all managers are, in a way, human resource managers and consider the truth that they are additionally included in recruiting, interviewing, selection and training of employees (Rauch, 2011). Subsequently, SMEs should have a manager responsible for HR and make recommendations through recruitment, motivation, and other activities (Burke, 2011).

According to Barrett and Mayson (2007), informal recruitment methods are desired by small firms due to the fact they would appeal to recruits from acquaintances of the present employees. These permits candidates to make informed selections about becoming a member of the group of workers, and they tend to perform (Henry & Temtime, 2009). Most SMEs do not utilize excellent advertising and marketing strategies due to lack of funds they just prefer word of mouth to cut the firm's costs (Castogiouvanni, 2011). Every owner of SMEs plans to have a successful, competitive and market related, high profits and excessive degree of employee motivation for the organisation to run successfully. Differences in competitiveness between SMEs these

days are significantly different in contrast to the period twenty years ago (Cetinel, Yolal & Emeksoy, 2009). Altinay, Altinay and Gannon (2008) agree that employee training and recruitment, through normal channels contribute to the sales and growth of small firms. This means that employees who are given proper training and recruitment process, followed accordingly, will lead to the growth of SMEs since trained employees perform better than untrained employees do.

This means that HRM practices used in SMEs, such as selection, recruitment and appraisal of employees' performance is not written down. They only use word of mouth. Informal recruitment and selection methods are related to SMEs. Hai (2012) argues that the work relationship between the enterprise and the employees in SME's is not normally governed through a settlement. Only 15 percent of the workers had a contract. The most important issue in SMEs is the uncertainty of employees concerning their future because most SMEs do not comply with labour legislation regarding employee's benefits, compensation, rewards, training and development (Kok & Haetog, 2006). Tocher and Rutherford (2009) commented that SMEs owners generally have less understanding on administrative issues relating to HRM, until they realise that such issues are critically crucial to the growth and development of the organisation. In addition, SMEs owners perceive HRM practices as expensive and time-consuming looking at their limited resources and the size of their organisation.

In recent years, HRM gained a distinctive importance, in theory and practice of SMEs management (Barrett & Mayton, 2007). However, many SMEs are secured with the ability of HRM and pay more interest in improving their human resources. Most SMEs play a major role in job creation and uplifting the people in the economy around them. A successful management of SMEs largely depends on the quality of HRM that helps sustain organisations (Jasmec, 2001). Most SMEs that follow proper HRM practice in their organisations become successful and their employees stay in one organisation for long because they believe in being valued. However, reflecting the need to discover real as well as intended HRM practices, convenient HRM policies and practices are followed and implemented (Boxall & Purcell, 2011; Wright & Nishii, 2013).

With less than ten employees, the organisation can possibly operate effectively barring full-time HR employees. However, that does not imply that microenterprise owners can forget about the use of formal HRM practices. Kelly (2001) states that formal HRM practices, such as selection, job descriptions, orientation, performance reviews, progressive area techniques and usage of pay slip should be implemented in SMEs. Organisations should adapt a strategy and train managers to follow HRM practices that are suitable for their size and resources. Barrett, Neeson and Billington (2007) argue that small companies' HRM informality and the flexibilities might lead to diminishing returns. To demonstrate the above, private sector buyers focus on small and medium sized organisations with the aim of noticing the swift growth in this sector with the aim of buying in recent years (Ghani, 2010). Therefore, there is potential in the growth of SMEs in the economy since the number of employees is low investment opportunities are high.

De Vos and Megnanck (2009) suggest that the predominant purpose and principle of HRM, more consequently in SMEs, is to accomplish the proficient utilization of existing human resources and the desire to have skilled and competent workers to make their firms more effective than their competitors. According to Daft (2000), important barriers faced by SMEs in terms of HRM practices are problems regarding training, compensation, employees' competencies, and performance, which are found to be inadequate. It is a challenge for SMEs owners to follow HRM practices because of additional cost to the company and their small sized organisation.

It has been indicated that SMEs account about 91 percent of the formal business entities, which contribute 51 – and 57 percent to the GDP and 60 percent of employment (Kongolo, 2010). HRM Practices primarily job security, compensation, job autonomy, working condition, training and development, supervisory support was conducted and discovered that compensation, supervisory support and job security were relatively significant and negatively related to turnover intention (Mohd, 2011). According to Davies (2012), in South Africa, small businesses had good potential when it came to job creation, as the cost to create one job in a small firm was less than it was to create a job at a big firm, as large businesses were more capital intensive.

Job creation is simple in SMEs since cost such as advertising and long processes of recruitment are managed easily.

There is an indication that SMEs do not provide sufficient training to their employees compared to larger firms (Patton, 2005). Most employers of SMEs turn to manage their organisations the best way they know, and that simply means doing things according to their own understanding. Employers and HRM professionals must work closely to ensure, training, compensation, employee relations and key factors of HRM practices are properly monitored (Choi, Musibau, & Tan, 2013). Most of the SMEs, who integrate HRM system in their organisational objectives and vision, can achieve high overall performance (Singh & Vohra, 2005). This means that employees who are being taken care of by managers practicing proper HRM practices in the SMEs, turn out to be more productive and satisfied in their field of work. The generic purpose of HRM practice in SMEs is to produce and maintain suitable and resilient employees who influence the organisational success (Opatha, 2010).

Regular employer-employee interactions are central to the governance of the employment relationship, rather than the formal rules, policies documents and written agreements, which are commonly associated with large firms (Kitching & Marlow, 2013). Singh and Vohra (2009) state that specific written HRM rules and regulations are present at varying levels in small firms, however, HRM activities in SMEs are informal, reactive and have a short-time period outlook. As HR formality is strongly associated with the size of an organisation, the notion of informality is central to our understanding of HR in small business, and can be explained by contextual factors such as the absence of resources and professional knowledge, management expertise or preference, as well as social and spatial proximity (Marlow, 2010).

Various research studies found that SMEs are gaining greater significance inside the present economic dynamics (Fuschetti & Pollack, 2011). Government is encouraging SMEs to grow into big organizations. By so doing, it provides funds to help them grow fast into the market economy. However, the normative thrust of six Strategic HRM

research, such as the need for a combination of carefully designed HRM practices and policies geared towards improving organisational effectives and performance, is more questionable in the context of SMEs (Boselie et al., 2005). Small and medium-sized enterprises (SMEs) play a vital position within the global financial system and contribute considerably to profits, output, and employment (D'Imperio, 2015). High percentage rate SMEs growing in a higher rate and most of this firms are the once which create employment in the economy of this country.

2.4. ORGANISATIONAL COMMITMENT

This section presents an overview of existing literature on organisational commitment. The section focuses on the components of organisational commitment and the development of organisational commitment. Additionally, this chapter will present the various definitions of organisational commitment as well as the nature of organisational commitment. The section concludes by discussing organisational commitment and the relationship of employee commitment in SMEs.

2.5. THE CONCEPT OF ORGANISATIONAL COMMITMENT

According to Pare and Tremblay (2007), managers who manage their organisations effectively lead employees to become organisationally committed, which also encourage qualified people from the outside to join them. Organisational commitment is commonly described as the link between employees and the organisation, which psychologically has been found to be related to the level of commitment of employees and productivity in the organisation (Ferreira, 2012; Somers, 2010).

The studies by Ding and Lin (2006), Ferreira (2012) and Somers (2010) revealed that employees who are dedicated to their work are more flexible than those who are not committed. This means that employees who are dedicated to their work see potential growth and are not afraid of change as compared to those who are not dedicated.

Studies have shown that employees' commitment is a vital factor in attaining organisational success or goals (Khalili & Asmawi, 2012). Employees who are committed to their jobs are more likely to become productive than those who are not committed. As mentioned by Clinton-Baker (2013), the relationship between employees and their organisations have an impact on organisational commitment.The idea of organisational commitment has grown in recognition in the literature of industrial and organisational psychology (Cohen, 2003). Organisational commitment refers to the choice and the willingness of an employee to contribute to the achievement of an organisation (Sani, 2013). According to Ruokolainen (2011), organisational commitment displays the degree to which employees internalise or adopt the characteristics or views of the employer. Organisational commitment needs to be considered in SMEs, because most employees in SMEs are not committed to their work simply because they view their organisations as being small not seeing a possibility for growth and expansion in them (Cohen, 2007).

Rebecca, Stephen, Mahima, Howard and Shelley (2013) state that organisational commitment is seen as a means that does not only connect employees to the aims or goals of their organisation, but also creates a sense of values and acceptance of these identified goals, and makes them willing to put much effort in making their organizations successful. Employees who are dedicated to their organisation perform to their outmost ability to ensure that there is growth in their organisation. Imran and Ahmed (2012) state that organisational commitment is defined as the energy of an individual's identification and involvement with a particular firm. Organisational commitment has been described as the attachment among employees and their organisation (Jacobs & Roodt, 2007). This means that employees who are committed to their work and happy perform better and become committed to the firm, rather than those who are not organisational committed.

The other reason that contribute to employees' commitment is fear. It is a result of employees' investment in the organisation and their fears of losing their jobs if they are not committed to their work. Qaisar, Safda and Suffyan (2012) also defined organisational commitment from a psychological perspective. According to Porter et

al., (2006), organisational commitment refers to the psychological attachment or commitment shaped by an employee in terms of his/her identification and involvement with the respective firm. In this regard, organisational commitment is defined as a means of connecting persons to their organisation, motivating them to work harder and pushing them to adopt the values of the organisation, thus positively affecting the productivity and effectiveness of their organisation. Salleh, Nair and Harun (2012) consider organisational commitment as a psychological state that connects a character to the organisation, which reduces the occurrence of a turnover.

Strong bonds with an organisation will persuade employees to stay in the organisation for a very long time and on the other hand, employees will feel a strong sense to continue to be within the organisation due to strong continuance commitment (Humayoun, 2011). Affective commitment reflects an emotional attachment and involvement inside the business enterprise. Continuance commitment is based on the perceived cost related to discontinuing employment with the corporation (Herrbach, 2006). Therefore, employees stay in the organisation for a longer period if they feel a need of acceptance and continuance commitment in the organisation. Continuance commitment reflects worker commitment to stay in an organisation primarily based on sensible attention (Zhou, Plaisent, Zheng & Bernard, 2014).

Normative commitment displays a sense of responsibility on the part of the employee to hold membership in the organisation (Meyer & Smith, 2000). Employees feel a sense of belonging to a particular organisation and feel the need to perform their level best towards the growth of the organisation. In one study, in which the commitment levels of temporary workers to their agencies were assessed, affective commitment was found to be higher than continuance commitment (Van Breugel, Van Olffen, & Ollie, 2005). Organisational commitment is a concept linking the individual employee and the firm, since individuals think that their very own values and dreams relate to the dreams of the company and form part of an organisational commitment (Faisal & Al-Esmael, 2014). It is then important for the organisation to value its employees, as it will help them perform better and be more committed knowing that they are important to the organisation they work in. Therefore, the higher the extent of effort provided by

employees, the better the commitment level can be and therefore, results in higher degree of overall performance and effectiveness of both the individual and the organisation level (Sharma & Bajpai, 2010).

Organisational commitment is the person's attachment to the organisation and that means that employees will keep on working for their own organisation. This entails a lively relationship between the organisation and the people who are willing to present something on the way to contribute to the organisation's growth (Lamba & Choudhary, 2013). This is the part where organisations need to value their employees by simply rewarding them for the good job they share and increase productivity and growth of the organisation. Most employees are loyal to the organisation when they feel a need of belonging and a simple fact of being valued in the firm they work. Research has indicated that employee commitment is an essential condition in attaining organisational success or desires, hence, employees who value organisational goals are likely to commit to the organisation (Khalili & Asmawi, 2012).

It has been discovered that if employees form part of the organisational decision-making process, their commitment might grow (Indridason & Wang, 2008). This will improve the productivity of the organisation because happy employees are productive employees. Creating organisational commitment involves interplay, educational attention, and cooperation-elevating applications for the individuals and rewarding system in the organisations (Tahere, Zahra, Fateme, & Asma, 2012). Employers should take into consideration the needs of employees in the organisation in a sense that HRM practices have a positive response to organisational commitment. According to Meyer and Allen (1991), conceptualisation of organisational commitment has led to three dimensions namely; affective commitment, which relate to emotional attachment of personnel with their organisation, normative commitment, which relates to the employees' feeling of duty closer to their organisation and continuance commitment, which relates to the perceived cost associated with leaving the employer.

Employees' contributions can assist the organisations regarding inspiration, changes in performances and workplace decision making. Various researches point out the positive influence of employee participation on the overall routine of the organisation (Leggat, Bartram & Stanton, 2011). The more employees are involved in the decision-making of the organisation, the more commitment and dependability they show towards the organisation (Beattie, Rona, & Stephen, 2013).

Organisational commitment has attracted tremendous interest in the field of organisational behaviour of the depth and stability of an employee's determination to the organisation (Lumley, 2010). Organisational commitment is a multifaceted idea encompassing hard work, involvement in organisational activities as well as the implicit and explicit identification with organisational values; it reflects the loyalty of individuals and is an ongoing system (Passarelli, 2011). This means that employees need to take part in organisational activities such as appraisal meetings, role-play which forms part of enhancing employee performance and managerial settings in the organisation.

Greenberg and Baron (2010) stated that organisational commitment is associated with a high degree of willingness of each to share and to make sacrifices. Management and employees need to work together in enhancing one another in the organisation, and empower employees to perform better knowing that their efforts are noted and their needs are being taken care of. Boehman (2006) and Brown (2003) regard organisational commitment as multidimensional in nature, concerning an employee's willingness to exert effort on behalf of the organisation, degree of aim, value congruency with the firm and desire to keep membership.

Ortega-Para and Sastre-Castillo (2013) identified three components of organisational commitment, which include the perception and acceptance of an organisation's values and dreams, the willingness to help and aid organisations, and the desire to remain a part of an organisation. However, Allen and Meyer (1990) deeply investigated these three components and their theory highlighted the underpinning behind individual commitment towards the organisation. It is the notion that organisational commitment

has singular outcomes on unique variables such as abilities, facts sharing and awards (Pare & Tremblay, 2007).

Happy employees are more likely to perform better and be more committed to the organisation. The employees who are devoted on an emotional level commonly stay with the company due to the fact they see their employment as harmonious with the goals and values of the firm (Ferreira, Basson & Coetzee, 2010). Continuance commitment describes the consequences, which an employee will bear if they leave the organization, this entails that there will be costs arising when resigning from their organisation (Ferreira et al., 2010). Normative commitment is the third type of organisational commitment and reflects feelings of duty to stay with an organisation due to group pressure.

There are, however, complications regarding multidimensionality of organisational commitment. The three forms of commitment co-existing are not collectively one-of-a-kind and it is feasible for an employee to develop one or any combination of the three factors of commitment (Laka-Mathebula, 2004). These three aspects form part of the organization, and they aim to empower and encourage employees to perform better in their workplace. Morgan (2012) is of the opinion that from an attachment perspective, affective commitment displays the power of the connection, continuance commitment reflects length and normative commitment displays duty. Organisational commitment is extremely valuable to an organisation. Research highlight the possibility that commitment may additionally affect the overall performance of an organisation (Nehmeh, 2009).

Aswathy and Gupta (2010) investigated the organisational commitment of Indian managers in multinational companies, and their perception was that individual dedication towards organisation is based on the organisational shape, management style, HRM practices and non-work practices. Hence, this could influence the level of individual motivation to stay with the organisation (Kuvass & Dysvik, 2009). Organisational commitment is the level to which employees are faithful to their

organisation (Carman-Tobin, 2011). Most employees are emotionally attached to their organisations, and feel that they belong to it, and do not have any reason to quit.

In relation to the organisational commitment, Hashim (2010) argues that the management of the organisation should continuously motivate employees to commit to the organisation. The way management operates in the organisation tells a lot about employees' performance, simply because management style forms part of the growth in the organisation (Suma & Lesha, 2013; Leenu & Lakhwinder, 2011) found that all HRM practices lead to organisational commitment. HRM practices allow a more flexible approach to staffing and recruitment, training and development, as well as pay and performance appraisals. Organisational commitment is one of the work-related attitudes, and it has been investigated by many scholars and practitioners inside the area of HRM because of the effect it has regarding employee and organisational performance (Robbins, 2005). HRM practices have a positive influence on organisational commitment and organisational performance because employees who are committed to their work and are happy about the HRM practices offered in their organisation perform better than other employees who are not committed to their organisation.

Naser (2007) asserts that when employees are disappointed at work, they are less dedicated and could look for other possibilities to leave. Negin, Omid and Ahmad (2013) affirmed that organisational commitment could improve individual performance and raise organisational competitiveness. Employees whom are being valued by their organisations tend to be committed and performs well towards achieving the goals of their organisation. Chen and Aryee (2007) affirm that commitment of employees is a crucial tool for enhancing the overall performance of the organisations. Similarly, the extent of employees' commitment to the organisation depends on the competency of control within the company. Walker (2005:216) states that organisational commitment as "multidimensional in nature, involving an employee's loyalty in conformity with the organisation, compliance to exert effort on behalf of the organisation, degree concerning goal and value congruency along the organisation, and wish to preserve membership".

Organisationally committed employees will usually have proper attendance records, display a willing adherence to company policies and feature lower turnover rates that are directly associated with employee retention (Walther, 2015). Vans (2006) states that in most organisations, employees who are happy commit more to the firm than those who are not happy. It is very important for the organisation to take care of its employees regarding deploying HRM practices to enhance and prolong the length of employee commitment to the organisation (Lew, 2011). This is due to the numerous benefits associated with it such as improved employee performance and reduced employee turnover (Yew, 2013).

2.6. THE THREE COMPONENTS OF COMMITMENT

Bhaskar (2016) mentions that Meyer and Allen's three-constituent components of commitment proposed in 1990, indicate that there are three "mind sets" that can explain an employee's thinking and commitment to the organisation. The following components of commitment are discussed by Bhaskar (2016):

The three-component model of commitment developed by Meyer and Allen dominates organisational commitment research. As defined by the literature, affective commitment means that employees are emotionally attached, relate and are too involved in the organisation. This means that affective commitment is regarded as an employee's expressive affection, empathy, and participation in the organisation and this occurs when employees want to be part of the organisation because they feel emotionally attached or attach high value to the organisation. This condition causes employees to remain in their jobs because they feel wanted. Affective commitment refers to an employee's orientation towards the organisation in terms of loyalty, empathy and involvement (Robbins, Judge, Odendaal & Roodt, 2010). According to Meyer and Allen (1996:15), affective commitment is when employees are emotionally attached to identify with, and are involved in the organisation.

Affective commitment is described as the identification with and emotional attachment employees have with organisations, and which occur because employees want to stay in their organisations (Cho & Huang, 2012). Most employees are affectively committed to their organisation and feel a need to stay with the organisation for a very long period.

Affective commitment is considered the most researched factor because of the advantages related to it, including increased job performance (Cestulli, 2014; Newman & Sheikh, 2012). Organisations can build affective commitment by providing open communication, access to information and allowing employees to participate in decision-making (Suma & Lesha, 2013). Beck and Wilson (2000) consider affective commitment as emotional attachment of someone with the organisation and with its requirements and principles.

Eslami and Gharakhani (2012: 85) outline affective commitment as the employee's empathy, involvement and Eslami and Gharakhani (2012:85) outline affective commitment as the employee's identification, involvement and extreme attachment to an organisation. Employees might also commit because they are comfortable with and feel a sense of belonging to the organisation (Kimura, 2013). Affective commitment is the amount to which individual reveals in emotionally connected, identified, and concerned with the organisation and employees need to stay in the organisation (Balassiano & Salles, 2012). To improve employees' sense of attachment to the organisation, organisation may want to redirect their employees by concentrating over the four factors of psychological attachment: meaning, competence, self-determination, and influence (Khan, Nawaz, & Khan, 2013).

Sikorska-Simmon (2005: 197) defines continuance commitment as a sense of obligation to continue working for the company because of perceived costs related with the termination of a work relationship with the organisation. Continuance commitment is described as "the extents which employees feel commitment to their organisation and they do not think about leaving the organisation" (Anari, 2012: 258).

Employees can also commit to their employing organisations because of scarcity and alternatives or consequences related to failing to practice (Taing, Granger, Groff, Jackson, & Johnson, 2011). It is identified that continuance commitment is linked with the elements of age, tenure of office, promotion chances; satisfaction earned beside the payment extracted, and then desire to leave the organisation and business cycle. Continuance commitment is a cognizance of the costs related to leaving the organisation. This means that continuance commitment is an awareness of employee's cost related to living the organisation. This is described as commitment that leads to the calculation of profit to the organisation, and self-loss by employees with the aim of maintaining the job or leave his job completely. However, employees have a perception of the price to be paid when he leaves the job because they need it. According to Meyer and Allen (1996) continuance commitment deals with the performance appraisals of employees in their current employment and the availability of them moving to other organisations. The study of Umoh, Amah and Wokocha (2014) affirms the findings that there is a high-quality relationship between worker benefits and measures of continuance commitment. The discipline also revealed that there is a significant relationship between pay structure and continuance commitment. However, if employees motivate the costs of leaving an organisation, but not aware of them, then such stand state that continuance commitment does no longer exist (Jaros, 2007).

The other component of organisational commitment is normative commitment, which is the ethical attachment of people' attachment level to their employing companies (Balassiano & Salles, 2012). In addition to the preference to devote and the consequence associated with leaving, employees may additionally decide to commit to their employing corporations due to the fact they experience the moral obligation to devote (Gelaidan & Ahmad, 2013). Normative commitment may develop because of the moral obligation to remain with the organisation based on the benefits such as advance rewards or when an employer has incurred significant costs in providing employment and organisational socialization. Notwithstanding its acceptance, there is nonetheless dispute whether normative commitment can be different from affective commitment (Bergman, 2006).

Normative commitment can be termed an ethical duty beyond an emotional commitment to a positive experience. According to the above literature, work performance is powerful in all directions of commitment; hence, it is even more significant for normative commitment (Altinoz, Cakiroglu, & Cop 2012). Most employees feel they owe it to the organisation to stay and be part of the growth of the firm they work for. Qaisar et al., (2012) mentioned that normative commitment is when employees believe they are obliged to perform a specific task or job. Normative commitment is experienced when an individual feel that he/she must work for an organisation for ethical reasons and the idea of leaving the organisation is out of the question (Sayğan, 2011).

Normative commitment encourages staying with an organisation for an extended period, efficient performance, and work satisfaction (Aamodt, 2007). Buchanan (2009) provides an explanation of five elements of organisational commitment, namely; robust aim to have an organisational club, acceptance of organisational values and desires, intention for desires of a company, high-quality assessment and willingness to use good-sized efforts on works of the organisation. Organisational commitment has three components, which include the notion of cost reputation and organisational goals, pursuing organisational blessings and choice of organisational role's protection (Moyday, Porter & Steers, 1992).

Normative commitment is an employee's feeling of duty not to go away from the organisation. Thus, normative commitment is an employee's obligation to stay in the organisation because of a strong feeling of owing the organisation they work in, in other words employees feel obliged to stay in one place based on the fact that they belief on what is right and moral issues related to. Allen and Meyer (1990) define normative commitment as every person in the organisation need to commit and remain with an organisation because of feelings of obligation. For example, when companies invest resources in training and development employees tend to have a feeling of responsibility to stay with the organisation so that they may be able repay their debts.

Employees work for the organisation for a very long period of time for ethical reasons which may include: feeling of knowing the firm's ethics, rules and regulations finally, the amount of years spent in one organisation makes it hard for employees to leave the firm. Riveros and Tsai (2011) state that normative commitment is influenced by the socialization process that takes place prior and after the entering of an organisation.

Allen and Meyer (1990) argue that a person will expand emotional attachment to a company whilst identifying with the goals of the organisation and is inclined to help the organisation in attaining these goals. They further explain that identification with an organisation takes place when the employee's personal values are congruent with organisational values and the employee can internalize the values and desires of the organisation. This results in a psychological identification with and a delight of association with the organisation.

2.7. DEVELOPMENT OF ORGANISATIONAL COMMITMENT

Organisational commitment is a spontaneous procedure, which develops through the orientation of individuals to the employer. The development of organisational commitment is basically facilitated by means of the social exchange theory. The theory of social structure is based totally on the principle that that "most social behaviour is predicated on the individual expectation that one's actions with respect to others will result in some kind of commensurate return" (Reber, 1995:731). Social exchange theory (Blau, 1964) originally explained the motivation behind the attitude and behaviours exchanged between individuals. Eisenberger and associates (1986) expanded the theory of social exchange to explain certain aspects of the relationship between the organisation and its employees.

2.7.1. Development of a mindset

Meyer and Herscovitch (2001) argue that when considering the factors involved in the development of commitment, it is important to distinguish among the mindsets that

accompany that commitment, is a factor that contributes to the development of commitment. In addition, it does so through its impact on one or more of the mindsets that bind an individual to a course of action of relevance to a particular target.

Meyer and Herscovitch (2001) made some propositions that encompasses the development of different mindsets:

The mindset of desire (affective commitment) develops while an individual becomes concerned in, recognises the value-relevance of, and/or derives his or her identity from, association with an entity or pursuit of a route of motion.

The mindsets of perceived value (continuance commitment) develops when an individual recognises that he or she stands to lose investments, and/or perceives that there are no alternatives other than to pursue a direction of motion of relevance to a selected goal.

The mindset of responsibility (normative commitment) develops due to the internalisation of norms through socialisation, the receipt of advantages that induces a need to reciprocate and attractiveness of the terms of a psychological agreement.

2.7.2. Development of affective commitment

Meyer and Allen (1997) suggest the latitude that employees must express their attitudes to the organisation will vary considerably across performance indicators and unemployed. The strongest link between affective commitment and behaviour will be observed for behaviour that is relevant to the constituency to which the commitment is directed. Based on antecedent research on affective commitment, Meyer, and Allen (1997) suggested possible universal appeal for those work environments where employees are supported, treated fairly, made to feel that they make contributions.

2.7.3. Consequences of affective commitment

Meyer and Allen (1997) found that employees with strong affective commitment feel emotionally attached to the organisation. It follows that the employee may additionally have extra motivation or desire to contribute meaningfully to the organisation than an employee with weak affective commitment. They argue that employees will increase affective commitment to an organisation to the extent that it satisfies their needs, meets their expectations and allows them to achieve their goals, thus, affective commitment develops because of psychologically rewarding experiences.

2.7.4. Development of continuance commitment

According to Meyer and Herscovitch (2001), most models of commitment acknowledges that individuals can become committed to a course of action because of the perceived cost of failing to do so. Continuance commitment originates from the side bets way of life (Becker, 1960) and refers to an employee's sacrifices (e.g. Losing seniority or pension benefits) associated with terminating employment, thus the employee becomes aware of the costs that are associated with leaving the organisation.

2.7.5. Consequences of continuance commitment

Employees whose primary link to the organisation is based on continuance commitment, live with the organisation not for motives of emotional attachment, but due to a view that the expenses associated with taking alternative employment are too excessive. All things being equal, there is no reason to expect that such employees will have a particular strong desire to contribute to the organisation (Meyer & Allen, 1997).

2.7.6. Development of normative commitment

Perceived obligation to pursue a course of action was identified as a separate dimension of commitment by Meyer & colleagues (Meyer & Allen, 1991; Meyer et al., 1993). This commitment concept which is the employee's internalisation of the organisational goals and values, such that they become committed to the organisation because they consider it is far the moral or "right" thing to do is referred to as normative commitment (Allen & Meyer, 1990).

2.7.7. Consequences of normative commitment

Strong normative commitment is tied to the organisation through emotions of duty and obligation. Meyer and Allen (1991) argued that generally, such feelings should inspire human beings to act appropriately and do what is proper for the organisation. It is anticipated that normative commitment to the organisation may be related to such work behaviours as job performance, work attendance and organisational citizenship.

2.8. ORGANISATIONAL COMMITMENT IN SMEs

Organisational commitment has emerged as a matter of priority in many Small and Medium Enterprises (SMEs) (Jenkins, 2009). At the same time, organisational commitment, though extensively researched in big companies, has not received an equal amount of interest in SMEs and in developing countries (Chinomona, 2012). Furthermore, SMEs have appeared as an instrument for financial growth and an automobile for employment technology in the advanced and growing economy, the mediating factors of organisational commitment on affective, continuance and normative commitments are vital in the control of SMEs (Jones & McIntosh, 2010).

Previous studies have shown that SMEs has been increasing attention by using governments within the developing countries, and their function and contribution to the economy (Chang, Chang, Ho, Yen & Chiang 2011; Durmusoglu, Apfelthaler, Nayir,

Alvarez & Mughan, 2012). Gono (2009) also emphasised that in Zimbabwe, the development of the small business zone appeared to be essential for the success of broader development objectives. These objectives include poverty alleviation, spreading employment to rural regions, developing women in business, and growing indigenous possession of funding the financial system (Nichter & Goldmark, 2009).

Morrow (2011:19) argued that organisational commitment has been referred to as a factor that brings development in SMEs, because it has been tested in lots of organisations. Previous studies have shown empirically that SME employees have lower levels of engagement and perceived empowerment in their organisations; there also exist gender differences in various elements of these constructs (Lather, Sinha & Dhingra, 2012; Lather, Khatri & Jain, 2013). Ucanok and Karabati (2013) note that employees working in the SME sector are expected to remain flexible and accept a variety of different tasks. It has been argued, though, that organisations cannot be at their best until employees are committed to the organisational goals and targets (Dixit & Bhati, 2012).

As part of the segment of small and medium-sized enterprises (SMEs), own family firms shape a specific case, as they account for the majority of global firms and are extensively noted for their crucial role in the global economy (Erdem & Erdem, 2011). In such cases, SMEs contribute to the growth of the economy and forms part of job creation in the country. SMEs are likely to create a strong sense of organisational identification and commitment in which all SMEs employees perceive themselves as not being equal in values, ideas and attitudes but as controlled by the organisation (Carmon et al., 2010).

2.9. APPROACHES TO ORGANISATIONAL COMMITMENT

About 50 years ago, the study by Lawrence (1958) stimulated the need for studies in the area of organisational commitment while he stated that ideally, there is a need for one approach to be dominant to all employees from top to bottom, specifically the

organisation's objective. Researchers noticed the difference between the four important tactics to examine organisational commitment: the attitudinal, behavioral, motivational, and multidimensional approaches (Allen & Meyer, 1996; Mester, Visser, Roodt & Kellerman, 2003; Meyer & Allen, 1997). These four tactics describe the ways in which organisational commitment has evolved, and the results of employee behavior (Meyer & Allen, 1997).

2.9.1. The attitudinal approach

This is the most well-known approach to conceptualizing organisational commitment (Porter et al.,1974). Organisational commitment is regarded as the relative strength of a person's identification with, and involvement in a particular organisation (Porter et al., 1974).

The dimensional method to organisational commitment is the attitudinal method of Mowday et al., (1979), which views commitment in large part as a mind-set of behavioral objectives. In line with the attitudinal technique, commitment develops due to some combination of work reports, perceptions of the employer and private traits, which cause good emotions about an organisation and which, in turn, bring about organisational commitment (Mowday et al., 1982).

2.9.2. The behavioral approach

This approach emphasizes the view that employee investments (e.g., time, friendships, pension, or provident plans and share schemes) within the organisation induce employees to be loyal to their organisation. Kanter defined organisational dedication from this point of view as "profit associated with endured participation" and a "fee associated with leaving" (Kanter, 1968:504). This emphasise the employees' status of income depending on whether the employee chooses to remain with the organisation.

In addition to behavioral approach, organisational commitment is regarded as behavior of which individuals are devoted to a selected program rather than an organisation (Allen & Meyer, 1990). These committing behaviors, or side bets, can make it difficult for an employee to leave an organisation, because the perceived costs of leaving may be high (Becker, 1960; Brown, 1996).

2.9.3. Motivational approach

The motivational method is a third school that emerged to integrate the diverse views and overcome the primary boundaries of the previous processes (Roodt, 2004). The motivational method makes a specialty of the state of commitment referred to as cognitive predisposition (Martin & Roodt, 2008). In place of the attitudinal and behavioural strategies, the motivational approach includes the realization of salient values and the fulfillment of salient goals (Martin & Roodt, 2008). Roodt (2004) argues that the state of commitment is not handiest separated from its antecedents and consequential situations and behaviour, but from its relative affective and conative additives consisting of job satisfaction and intention to leave.

This method can be characterized by using the employee having a sturdy belief in the company's desires, being encouraged to exert excessive tiers of attempt to reap these goals and wanting to stay with the organisation (Mowday, Steers & Porter 1979).

2.9.4. The multidimensional approach

According to Kelman (1958), the idea is that organisational commitment does not develop through psychological attachment, perceived cost, or moral obligation, but through the interplay of all three these components. A few precious researches have contributed to the transformation of this new conceptualisation of multidimensional approach. Recognition is given to kelman (1958), who put forward the basic ideas of this approach in his book entitled: "Compliance, identity and internalisation: three approaches of attitudinal exchange". Kelman (1958) said that the system in which a

character engages behavior might be one of a kind, even though the subsequent behavior can also appear.

However, the developing consensus amongst commitment theorists and researchers is that commitment is a multidimensional construct (McKenna, 2005; Meyer & Allen, 1997; Meyer & Herscovitch, 2001; Nazari & Emami, 2012; Somers, 2010). Somers' (2009) research supports the multidimensional approach to organisational commitment by highlighting an effect of commitment on organisational outcomes, while one style of commitment is combined in comparison to a single approach.

Johnson, Groff, and Taing (2009) tested the opportunity that different forms of organisational commitment would possibly interact. They developed the organisational synergistic model, which posits that organisational commitment theory and prediction are compromised whilst unbiased effects are considered at the exclusion of interacting effects. Their research shows that organizations ought to emphasis increasing more than one types of organisational dedication instead of focusing on the affective or attitudinal aspect of commitment.

2.10. CHALLENGES FOR ORGANISATIONAL COMMITMENT

Recent international economic situation brings diverse demanding situations for organisational commitment (Mullins, 2010). At some stage in economic needs, it is even crucial for organisations to have devoted employees and another important issue is saving the organisation at some crisis stage. However, it is an important role of the organisation to get qualified employees in the market although the economic situation is higher. An organisation that has devoted employees has a good competitive advantage and their market strategy and creative results are difficult to copy (Shahid & Azhar, 2013:262). However, it is difficult for an organisation to benefit from this kind of a competitive advantage at the times were competition is very high could be not easy. Subsequently, cost effective advantage, global competition, adjustments in generation and purchaser possibilities are working much less predictable in an

organisation. All these conditions can furthermore force companies to downsize, outsource and reengineer jobs to live efficiently (Meyer, 2009: 37). Under these occasions, it is challenging companies to show commitment to their employees.

However, it is not convenient for employee to become devoted to their organisations if organisations are forces to downsize and outsource employees outside whereas they can train their current employees to suit their market needs. (Ruokolainen, 2011) state that in recent years while the economy faces crises and many organisations are having a tough time settling to this environment, it is interesting to see how it affects commitment. In addition, Cohen (2003:4) studied that in a changing organisational environment, it is very important to ask if employees identify with an organisation, how they connect to it, and what factors affect them in the organisation.

In addition, they discovered that these situations influence employees' organisational commitment. Using Meyer and Allen's three-element conceptualization of organisational commitment, they discovered that affective commitment significantly decreased within the second sample. However, this is expected, since affective commitment and working conditions are negatively related. Subsequently, against the expectancies, there was no change on continuance commitment. In different phrases, even though there are limited employment opportunities because of the economic crisis, people still felt that private costs of leaving the modern role are just like those before the recession.

Lastly, there has been also a decrease in normative commitment. Markovits, Boer and Van Dick (2014:194) argue that "this shape of commitment is deeply rooted in and prompted by the socialization procedure, and the values and ideals stemming from family, school and network surroundings" and became quite unexpected to changes in years of recession. In end, the external surroundings have profound impact on individual's commitment.

On the other hand, it has been argued whether organisational commitment is a relevant idea to discuss in a competitive market. Enache, Sallan, Simo and Fernandez (2013: 881) point out that when you consider that organisations can no longer promise long-term employment and employees are increasingly changing work environment throughout their career, for people it is more about profession orientations in recent times than being organisational commitment. Employees are in search of greater emotionally enjoyable lives by means of discovering the full potential in their career irrespective of the employer boundaries.

Enache et al., (2013:882) studied the effects of current career context on commitment. Employees have taken more attention shaping their personal careers and professional development looking for opportunities for constant learning, marketability, and psychologically significant working conditions. In addition, "in preference to their business opportunity it turns out to be the architects in their personal careers, development and work purpose" (Enache et al., 2013:882). However, because this idea remains crucial for organisations, it is a challenge for human resource to try to find ways to tackle these challenges.

2.11. COMPOSITE SUMMARY ON ORGANISATIONAL COMMITMENT

Organisational commitment is described as an individual emotional attachment to organisation (Ajibade & Ayinla, 2014). Once employees are dedicated to their organisations, they can give their time and effort to work on different roles within the organisation. This increased attention results in an increased determination and productivity from employees (Mowday et. al., 2013).

2.12.   THE RELATIONSHIP BETWEEN CONSTRUCTS

2.12.1. INTRODUCTION

This section describes the possible relationship between HRM practices and organisational commitment in SMEs. The first part focuses on the relationship between HRM practices and organisational commitment. The second part of this section outlines the relationship between HRM practices and organisational commitment in SMEs.

2.12.2. THE RELATIONSHIP BETWEEN HRM PRACTICES AND ORGANISATIONAL COMMITMENT

A review of the literature reveals that most of the research attempted to determine the impact of HRM practices on the employee's performance and on organisational performance (Katou & Budhwar, 2010). Research to observe the relationship between HRM practices and organisational commitment of employees is considered much less critical than it deserves (Meyer & Smith, 2000). Bal and Bozkurt (2014) has studied six HRM practices consisting of recruitment and selection, training and development, overall performance appraisal, work situations, compensation rewards and involvement in terms of organisational commitment.

Even though a good deal of the previous research on the relationship among HRM practices and organisational commitment has focused on a single HRM practice, it has been argued for instituting complementary bundles of HRM practices to enhance organisational commitment (Vanhala & Stavrou, 2013). However, very few studies have examined the relationship between HRM practices and organisational commitment (Ahmad & Schroeder, 2003). HRM practices played a significant part in growing the organisational commitment of employees (Beattie, Rona & Stephen, 2013).

Dixit and Bhati (2012) noted that the problem of HRM is a serious issue in SMEs. However, in big companies, an entire group of agencies are hired for selection and training of new employees, whereas in SMEs this work is done by owner or manager (Collins & O'Regan, 2011). In addition, most organisations especially SMEs does not take HRM practices seriously, and it has been considered an important part of the organisation and has a competitive advantage as compared to other factors (Dyer & Whetten, 2006).

Most literature has concentrated on the necessity of recruiting candidates who are committed to organisational goals and values (Wickramasinghe, 2007 and Katou, 2008). A study conducted by Palmer (2006) showed that OC is a characteristic of recruitment and selection process. Smeenketal (2006) showed that increased level of autonomy and self-supervision was associated with reduced levels of normative commitment.

Training and development encourage employees to have a stronger desire for obligation and provide a sense of belonging whereby employees can remain members of the organisation for a longer period (Beck & Wilson, 2000). Tzafrir (2006) argues that training and development are closely associated with normative commitment. According to Chew (2008), not all employees who are exposed to training and development will increase their affective commitment. In addition, Feldman, and Ng (2007) indicate that employees who pursue their career through self- interest and development have established that training and development is positively linked to continuance commitment of employees in the organisation. An organisation may invest a huge amount on the training and development of its employees. As a result, the employees will feel morally obliged to return the favour by aiming at achieving normative commitment of the organisation (Imran & Ahmed, 2012).

Payne and Huffman (2005) performed a longitudinal study showing that organisational commitment mediated the relationship between mentoring, an HRM practice (training and development, recruitment and selection within the enterprise studied,) and

employee turnover through the years. The research conducted by Tremblay, Lowery and Majewska (2010) examined the role of linking HRM practices, organisational commitment and overall performance of employees in establishments. The findings revealed that the relationship between HRM practices (training and development, performance appraisal and compensation) and performance employee to apply for new positions and remain motivated in their current roles.

In the current literature studies, training is evaluated in relation to organisational commitment (Kinicki & Kreitner, 2007; Qaisar, Rehman & Suffyan, 2012). Many studies show that with training, an increase in the employees' level of organisational commitment occurs (Mercurio, 2015; Meyer, Srinivas, Lal & Topolnytoky, 2007; Anton, 2009; Dirani & Kuchinke, 2011). Employees are offered training possibilities with the idea that they will show organisational commitment in return for trust and verbal agreement must be signed between them and the organisation (Bartlett, 2001).

Whitener (2001) conducted a study on performance appraisal, and training that replicate critical elements in enhancing the organisational commitment of employees. This means that employees become committed to their organisation because of a feeling of belonging, growth, and possible future positions to their organisations. Altarawneh (2009) argued that performance appraisal contributed to normative commitment of the organisation. Behery and Paton (2008) stated that an effective performance appraisal system defines and provides a vehicle for the recognition of dependable work and contributes significantly towards maintaining and enhancing Organisational commitment. Performance appraisal is instrumental in contributing to the feeling of comfort and competence among employees thus heightening affective commitment among the workers (Dirani & Kuchinke, 2011). As mentioned by Omer (2016), there is a strong relationship between HRM practices and organisational commitment. An organisation needs to determine up front if the motive of performance appraisal is developmental only, or if it will likely be evaluated and connected to promotion and reward (Hassan, 2010).

In addition to the above, Paul and Anantharaman (2004) indicate that HRM practices inclusive of employee-pleasant work surroundings, profession improvement, development-oriented appraisal and complete schooling display a significant positive relationship with organisational commitment. HRM practices influence organisational performance through their impact on employee development and behaviors (Snape & Redman, 2010). Those practices decide the kind of employees who are selected, the skills and motivation of the employees as well as the opportunities and incentives they must and better methods of doing their jobs (Moideenkutty, Al-Lamki & Rama Murthy, 2011). Those practices decide the kind of employees who are selected, the skills and motivation of employees as well as the opportunities and incentives and better methods of doing their jobs (Moideenkutty et al., 2011). The social exchange principle also indicates the positive correlation between HRM practices and organisational commitment (Rajesh, 2017). Shahnawaz and Juyal (2006) explored and compared numerous HRM practices and discovered that performance appraisal and compensation are one-of-a-kind in organisations.

Milne (2007) argued that when employees take part in designing their incentive and reward plans, they derive a greater sense of job satisfaction and control over their work, resulting in stronger continuance commitment and better work values. Parker and Wright (2000) note that remuneration given to employees will affect their normative commitment in the organisation. Employees who are paid low wages and those who are not rewarded on their performance shows a lower level of affective commitment in the organisation (Handel & Gittleman, 2004).

Organisational commitment is an indicator that testifies whether the HRM practices deployed by an organisation can foster psychological links among organisational and employee goals (Chen & Delmas, 2012). HRM practice is an intangible outcome of an HRM system and is critical in keeping employees and fully growing their capability over the years (Ahmad & Schroeder, 2003). Chew and Chan (2008) tested the impact of HRM practices on permanent employees organisational commitment and their intention to stay and discovered that organisational commitment was positively affected by person-organisation match,

remuneration, recognition, and an opportunity to undertake challenging employment assignments.

Giauque, Resenterra and Siggen (2010) assessed the effect of HRM practices, which evolved in Swiss SMEs upon the commitment of information workers. Consequently, organisational support, procedural justice and the recognition of the organisation might influence employee's commitment, while other HRM practices together with involvement in selection making and competencies do not have any impact on employee's commitment (Yang, 2012). However, competence improvement, fair rewards have an impact on HRM practices and organisational commitment and different factors inclusive of employee performance and career commitment does not display an impact on organisational commitment (Baptiste, 2008).

Wright and Kehoe (2008) noted that various studies on the relationship between HRM practices, organisational commitment, and performance value HRM practices separately and as an HRM system such as objectives, policies, and processes. HRM practices related to methods, training, performance evaluation and reward are evaluated for improving organisational commitment (Meyer & Smith, 2000).

An organisation performs best when all these practices (performance appraisal, reward, training and development and compensation) are managed well (Michie & Sheehan, 2008). Jeet and Sayeeduzzafar (2014) state that five HRM practices namely, training, performance appraisal, and compensation relate to organisational commitment. Then again, organisational commitment is stated to be related to human relation issues including employee performance, job satisfaction, turnover, absenteeism and achieving organisational goals (Memari, Maidie, & Marnani, 2013; Bakan, Büyükbeşe & Erşahan, 2011). Therefore, every organisation needs to support its human relation issues for it to function better.

The study conducted by Soomro , Gilal and Jatoi (2011), Paul and Anantharaman's (2004) found evidence that HRM practices (training, selection, career planning, compensation and performance appraisal) are correlated with organisational commitment of employees in organisations, additionally, that the study of software professionals showed that HRM practices had a significant positive relationship with organisational commitment. HRM systems such training, performance and payroll have also been discovered to relate to commitment in samples of frontline employees from car rental, retail, or hospitality organisations (Browning, 2006). Supportive HRM policies such as involvement, work conditions and training, development and education also enhance organisational commitment.

Song, Tsui and Law (2009) explain in- role behaviour as the theoretical foundation for explaining the difference and the consistency of the individual behaviour. Meanwhile, extra-role behaviour is the practical significance of the organisational citizenship behaviour that can enhance the effectiveness and the operational efficiency of the organisation by the transformation of organisational resources, reform of resources and adaptability.

Savaneviciene and Stankeviciute (2012) show that HRM practices (performance appraisal, training and development and reward) have an influence on organisational commitment, whilst engagement enhancing HRM practices stimulate job satisfaction which in turn enhance affective commitment. Career development opportunities have a positive impact regarding the affective commitment, continuance commitment and normative commitment of employees (Lew, 2011).

2.13. CONCEPTUAL FRAMEWORK

Based on the above literature review, a conceptual framework is developed to examine the effect of HRM practices on organisational commitment. The conceptual framework embraces two major variables, which are used to develop the basic model

of relationship between HRM practices and organisational commitment. The link between HRM practices and organisational commitment is illustrated in Figure 4.1

Independent Variables   Dependent Variables
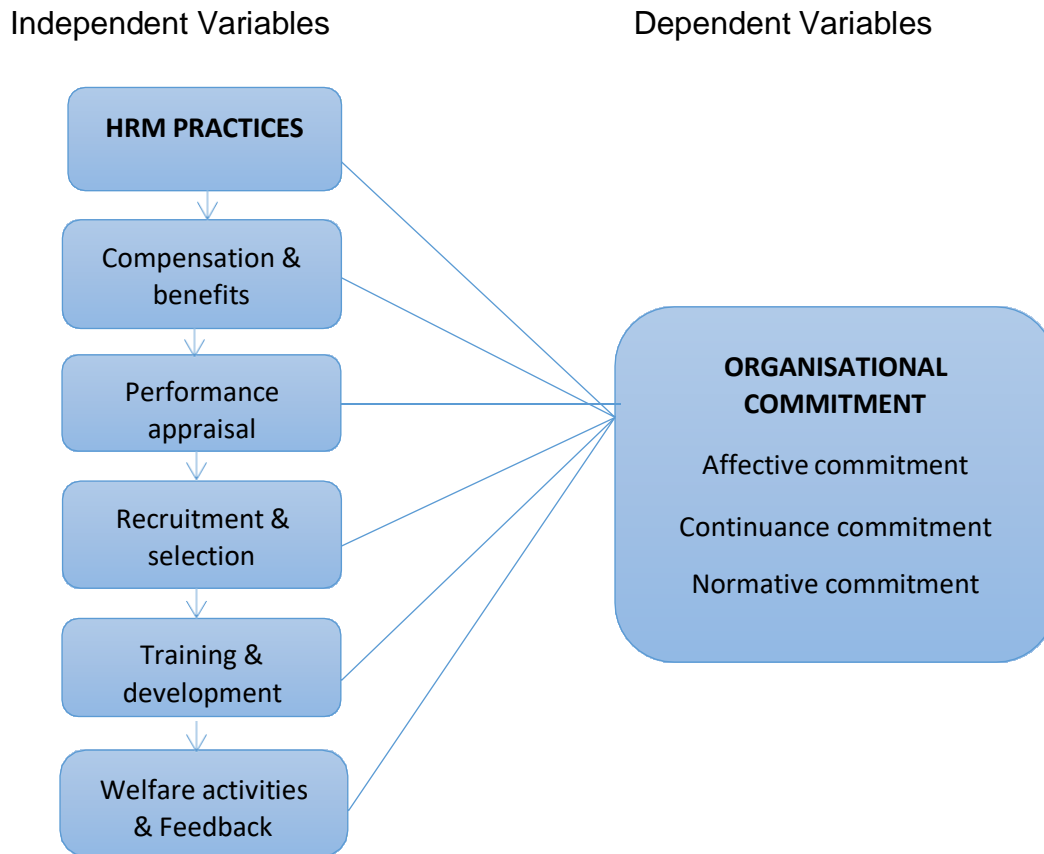
Figure 1: Theoretical Framework of HRM Practices and Organisational Commitment components

Previous studies have indicated that HRM practices are linked to organizational commitment (Chew & Chan, 2008; Nasurdin, Hemdi, & Guat, 2008; Prabhakar & Ram, 2011; Sanders & Yang 2008; Wright & Kehoe, 2007). Chew and Chan (2008) and Sanders et al., (2008) comprehensively report a positive relationship between HRM practices and organisational commitment.

Previous studies found that the best HRM practices increase the Organisational Commitment of an employee (Huselid, 1995; Meyer & Allan, 1997; Youndt et al., 1996).

2.14. HRM PRACTICES AND ORGANISATIONAL COMMITMENT IN SMEs

Many SMEs in the economy do not have HRM practices in their organisations and may, consequently, lead to dissatisfied employees and lower productivity in the firm (Carmeli, 2005; Gibson & Vaart, 2008). Many SMEs are established every year. However, a large quantity of them are not capable of surviving a decade from the time of their establishment (Beaver, 2002). In addition, one of the function of SMEs is to gain skills in large and multinational businesses. They provide an introduction in which individuals may be able to gather skills (Fisher & Reuber, 2007).

SMEs are observable and their major element is using their personal area, and by using this area, they get attention of the policy makers responsible for universal countries' development, which includes authorities and different respective institutions (Schlogi, 2014). SMEs also are accountable for about 60% of the private sector employment worldwide (Ayyagari, Demirquckunt & Maksimovic, 2011). Despite the reality that SMEs play a good-sized function in developing countries' economies, they also play a critical function in local development (Pike, Rodríguez-Pose, & Tomaney, 2007; Potter & Marchese, 2010). Various studies suggest that SMEs are gaining greater importance within the present financial sector (Fuschetti & Pollack, 2011).

Evidence indicates that HRM is normally given low priority in SMEs. However, it is taken into consideration by owners to be one of the most vital and complicated problems to be solved (Wilkinson, 2009). The shortage of formalized HRM practices amongst SMEs in developing nations does not exist only in African countries. In India, SMEs practice informal recruitment and selection techniques and feature informal performance management structures while some of them no longer have performance appraisal method (Singh & Vohra, 2009).

Subsequently, the advantages of HRM in SMEs are improvement measures and performance, attraction and retention, commitment, organisational effectiveness, long-term success and sustainability of qualified employees (Cardon & Steven, 2004, Brand

& Bax, 2002; Mayson & Barrett, 2006). The negative consequences of less than state-of-the-art HRM consist of unfair layoffs, less work balance, lack of certified work, inadequate recruitment practices, scarce training, absence of performance assessment and minimum application of equal possibility policies (Bacon & Hoque, 2005).

2.15. SUMMARY

This chapter began with the introduction of HRM practices. The chapter outlines the rationale for studying HRM practices in SMEs. The nature of HRM practices are then explored. The HRM practices employed by organisations: recruitment and selection, training and development, performance appraisal, welfare activities and employee feedback, are discussed. This is followed by the impact of HRM practices in SMEs. The extant empirical literature indicates that HRM practices failure in SMEs is due to lack of funding from the owner, organisational size, and lack of managerial skills.

The section on organisational commitment focuses on the concept of organisational commitment. The components of organisational commitment were also examined. Finally, organisational commitment in SMEs is examined.

Lastly, the last section gave an overview of the relationship between HRM practices and organisational commitment based on the available literature. This literature indicates positive relationships between HRM practices and organisational commitment. The next chapter focuses on research methodology.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1. INTRODUCTION

The current chapter provides a step by step discussion on how the main aim of the study was achieved. The methodology includes research approach, research design, selection of the sample, study population, data collection, ethical considerations, research limitations, instruments, and statistical procedures used to analyse and interpret data.

3.2. RESEARCH APPROACH

This research applied the deductive approach because the researcher developed a conceptual framework for the study, which the researcher subsequently tested using collected data and needed to describe causal relationship between variables (Saunders, Lewis & Thornhill, 2009:61). This study utilised the deductive approach since it intended to examine, through the empirical testing of specific hypotheses, the impact of HRM practices on organisational commitment of employees in SMEs.

3.3. RESEARCH DESIGN

This study is quantitative in nature and examines how HRM practices are related to organisational commitment among employees of SMEs. To this study, questionnaires were the chosen data collection method as this is also a chosen method for survey research. To overcome geographical distances and time constraint, this method of data collection is the most appropriate. The questionnaires were distributed physically to all employees and were collected in a period of 2 weeks. The SMEs requested that the researcher make use of the printed questionnaires within the SMEs to reach all the employees in different working stations.

3.4. POPULATION OF THE STUDY

SMEs as type of business enterprise were selected for the purpose of the study. The population of (N=26078) for this study consisted of employees of SMEs in Capricorn district Limpopo province. The Small, Medium and Micro Enterprise Sector (SMMES) database commissioned by the Small Enterprise Development Agency (SEDA) Polokwane was used.

The study had the target population of 48 SMEs listed in Capricorn District and 18 SMEs participated in the study.

3.5. SAMPLE AND SAMPLING METHOD

The convenience sampling method was used in this study. The sample size of 18 SMEs with 149 employees participated for 48 SMEs in the Capricorn district. 169 questionnaires were distributed to the SMEs employees who were available and willing to participate. This represents a return or response rate of about 88% of the convenient sample.

Table 1: Population Size

Table 1 depicts the primary characteristics of the target population, which was collected from SEDA Polokwane.

Production/Service	Number of employees
7 General trading	68
1 Manufacturing	6
1 Welding & Steel work	8
1 Sewing	10
2 Construction	19
2 Retail	23
1 Catering	7
1 Furniture store	10
2 Production	16
1 Advertising	10
	169

3.6. DATA COLLECTION INSTRUMENTS

The researcher used a standardised questionnaire format. The questionnaire was divided into demographic data section, Human Resource Management Practices Questionnaire (HRMPQ) and an Organisational Commitment Questionnaire (OCQ). Section A, B and C of the questionnaire are part of the instrument that was used to measure the variables under study.

Section A measures demographic information, Section B measures human resource management practices and Section C of the questionnaire measures organisational commitment of the participants.

3.6.1. Demographic variables

The current study assessed the demographic characteristics of the subjects under investigation to draw a broader understanding of the population. The demographic information consisted of age, job position, academic qualifications, and tenure.

3.6.2. Human Resource Management Practices Questionnaire (HRMPQ)

Human Resource Management Practices Questionnaire (HRMPQ) developed by Gould-Williams and Mohamed (2005). It consists of 36 items that are measured on a 5-point scale. The response scale ranges from 1 ("strongly disagree") to 5 ("strongly agree"). This questionnaire shows an acceptable level of reliability with Cronbach alpha coefficient above 0.70 (Marescaux, Wanne & Sels, 2009). In the study of Sekaran (2005) where the instrument was used, it achieved a Cronbach alpha coefficient of 0.929 on the 36 items indicating an acceptable reliability.

Inter item consistency reliability or Cronbach's alpha reliability coefficients of one dependent, one mediating and six independent variables were obtained, they all were above .70. As the coefficients get closer to α= 1.0 the more reliable and coefficients, and less than (α = .60) are considered not reliable. Recruitment and selection were measured by 4 items, and had a Cronbach alpha of 0.60, training and development scale contained 6 items with α= 0.80 Cronbach's alpha value. Performance appraisal was measured through 7 items with Cronbach alpha of α= 0.74, welfare activities scale contained 14 items with α =0.66 Cronbach alpha value, compensation, and benefits system the last HRM practice of the study was also measured by 5 item scale with Cronbach alpha α =0.69.

Validity was checked using the sample question from recruitment & selection "In our organisation, line managers and HR managers participate in selection" training and development "Our organisation conducts extensive training programs for its employees in all aspects of quality". Compensation and benefits "Employees in our organisation have more than one potential position for promotion". Welfare activities: "Employees in this organization are allowed to make decisions related to cost and quality matters". In addition, a final item from performance appraisal "Appraisal system has a strong influence on individual and team behaviour"**.**

3.6.3. Organisational Commitment Questionnaire (OCQ)

Organisational Commitment Questionnaire (OCQ) was developed by Allen and Meyer in 1997. It was used to measure three dimensions of commitment, namely, affective, continuance and normative commitment. The OCQ consists of 18 items and measures on a five-point Likert scale 1: Strongly Disagree, 2: Disagree, 3: neither Disagree nor Agree, 4: Agree, 5: Strongly agree. This questionnaire has been used in similar studies showing high levels of reliability with Cronbach alpha above 0.70 (Meyer & Allen, 1991).

Several studies have examined the reliability (alpha coefficients) of the OCQ. The OCQ has been widely used as a tool for measuring organisational commitment with reliable and valid results. Allen and Meyer (1997) reported 0.87 for the affective commitment scale, 0.75 for the continuance commitment scale, and 0.79 for the normative commitment scale. Dunham, Grube and Castaneda (1994) reported an alpha range of 0.74 to 0.84 for affective commitment, 0.67 to 0.78 for normative commitment and 0.73 to 0.81 for continuance commitment. Meyer and Allen (1990) reported an alpha of 0.87 for affective commitment, 0.79 for normative and 0.75 for continuance. Cohen (1996) found an alpha of 0.79 for affective commitment, 0.65 for normative commitment and 0.69 for continuance commitment.

Martin (2007) is of opinion that OCQ has considerable reliability as shown by numerous researchers. For instance, reliability Cronbach alpha values of 0.91 (Roodt, 1997); 0.94 (Storm & Roodt, 2001); 0.91 (Pretorius & Roodt, 2004) and 0.926 (Jacobs, 2005) were reported. Martin (2007) obtained a Cronbach alpha to the value of 0.89 based on 18 items.

Construct validity of the dimensions of the Organisational Commitment Questionnaire is since they correlate as predicted with the proposed antecedents' variables (Meyer & Allen, 1997). This provides preliminary evidence that this questionnaire is a valid measure for organisational commitment. Validity was checked using the sample question from affective commitment, "I would be happy to spend the rest of my career in this organisation". Normative commitment "I owe a great deal to my organisation".

3.7. DATA COLLECTION PROCEDURE

When administering the questionnaire, a written letter was sent to the SMEs to request for permission to collect the data. Written permission was granted by the research office who issued an ethical clearance certificate to conduct research with the SMEs. The purpose and use of data for the study was explained to respondents in an accompanying cover letter of the questionnaire. Consent was also requested from the

respondents before distribution of the questionnaires. The survey was started on 02nd March 2018 and the final date for collection was the 18th May 2018. Questionnaires were distributed in a way that would not cause any disturbance in the workplace, namely, during tea breaks, lunch time and after working hours. The researcher used hard copy questionnaires to distribute to participants, as it was more effective than to email the questionnaires to them. The researcher was present during data collection with the help of two friends in order to assist employees who are older and illiterate in filling the questionnaires and answering any unclear questions they may have concerning the questionnaire. The reason why the paper-based method is the most appropriate for this study is the following:

The SMEs sample groups tends to fall more in an older group where computers might not in all cases be the preferred method, it reduces the time it would have taken to convert the two questionnaires to an electronic format.

Due to the fact that when collecting data, the researcher was assisted by two friends, the respondents who did not understand how to fill the questionnaire were assisted on the spot and those who were able to fill the questionnaire were made aware of the time they have to complete the questionnaire. Anonymity and confidentiality of respondents were maintained. Questionnaires were collected from the respondents for inspection before they were coded into the system.

3.8. DATA ANALYSIS METHOD

The Statistical Package for the Social Sciences (SPSS) Version 26.0 published by International Business Machines (IBM) was used for analyzing the data collected from the participants. Descriptive statistics (frequencies, percentages) were used to analyze the demographic data and to summarize data on HRM practices and organisational commitment. Coded data were also summarised using graphical presentations for the interpretation of results. Pearson Product-moment Correlation

Coefficient analyses were used to analyse the relationship between HRM practices and organisational commitment.

3.9. ETHICAL CONSIDERATIONS

The survey was conducted among SMEs employees in the Capricorn district. A cover letter explaining the nature of the study, as well as assuring the respondents of the confidentiality of the information was provided. In addition, the respondents were assured that the responses given on the questionnaire were strictly for research purposes only. Respondents were given the opportunity to ask questions about the project and about their participation. Respondents were informed that only grouped data would be used for academic research purposes. Respondents were assured that they could withdraw their participation at any time, and they would not be penalized for withdrawal of their participation. Permission to collect data was obtained from the Turfloop Research Ethics Committee (TREC) after the questionnaire was approved. The SMEs owners selected for the study requested a copy of the study upon completion.

3.10. SUMMARY

This chapter provided an explanation of the study area, research design, data collection, data analysis, population of the study. Furthermore, ethical considerations were discussed and identified as an important step to take whenever data collection involves targeted population. It also involved the questionnaires as measuring instruments that were used for the study, and how the data was collected and analysed by making use of descriptive statistics. The next chapter focuses on results of the study.

CHAPTER FOUR: PRESENTATION OF RESULTS

4.1. INTRODUCTION

The present chapter presents and interprets the empirical findings of the research conducted to test the hypotheses. This chapter presents and discusses the research results in terms of the responses of participants. The reliability of the measuring instruments was established using the Cronbach Alpha coefficients. The data pertaining to the variables included in the study was collected by means of the three measuring instruments and are presented by means of calculation of descriptive measures, mean and standard deviation, paired sample tests and correlations analyses. The researcher also made use of tables and figures in the presentation of data. The distributions of items are discussed using both frequencies and percentages. Distributions of items are discussed using frequencies and percentages. Pearson correlation coefficient analyses were used to test the relationship among variables.

4.2. RESPONSE RATE

Table 2: The Response Rate

Respondents	Number of questionnaires Sent	Number of questionnaires returned	Response rate
SMEs employees	169	149	88%

Table 2 shows the response rate for this study. One hundred and sixty-nine (169) questionnaires were distributed to employees and one hundred and forty-nine (149) usable questionnaires were returned. This indicates that a response rate of 88.16% was achieved.

4.3. DEMOGRAPHIC INFORMATION

This section presents information about the demographics of employees who participated in this study. The demographic information includes gender, age, marital status, number of years with the organisation and job position.

4.3.1 : Demographics according to gender

Table 3: The gender of the respondents

GENDER	FREQUENCY	PERCENT
Male	72	51.7
Female	77	48.3
Total	149	100.0
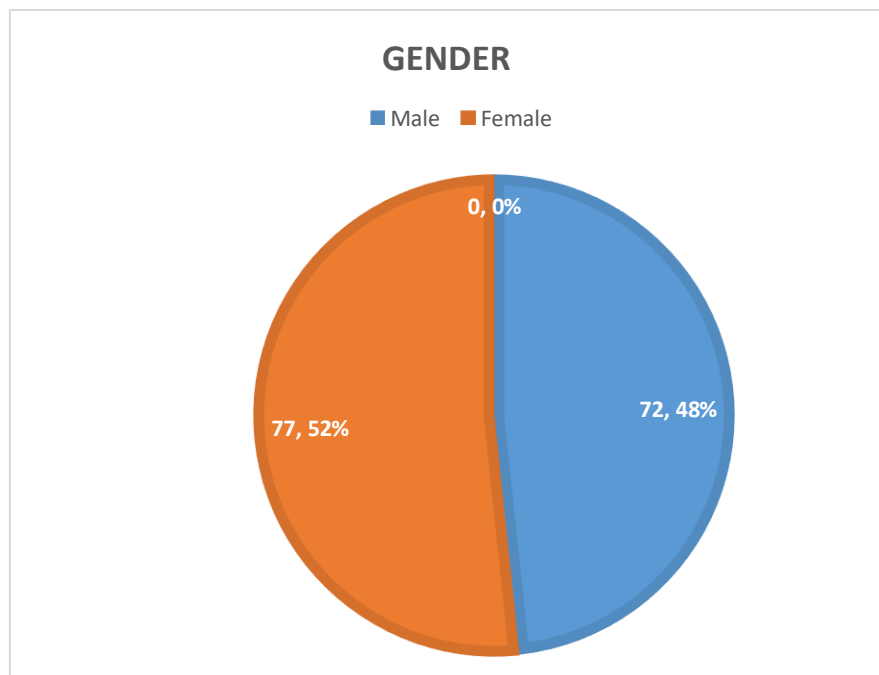
Figure 2: Gender of respondents

The distribution of gender as depicted in Table 3 and Figure 2 of this study shows the percentage of the respondents based on gender. The results show that most respondents were females 77 (52%) as compared to 72 (48%) males. From the figure above, it is

clear that female respondents dominate the SMEs in Capricorn district to some extent.

4.3.2. The age of the respondents
The age distribution of the respondents shows that 25% of
SMEs employees are between the ages of 18-30, 48% of the respondents are between the
Ages 31-40 years.

Table 4: Age of the respondents

AGE	FREQUENCY	PERCENT
18-30	37	25
31-40	71	48
41-50	35	23
51 above	6	4
Total	149	100
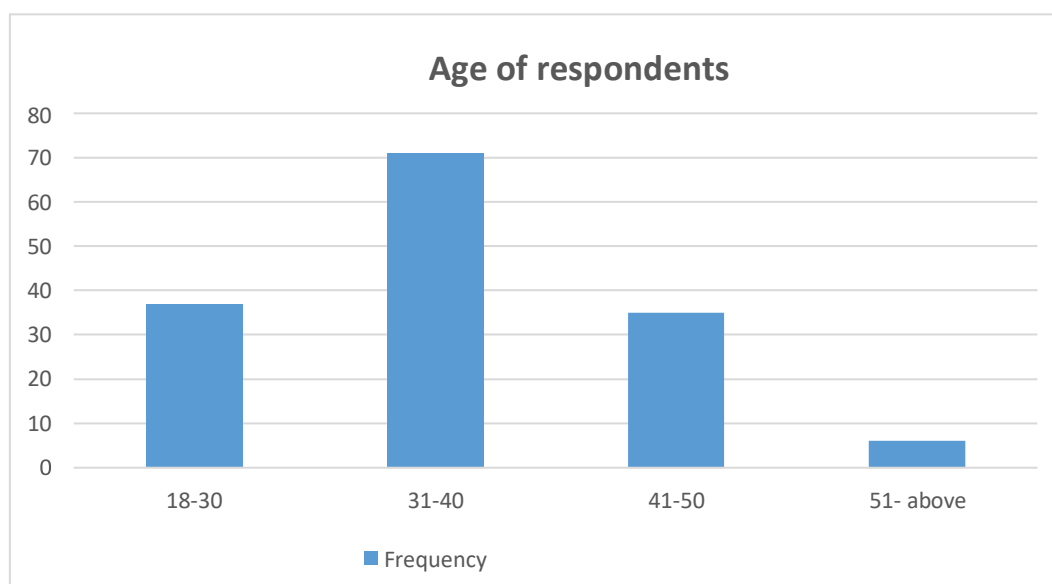
Figure 3: Age of respondents

The age distribution of the respondents depicted in Table 4 of the results shows that 25% of SMEs employees are between the ages of 18-30, 48% of the respondents are between the ages of 31-40, another 23% are between the age of 41-50 and 4% are between the age of 51 and above. It is evident from the table that most SMEs employees falls in the age group 31-40 years.

4.3.3. The level of education of the respondents

Table below shows the level of education of respondents. The results of these findings show that 43% of the participants have grade 10 or 11 certificates.

Table 5: level of education of the respondents

QUALIFICATION	FREQUENCY	PERCENT
Grade 10 or 11 certificate	64	43
Grade 12 certificate	35	23.5
Diploma/ degree	38	25.5
Honours degree	12	8.1
Total	149	100.0
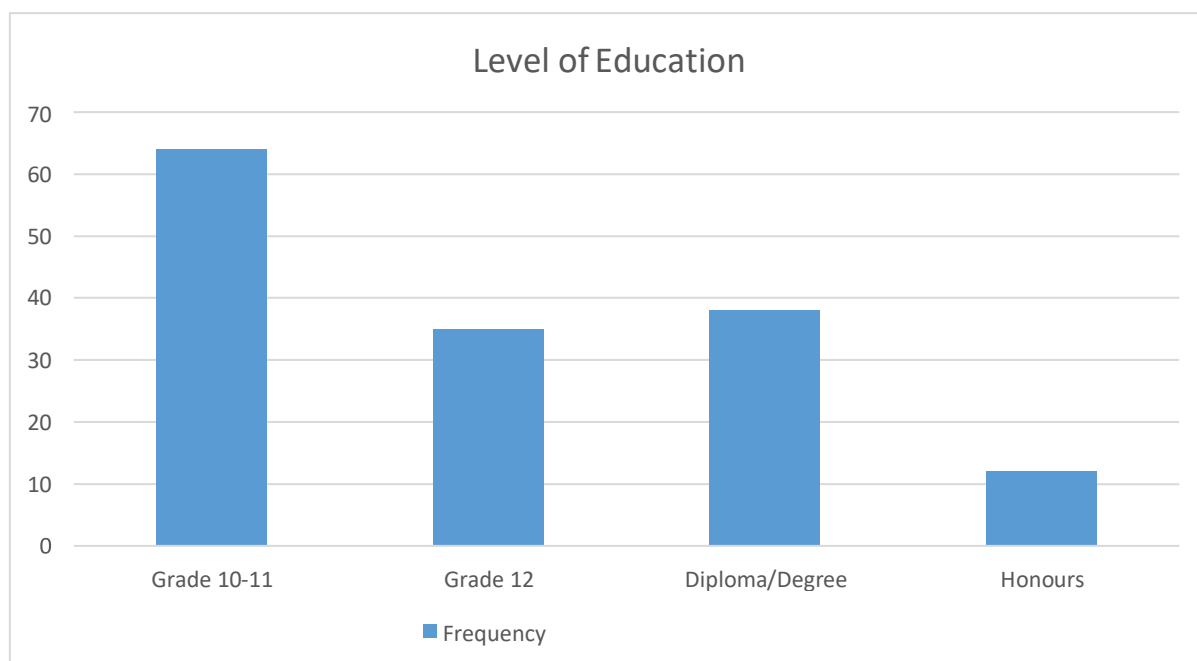
Figure 4: level of education

Table 5 shows the level of education of respondents. The results of these findings show that 43% of the participants have grade 10 or 11 certificates. Followed by 24% of participants who holds grade 12 certificates, 26% are holders of diploma/degree and 8% have honours degree. It is evident that a substantial number of respondents in this study had grade 10 or 11 certificate.

4.3.4. The marital status of respondents

Table below presents the participants' marital status; it shows how many respondents are Married and how many are single.

Table 6: Marital status of respondents

MARITAL STATUS	FREQUENCY	PERCENT
Single	37	24.8
Married	73	49
Divorced	23	15.4
Widow/ widower	16	10.7
Total	149	100.0
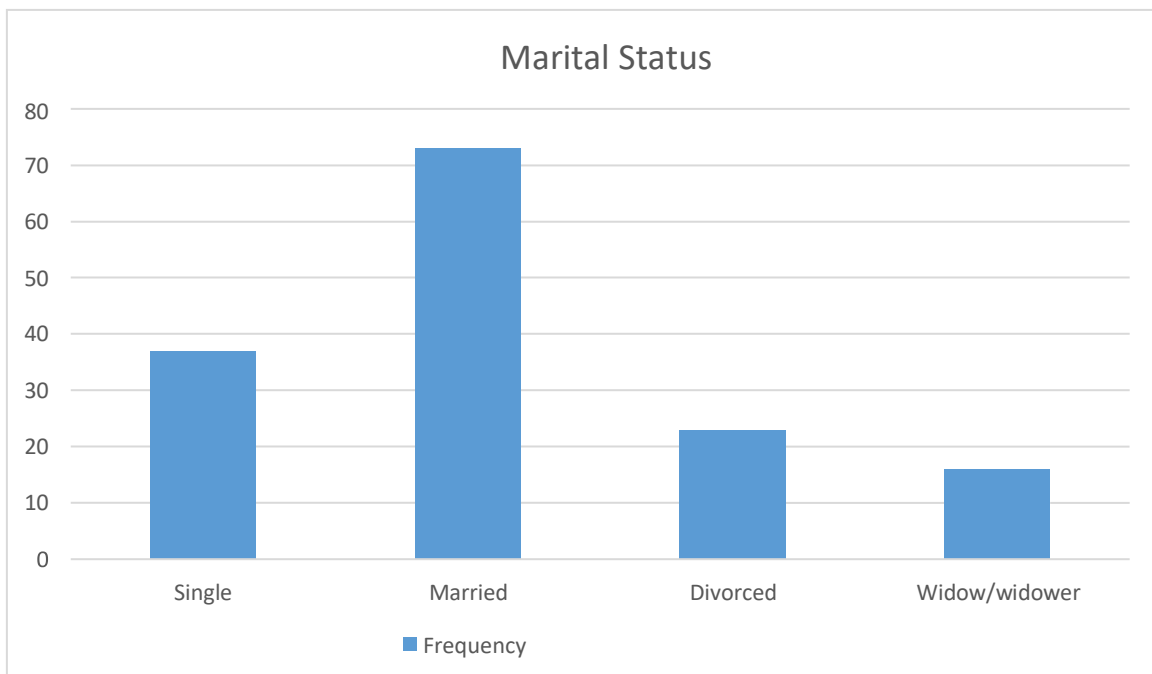
Figure 5: Marital status of participants

Table 6 presents the participants' marital status and it shows that 25% of the respondents are single, 49% of the participants are married, 15% of the participants are divorced and 11% of the participants are widows/widowers.

4.3.5. Experience in the same organisation

Table below depicted the number of years of experience of the respondents.

Table 7: Tenure

EXPERIENCE	FREQUENCY	PERCENT
0-5 years	34	23
6-12 years	60	40
13-20 years	44	30
21-29 years	8	5
30 above	3	2
Total	149	100
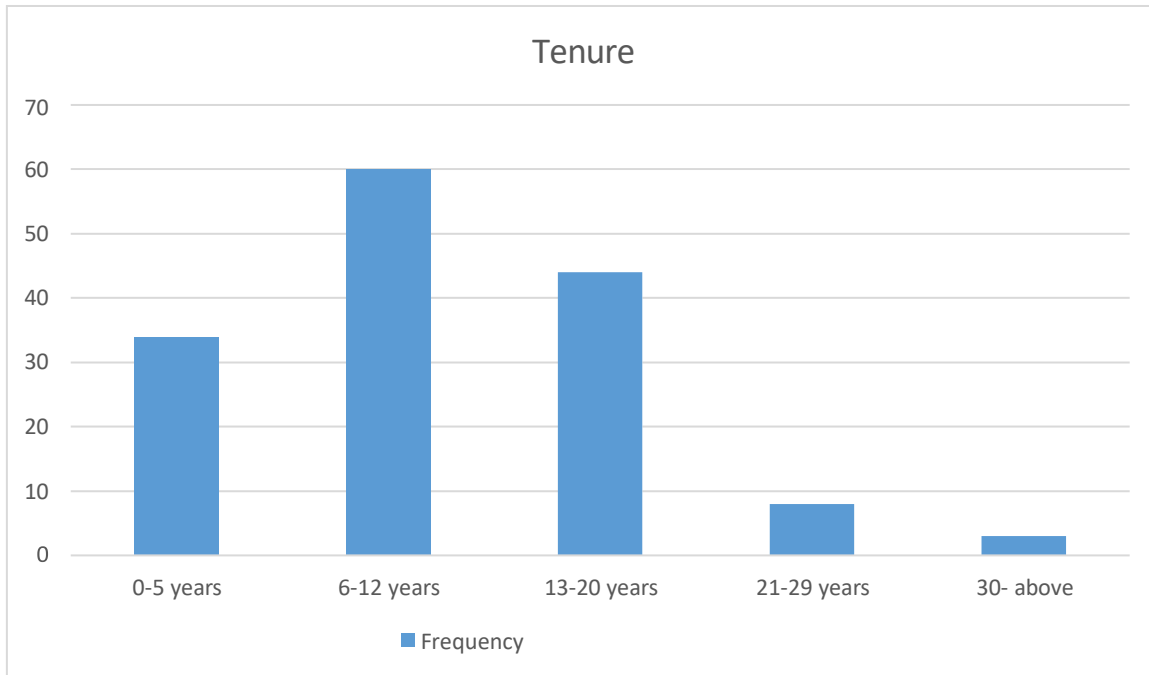
Figure 6: Tenure

Table 7 depicted the number of years of experience of the respondents. It is evident from the table that (23%) of the respondents have 0-5 years' experience in the same organisation, (40%) of the respondents have 6-12 years' experience in the same organisation, whereas (30%) of the respondents have 13-20 years' experience in the same organisation, and (5%) respondents have 21-29 years' experience in the same organisation Finally, (2%) of the respondents have 30 years and above experience in the same organisation.

4.3.5. The respondents job position

Table below presents the participants job position.

Table 8: Job position

CATEGORY	FREQUENCY	PERCENT
Management	10	6.7
Supervisor	23	15.4
Salesperson	48	32.2
Driver	22	14.8
General work	46	30.9
Total	149	100
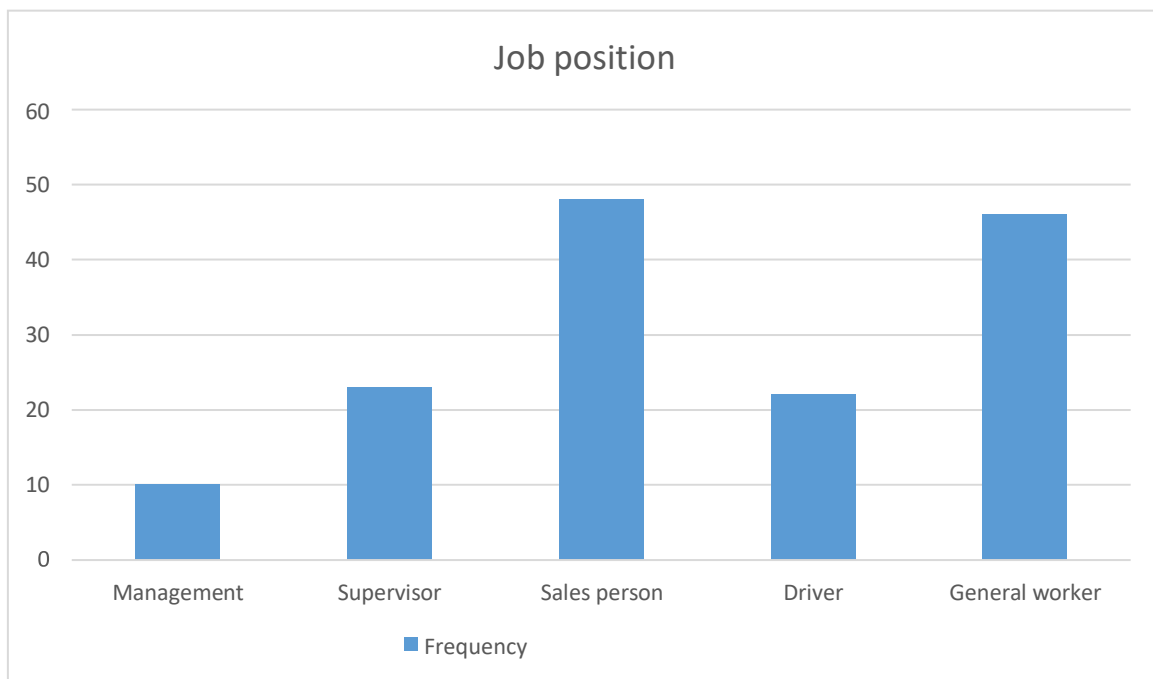
Figure 7: Job position

Table 8 above presents the participants job position and shows that 7% are in management positions, 15% are in supervisory positions, 32% of respondents are sales personnel, 15% of respondents are drivers and 31% of the respondents are in general work.

4.4. DESCRIPTIVE STATISTICS

Descriptive statistics in the form of arithmetic means and standard deviations were computed. The table below indicate the specific descriptive relating to the means score of the construct of each HRM practice and the three components of organisational commitment.

Table 9 below indicates that the standard deviation score for recruitment and selection is 11.15 (3.20), performance appraisal is 24.17 (4.24), training and development is

19.37 (4.70), compensation and benefits are 16.42 (4.04) and welfare activities is 13.07 (3.87) out of a possible score of five since the Likert scale is divided into five categories. It is therefore evident that there is a positive trend towards each HRM practice in this sample group.

Table 9 below indicates that the standard deviation scores for affective commitment is 15.85 (4.13), continuance commitment is 11.74 (2.48) and normative commitment is 18.19 (3.54) out of a possible score of five. It is there evident that there is a positive trend towards affective and normative commitment and a slight positive trend towards continuance commitment since the mean score is almost 2.5.

Table 9: Descriptive statistics of different variables

	Mean	**Std. Deviation**	**N**
Recruitment & Selection	11.15	3.202	149
Performance appraisal	24.17	4.249	149
Training & Development	19.37	4.707	149
Compensation & Benefit	16.42	4.042	149
Welfare activities	13.07	3.876	149
Affective commitment	15.85	4.135	149
Continuance commitment	11.74	2.480	149
Normative commitment	18.19	3.544	149

4.5. RESULTS OF RELIABILITY ANALYSES

The Cronbach's Alpha was used to measure the reliability of all constructs. The correlation coefficient ranges from plus or minus one. A high Alpha coefficient means that the reliability is also high. The recommended Alpha coefficient should have a value of 0.70, a coefficient above 0.70 is acceptable whereas one that is below 0.70 has limited applicability (Marescaux, Wanne & Sels, 2009). According to Pallant (2010), an item's total correlation should be greater than 0.30. If not, then it would suggest that the item is measuring a different thing entirely. Sekaran (2003) is of the opinion that reliabilities with less than 0.60 are deemed poor while those in the range of 0.70, is acceptable and those above 0.80 is considered good.

4.5.1 Human Resource Management Practice Iterative Item Reliability Analyses

The results obtained from iterative item reliability of the Human Resource Management Practice Questionnaire (HRMPQ) yields a Cronbach Alpha of 0.845 based on the 36 items. Internal consistence is acceptable if Cronbach alpha is 0.70 and average inter item correlation is 0.30. Therefore, the Human Resource Management Practice Questionnaire is reliable, as shown in Table 10.

Table 10: Reliability coefficient for HRM Practice

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	Number of Items
.845	.844	36

4.5.2. Organisational Commitment Iterative Item Reliability Analysis

Organisational commitment Cronbach's Alpha coefficients results are depicted in Table 11 below. The Cronbach Alpha obtained is 0.695 for the 18 items used in the Organisational Commitment Questionnaire (OCQ). Field (2005) states that a Cronbach Alpha of 0.70 and higher is an acceptable value. Therefore, as indicated in the table below, a Cronbach Alpha Coefficient of 0.695 indicates that the OCQ is reliable and can thus consistently measure organisational commitment in SMEs.

Table 11: Reliability statistics for OCQ

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	Number of Items
.695	.690	18

4.5.3. Reliability of the HRM Practice variables

The Cronbach's Alpha Coefficients for two scales were above 0.70; namely, training and development (0.803) and performance appraisal (0.741). In addition, Table 12 below shows that the Cronbach's Alpha for compensation and benefits (0.692), recruitment and selection (0.600) and welfare activities (0.664) were below 0.70 but above 0.50 which means they are acceptable.

Table 12: Reliability Coefficients

Scale	Cronbach's Alpha	Number of Items
Training & Development	.803	6
Recruitment & Selection	.600	4
Performance Appraisal	.741	7
Compensation & Benefits	.692	5
Welfare Activities & Feedback	.664	14

4.6 HYPOTHESIS TESTING

4.6.1 Correlations for the variables of the study

The Pearson product moment correlation (one-tailed) test was used to analyse the relationship between HRM practices and organisational commitment. Inter-correlations coefficients (r) were calculated by the means of Pearson's Product Moment Correlation. The Pearson's Product Moment Correlation coefficient has been adopted in testing the twenty (20) hypotheses with the Statistical Package for the Social Science (SPSS) Version 26.0. Pearson Correlation was used to investigate the inter-relations amongst the variables. The results of the inter-correlation of the different tests are depicted in Table 13.

Table 13: Pearson correlations between overall HRM practice, overall organizational commitment, and three organizational commitment types (N = 149)

Correlations		Organisational commitment	Affective Commitment (AC)	Continuance Commitment (CC)	Normative Commitment (NC)
Human Resource Management Practice	Pearson Correlation	.241**	.411**	.151*	.203*
	Sig. (1-tailed)	.002	.000	.033	.004

**. Correlation is significant at the 0.01 level (1-tailed).

*. Correlation is significant at the 0.05 level (1-tailed).

H_1: There is a positive relationship between overall HRM practice and the overall organisational commitment of employees (OC).

H_2: There is a positive relationship between overall HRM practice and affective commitment (AC).

H_3: There is a positive relationship between overall HRM practice and continuance commitment (CC).

H_4: There is a positive relationship between overall HRM practice and normative commitment (NC).

Table 13 above shows the correlation results. The correlation between the overall HRM practices and overall organisational commitment is (r=0.241, p=0.002). The results indicate that the overall HRM practice and OC are positively related. The results support the hypothesis that there is a significant positive relationship overall HRM practices and organisational commitment of SMEs employees. Secondly, the correlation between overall HRM practices and affective commitment is (r=0.411,

p=.000). The results indicate that there is a positive relationship between the overall HRM practices and affective commitment. This supports hypothesis (H$_2$) that there is a positive relationship between the overall HRM practices and affective commitment of SMEs employees. Thirdly, the correlation between the overall HRM practices and continuance commitment is (r=0.151, p=0.033). The results indicate that there is a positive relationship between overall HRM practices and continuance commitment of SMEs employees. According to Yaping, Kenneth, Song, and Katherine (2009), HRM practices have a positive influence on continuance commitment, but not on affective commitment. Despite this, a positive relationship has been concluded between the overall HRM practices and the three dimensions of commitment. Finally, the correlation between HRM practices and normative commitment is (r=0.203, p=0.004). The results indicate that there is a positive relationship between the overall HRM practices and normative commitment of SMEs employees.

Table 14: Correlation between recruitment and selection and organisational commitment components (N = 149)

	Recruitment & Selection	Affective commitment	Continuance commitment	Normative commitment
Recruitment & Selection	1	.242**	-.090	.103
		.001	.138	.105

** Correlation is significant at the 0.01 level (1-tailed).

Correlation between organisational commitment components and recruitment and selection:

H$_5$: There is a positive relationship between recruitment & selection and affective commitment.

H$_6$: There is a positive relationship between recruitment & selection and continuance commitment.

H₇: There is a positive relationship between recruitment & selection and normative commitment.

Table 14 above shows the relationship between three factors of organisational commitment and recruitment and selection.

Affective commitment and recruitment and selection

The relationship between recruitment and selection and affective commitment is positive but relatively weak. However, there is a statistically significant relationship between the two variables because r =.242 with a p-value =.001 (p-value>0.05). Therefore, the null hypothesis that there is no relationship between the two variables can be rejected and the hypothesis that there is a significant positive relationship between the two variables is accepted.

Continuance commitment and recruitment and selection

The relationship between continuance commitment and recruitment and selection is relatively. However, there is a statistically non-significant relationship between the two variables because r=.103 and a p-value=.105 (p-value>0.05). Therefore, the null hypothesis that there is no relationship between the two variables can be accepted and the hypothesis that there is a significant positive relationship between the two variables is rejected.

Normative commitment and recruitment and selection

The relationship between normative commitment and recruitment and selection is negative and relatively weak. However, there is a statistically non-significant relationship between the two variables because r=-0.090 and a p-value=0.138 (p-value>0.05). Therefore, the null hypothesis that there is no relationship between the two variables can be accepted and the hypothesis that there is a significant positive relationship between the two variables is rejected.

Table 15: Correlation between training and development and organisational commitment components (N = 149)

		Training & Development	Affective commitment	Continuance commitment	Normative commitment
Training & Development	Pearson Correlation	1	.205*	.187*	.028
	Sig. (1-tailed)		.005	.011	.370

** Correlation is significant at the 0.01 level (1-tailed).

*Correlation is significant at the 0.05 level (1-tailed).

Correlation between training & development and organisational commitment components

H_8: *There is a positive relationship between training & development and affective commitment.*

H_9: *There is a positive relationship between training & development and continuance commitment.*

H_{10}: *There is a positive relationship between training & development and normative commitment.*

Table 15 above shows the relationship between three components of organisational commitment and training & development

Affective commitment and training & development

The relationship between affective commitment and training & development is positive but relatively weak. However, there is a statistically significant relationship between the two variables because r = 0.205 with a p-value = 0.005 (p-value>0.005). Therefore, the null hypothesis that there is no relationship between the two variables can be rejected and the hypothesis that there is a significant positive relationship between the two variables is accepted.

Continuance commitment and training and development

The relationship between training and development and continuance commitment is positive but relatively weak. However, there is a statistically significant relationship between the two variables because r = 0.187 with a p-value = 0.011 (p-value>0.05). Therefore, the null hypothesis that there is no relationship between the two variables must be rejected and the hypothesis that there is a significant positive relationship between the two variables is accepted.

Normative commitment and training and development

The relationship between continuance commitment and training and development is positive but relatively weak. There is a statistically non-significant relationship the two variables because r = 0.028 and a p-value = 0.370 (p-value>0.05). Therefore, the null hypothesis that there is no relationship between the two variables can be accepted and the hypothesis that there is a significant positive relationship between the two variables is rejected.

Table 16: Correlations for three organisational commitment components and compensation and benefits (N = 149)

		Compensation & Benefits	Affective commitment	Continuance commitment	Normative commitment
Compensation & Benefits	Pearson Correlation	1	.259**	.119	.492
	Sig. (1-tailed)		.001	.074	.002

** Correlation is significant at the 0.01 level (1-tailed).

Correlation between organisational commitment components and compensation and benefits

H$_{11}$: There is a positive relationship between compensation and benefits and affective commitment.

H$_{12}$: There is a positive relationship between compensation and benefits and continuance commitment.

H13: There is a positive relationship between compensation and benefits and normative commitment.

Table 16 above shows the relationship between organisational commitment components and compensation and benefits

Affective commitment and compensation and benefits

The relationship between affective commitment and compensation and benefits is positive but relatively weak. However, there is a statistically significant relationship between the two variables because r = 0.259 with a p-value = 0.001 (p-value<0.05). Therefore, the null hypothesis that there is no relationship between the two variables can be rejected and the hypothesis that there is a significant positive relationship between the two variables is accepted.

Continuance commitment and compensation and benefits

The relationship between compensation and benefits and continuance commitment is positive but weak. There is a statistically non-significant relationship between the two variables because r = 0.119 and a p-value = 0.074 (p-value>0.05). Therefore, the null hypothesis that there is no relationship between the two variables can be accepted and the hypothesis that there is a significant positive relationship between the two variables is rejected.

Normative commitment and compensation and benefits

The relationship between compensation and benefits and normative commitment is positive but relatively weak. However, there is a statistically significant relationship between the two variables because r = 0.492 and a p-value = 0.002 (p-value>0.05). Therefore, the null hypothesis that there is no relationship between the two variables can be rejected and the hypothesis that there is a significant positive relationship between the two variables is accepted.

Table 17: Correlations between organisational commitment components and performance appraisal (N = 149)

		Performance appraisal	Affective commitment	Continuance commitment	Normative commitment
Performance appraisal	Pearson Correlation	1	.305**	.076	.113
	Sig. (1-tailed)		.000	.004	.002

** Correlation is significant at the 0.01 level (1-tailed).

Correlation between organisational commitment components and performance appraisal:

H_{14}: *There is a positive relationship between performance appraisal and affective commitment.*

H_{15}: *There is a positive relationship between performance appraisal and continuance commitment.*

H_{16}: *There is a positive relationship between performance appraisal and normative commitment.*

Table 17 above shows the relationship between three components of organisational commitment and performance appraisal

Affective commitment and performance appraisal:

The relationship between affective commitment and performance appraisal is positive but relatively weak. However, there is a statistically significant relationship between the two variables because r = 0.305 and a p-value = 0.000 (p-value<0.01). Therefore, the null hypothesis that there is no relationship between the two variables can be rejected and the hypothesis that there is a relationship between the two variables is accepted.

Continuance commitment and performance appraisal

The relationship between performance appraisal and continuance commitment is positive [but weak]. However, there is a non-statistically significant relationship

between the two variables because r = 0.076 and a p-value = 0.004 (p-value>0.05). Therefore, the null hypothesis that there is no relationship between the two variables can be accepted and the hypothesis that there is a significant relationship between the two variables rejected.

Normative commitment and performance appraisal

The relationship between normative commitment and performance appraisal is positive but weak. However, there is a non-statistically significant relationship between the two variables because r = 0.113 and a p-value = 0.002 (p-value>0.05). Therefore, the null hypothesis that there is no relationship between the two variables can be accepted and the hypothesis that there is a significant relationship between the two variables is rejected.

Table 18: Correlation between organisational commitment components and welfare activities (N = 149)

		Welfare activities& feedback	Affective commitment	Continuance commitment	Normative commitment
Welfare activities& feedback	Pearson Correlation	1	.242**	-.052	.194**
	Sig. (1-tailed)		.002	.264	.004

** Correlation is significant at the 0.01 level (1-tailed).

Correlation between organisational commitment components and welfare activities & feedback:

H_{17}: There is a positive relationship between welfare activities and feedback and affective commitment.

H_{18}: There is a positive relationship between welfare activities and feedback and continuance commitment.

H_{19}: There is a positive relationship between welfare activities and feedback and normative commitment.

Table 18 above shows the relationship between three components of organisational commitment and welfare activities and feedback

Affective commitment and welfare activities and feedback

The relationship between welfare activities and feedback and affective commitment is positive but relatively weak. However, there is a statistically significant relationship between the two variables because r = 0.242 and a p-value = 0.002 (p-value>0.01). Therefore, the null hypothesis that there is no relationship between the two variables can be rejected and the hypothesis that there is a significant positive relationship between the two variables is accepted.

Continuance commitment and welfare activities and feedback

The relationship between continuance commitment and welfare activities& feedback is substantially negative. There is a statistically non-significant relationship between the two variables because r = -0.052 and a p-value = 0.264 (p-value>0.01). Therefore, the null hypothesis that there is no relationship between the two variables can be accepted and the hypothesis that there is a significant positive relationship between the two variables is rejected.

Normative commitment and welfare activities and feedback

The relationship between welfare activities and feedback and normative commitment is positive but relatively weak. However, there is a statistically significant relationship between the two variables because r = 0.194 and a p-value = 0.004 (p-value>0.05). Therefore, the null hypothesis that there is no relationship between the two variables can be rejected and the hypothesis that there is a significant positive relationship between the two variables is accepted.

4.7. RESULTS

4.7.1 Distribution of organisational commitment components
Table 19: Friedman (f) Test

	Mean Rank
Affective commitment	2.14
Normative commitment	2.71
Continuance commitment	1.15

Table 19 above shows that three organisational commitment components were analysed with Friedman rank test. It is evident from Table 19 that there is an overall difference between the organisational commitment dimensions. Therefore, there is a need to draw comparisons to identify which organisational commitment model is dominant and determine the difference between the commitment models. Therefore, results indicated that there was a significant difference among the distributions of the three organisational commitment models, the affective commitment scored a mean= 2.14, and normative commitment scored a high mean= 2.71 and the lowest score is for the continuance commitment model with a mean=1.15. Considering the results depicted above it can be concluded that normative commitment model scored significantly, high compared to the other commitment models.

Table 20: Test Statistic[a]

N	49
Chi- Square	193.498
Df	2
Asymp. Sig.	.000

The three organisational commitment model is depicted in the table above indicate that there is a significant different the components since the chi-square value is 193.498, df=2, p<0.001. These results imply that the SMEs employees hold different views about the type of commitment that exist within their organisations.

The figure below reveals the result of the total sum of scores by each different organisational commitment component. It is evident from the graph that continuance commitment model obtained the highest score, which is 2711, followed by the affective

commitment, which scored 2362, and the lowest score of 1751 was obtained by normative commitment in SMEs.

ORGANISATIONAL COMMITMENT COMPONENTS
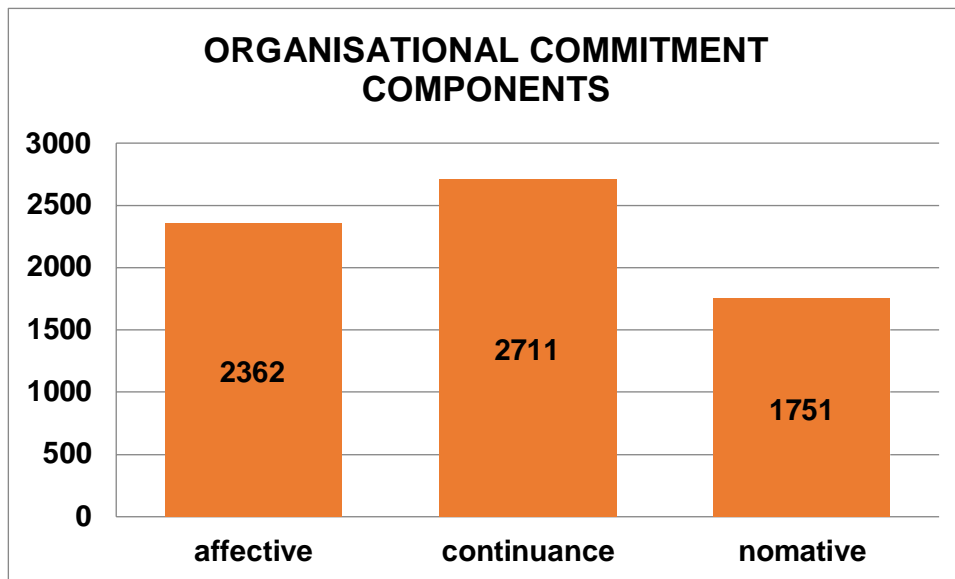
Figure 8: Overall scores for organisational commitment components.

Table 21: Model summary for regression between HRM practices and organisational commitment

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.490ᵃ	.240	.218	14.086

a. (Constant), Normative commitment (NC)., Continuance commitment (CC)., Affective commitment (AC)

Table 22: Regression analysis results

dependent variables	Beta	T	Sig
Organisational commitment (OC)	-.916	-3.315	.001
Affective commitment (AC)	.873	5.716	.000
Continuance commitment (CC)	.316	1.936	.055
Normative commitment (NC)	.265	2.377	.019

Independent variable: Human resource management practice sig>0.05

Table 22 above shows the regression analysis results. The regression results from organisational commitment and HRM practices are (B= -.916, sig= 0.001) respectively. The results support the hypothesis (H_1) that there is positive relationship between

HRM practice and organisational commitment of employees in SMEs. These results are consistent with studies by Shahraki and Bahraini, (2013); Oncer (2013).

Secondly, the regression results from affective commitment (B=.873, sig=.000), continuance commitment (B=.316, sig=.055) and normative commitment (B=.265, sig=.019) respectively. The results support the hypothesis (H_2, H_3 and H_4) that there is a positive relationship between HRM practices and AC, CC and NC of employees in SMEs. The results are consistent with the study of (Chadwick, et al., 2015).

4.7. SUMMARY

In this chapter, the results of various statistical procedures were analysed and reported on. This chapter presented the empirical findings of the study. It revealed the results of the reliability analysis, descriptive statistics, Pearson product-moment correlations and additional analyses in this study. Conclusions and recommendations will be presented in the next chapter.

CHAPTER FIVE: CONCLUSIONS AND RECOMMENDATIONS

5.1. INTRODUCTION

This study examined the relationship between human resource management practices and organisational commitment of small medium enterprises in Capricorn district. To respond to the research question, different hypotheses were tested. The main purpose of the final chapter is to draw conclusions regarding this study. Therefore, this chapter outline key research findings as well as the research implications, and are compared to previous research findings similar to the current study. The chapter also includes a discussion of the limitations of the study and recommendations to improve Human Resource Management practices and organisational commitment of SMEs for future research.

5.2 SUMMARY OF MAIN FINDINGS

Table 5.1 provides summary of the main findings of this study. Except for the positive relationship between overall HRM practice and overall organisational commitment, it shows that on the whole most of the stated hypotheses of the relationship between HRM practice and organisational commitment are supported, though some less significantly so.

Table 23: Main results of the study

HRM Overall	AC	CC	NC
HRM overall	Pos(S)	Pos(NS)	Pos (S)
Recruitment & Selection	Pos(S)	Pos(S)	Pos (NS)
Performance Appraisal	Pos (S)	Pos (NS)	Pos (NS)
Training & Development	Pos (S)	Pos (S)	Pos (NS)
Welfare	Pos (S)	Neg (NS)	Pos (S)
Compensation & Benefits	Pos (S)	Pos (NS)	Pos (S)

Key: S = Significant, NS = Non-Significant

For reasons which would require further investigation, negative correlations were obtained between recruitment and selection and continuance commitment, and between welfare and continuance commitment. As may be noted in Table 5.1, all the various HRM practices are positively and significantly related to affective commitment (AC). In addition, only training and development was found to be positively and significantly related to continuance commitment. CC was clearly not evidenced for the other HRM practices included in the present study.

5.3. CONCLUSIONS

The purpose of the study was to critically evaluate how employees in SMEs perceive HRM practices and their level of commitment to their organisation. The study chiefly focused on perception of employees about HRM practices and the relationship of HRM practices and organisational commitment. It was deduced that even though there is no common definition of HRM practices in all countries, HRM practices still play an important role in the economy. Previous researches showed that HRM practice is a multifaceted phenomenon and has established various theories.

In relation to the present study, it appears that the direction of the relationship between HRM practices and organisational commitment are, overall, positive (see Table 4.1). The present findings on the relationship between Human Resource Management practices and organisational commitment in SMEs are in line with the findings of other researchers, such as Gillespie and Dietz (2009) and Guest (2011). The current study reveals that the relationship between overall HRM practices and normative commitment are significantly positive. These findings are in line with Al-Ahmadi (2009), who posited that employee's commitment is not only a result of well-functioning organisation but also depends on effective human resource practices that succeed in recruiting and keeping motivated and committed employees.

Furthermore, the current study reveals that the relationship between overall HRM practices and normative commitment was found to be statistically significant. Wood

and Wall (2007) stated that the productivity and growth of the SMEs are aligned based on the best HRM practice and proper organisational commitment of employees. Therefore, for HRM practices to be effective, the organisation and employers have an important role to play regarding its employees (Wood & Wall, 2007). It seems that HRM practices are not well-developed concerning SMEs in the Capricorn district. They need to learn more on how to enhance their HRM practices at the organisational level (Beyers & Molala, 2016). In relation to the present study, it appears that the relationship between compensation benefits and affective commitment are significantly positive. This is consistent with the findings by Dubrin (2008) that further revealed that retaining and establishing an active compensation structure is a significant task for the organisation.

Consequently, the results of the research are consistent with that of Sial, Jilani, Imran, & Zaheer (2011) which found that a positive relationship exist between HRM practices (training and development, performance appraisal and compensation) and organisational commitment. Compensation is considered a more important variable in fostering the organisational commitment of employees. In addition, Mohyin et al., (2012), reveal that formal and informal training strategies adopted by organisations are helpful to develop committed and professional employees.

Lamba and Chouhary (2013) found that HRM practices such as Compensation, Training & development and Employee participation play a significant part concerning organisational commitment in SMEs. It was also found that HRM practices have a significant role in the organisational commitment of employees but that there need to be improvement in areas like training and development, compensation and employee welfare (Armstrong & Taylor, 2014). The above findings are also supported by Ahmad and Schroeder (2003); Beattie, Rona, and Stephen (2013), who discovered a significant relationship between HRM practices and organisational commitment in their studies, which were conducted in the private sector.

Previous studies regarding affective commitment revealed that most employees in SMEs are emotionally attached to their organisation and feel a need to stay (Khalili & Asmawi, 2012). Thus, identification with an organisation happens when the

employee's own values are congruent with organisational values and the employee can internalise the values and goals of the organisation. This means that affective commitment paves a way to understand a need of employees in SMEs to be emotionally attached and identify with their organisation. Most of the responses on the affective commitment items show that they believed that the organisation deserve their loyalty. However, they would not be happy to spend the rest of their career with the organisation. This means that although they feel that it deserves their loyalty, they may still want to pursue their careers elsewhere.

SMEs emphasize the need to have a motivated work force. In this respect, their strategic plans have emphasized that human resources are key to the achievement of their objectives. In support of the findings, Kessler (2004) indicated that organisations should put in place appropriate reward systems to not only attract qualified individuals from the market, but also retain their most talented work force supports this. However, the results of the study further revealed that the reward system was not influential in improving continuance commitment of employees in SMEs.

Organisations with effective HRM practices successfully enhance employees' skills through training and career development. Furthermore, previous research findings also revealed that failures in HRM practices can be reduced by introducing proper training and development as well as enhance organisational commitment of employees (Wright & Boswell, 2002; Paauwe, 2009; Gould-Williams & Mohamed, 2010; Snape & Redman, 2010). This implies that the role of training and development is very critical, since it facilitates the transfer of acquired knowledge and skills, as well as innovative ideas. These findings corroborate with a study conducted by Delahaye (2005), who indicated that organisations with well trained and developed employees tend to be more innovative, thus improving their productivity. Recruitment and selection practices are key factors of HRM practices in an organisation that leads to sustainability of SMEs. The rationale of recruitment is to present a group of candidates that is adequate to let managers select the qualified employees they need.

Evidence from previous research findings indicate that SMEs lack qualified employees, as most of the employees' educational level are below average (Madrid-Guijarro, Garcia & Van Auken, 2009). Training and development in SMEs are still a challenge and much improvement need to be made. This is supported by Bratton and Gold (2007), who indicated that employees in SMEs lacks proper training and development, since they typically have a smaller number of employees, and growth is still an ongoing process that needs to be natured.

Previous research revealed that employees in SMEs receive little compensation and benefits from their organisation (Hevenstone, 2010). Research findings also revealed that employees who are properly compensated perform better than those who are not compensated (Bob, 2011). This is supported by Danish and Usman (2010), whose findings show that most SMEs need to develop, put a feasible budget that will be utilised to give the employees benefits continuously, because happy employees increase the level of productivity in the organisation. Every organisation needs to have welfare activities to ensure that its employees are well taken care of. This will increase productivity because a healthy employee is a happy employee (Mowday, Porter & Steers, 2013).

Therefore, contributions made to an organisation by its employees and their achievements should be recognised and reciprocated by some form of reward and welfare activities. Strategic plans must emphasize that human resources are key to the achievement of their objectives and staff welfare is crucial in predicting organisational commitment. Deeks (2000), who indicate that the extent to which staff welfare is properly handled by organisations will determine employee productivity, support these findings. This means that even though they feel that leaving the organisation now might disrupt their lives, they do not actually believe it would be that difficult, given that continuance commitment is about benefits of staying with the organisation, as opposed to the costs that are associated with leaving the organisation (Meyer & Allen, 1991). This study revealed that most employees in SMEs commit to the organisation due to scarcity of perceived better alternatives.

The results of the previous findings indicated that employees believe that their commitment to the organisation depends on obligation, or a guilty conscience or whether they have fewer options to consider if they were to leave (Faisal & Al-Esmael, 2014; Lamba & Choudhary, 2013; Beattie, Rona, & Stephen, 2013). SMEs need to keep those employees who would give the organisation first preference, and this could be achieved through individual engagement and providing good working conditions.

The study findings reveal that there is indeed a relationship between HRM practices and organisational commitment. HRM practices, such as compensation and benefits, performance appraisal and recruitment and selection are significantly related to organisational commitment. Armstrong (2009), who indicated that employees must be given the opportunity to advertise their skills, show their knowledge and aptitudes to perform in a healthy working condition, also supports these findings. This means that the desire to remain in the organisation for too long may be due to the employee's values and goals matching with the primary goals and values of the organisation. It was deduced from the present study that SMEs which take care of their employees need to stand a higher chance of growth and productivity. Research findings also revealed a positive relationship between HRM practices and organisational commitment (Tahir, Ayisha, Mohammad, Rauf & Syed, 2010).

These types of findings are supported by the study of Paul and Anantharaman (2004) that HRM practices such as career development, development-oriented appraisal, and comprehensive training show a significant positive relationship with organisational commitment. Shahnawaz and Juyal (2006) conducted a study on HRM practices between two organisations; the findings were significantly different between the two organisations. Qiao, Khilji, and Wang (2008) investigated the effect of HRM practices on organisational commitment using a sample of 610 SMEs employees in total. The hypotheses that training and development, recruitment and selection, and compensation management had a positive effect on employees' organisational commitment were partially supported by hierarchical regression analysis. Agarwala's (2003) analyses show that the perceived extent of introduction of innovative human resource practices by the organisations was the most significant predictor of

organisational commitment. In addition, Edvardson (2006) indicates that competent human capital has widely been used recently by firms to improve on decision making, product innovation, productivity and profits.

Previous research by (Granovetter, 2018) established that many SMEs have not put in place a systematic procedure for the recruitment and selection process and it has, therefore, made it difficult for them to fill vacant positions within a reasonable period of time. Gleeson and Keep (2004) argue that when positions in an organisation fall vacant, they must be filled within a reasonable period to avoid disruptions. SMEs have difficulties in identifying gaps in recruitment since they do not involve line managers in recruitment and selection activities. Brown and Hesketh (2004) pointed out that recruitment and selection is a shared process between the management and the human resource department, however in most SMEs formalities does not apply.

5.4. RECOMMENDATIONS FOR FURTHER PRACTICE

This study has generated several areas of interest that could be further studied. In view of the stated findings and conclusions, the following recommendations are made:

Owner/managers of SMEs should participate in Human Resource Management development programmes to gain more knowledge and insights into how they can best manage their employees. SMEs owners should all strive to ensure that they provide the necessary training to their employees to improve their performance on the job.

SMEs should be aware of the advantages derived from proper employee training because they are failing to progress due to lack of financial resources. Therefore, providing an effective human resource management will help boost employee skills. When operating in the same sector, SMEs should endeavour to standardise their wages and salaries to ensure that there is low levels of labour turnover and limited pay differentials in a single sector.

SMEs do not participate in training programs as much as large enterprises do because of their small number of employees. SMEs find it difficult to organize in-plant training programs or arrange suitable institutional training programs outside the enterprise. Therefore, SMEs in general incur a higher training cost per worker compared with large enterprises, and merit compensation for their extra training costs to secure level playing field for fair competition. The study recommends consistency in training and development activities. SMEs should, therefore, ensure that training offered to employees is relevant to their needs. For this reason, SMEs should use on- the job training because of its low cost, and it has the benefits of maximising the transfer of knowledge.

In addition, based on these findings and other literature studies, management development is often neglected in SMEs. Therefore, exposure to training and development would ensure that managers in SMEs are provided with some of the requisite skills for coping with the change demands placed on modern organisations. Moreover, the development of managers may contribute to organisational learning through improvements to organisational practices being embedded in the organisation.

Due to SMEs' small staff size and the nature of the technology adopted in SMEs, an SME worker generally must carry out multiple roles and possess a broader range of skills. This makes it difficult for an SME to organize a suitable training course or to find one suitable for its capacity and resources because it has limited financial and credit situation that does not allow them to invest in their workers as much as larger enterprises. Therefore, government should provide subsidized credit with obligatory training courses that are suitable for an SME's capacity and resources. The government should also encourage a geographically determined group of SMEs to organise a training consortium and provide it with financial support to hire training managers.

This research indicate that training and development may be neglected in SMEs and it will be very beneficial for employees to receive proper training and development. It

is, therefore recommended that there should be coherent and strategic training and development in SMEs to match both individual and organisational interest.

SMEs have had challenges of staff retention and this negative factor affect SMEs from sending their employees for training and their reluctance in spending for training must be considered. For instance, it is probable that the managers are less likely to provide employees training programmes, they spend less on training and this should be corrected. Government must put more effort to change the owner managers' perception of training from being a cost to being an investment.

HRM practices in SMEs need to be improved, and this could be achieved by encouraging SMEs owners to develop a strategy to implement proper HRM practices in their organisations.

Additionally, the research revealed that employees who are properly compensated perform better than those who are not compensated (Ismail, 2013). It is recommended that SMEs owners should develop good packages to motivate employee performance.

It is recommended that SMEs managers should provide regular constructive and descriptive feedback to its employees. A detailed feedback should be provided to describe were employees are doing well, and where there is the need for improvement (Jawahar, 2010).

SMEs owners should also consider career development programmes to keep employees skilled and task oriented. Most employees want to know how they are performing; good or bad. SMEs owner/ managers need to ensure that employees are provided with feedback on how they are performing and assist them to improve their performance. In relation to the job itself, employees of the SMEs need clear job descriptions. Payments/ salaries of employees need to be equitable; they must be remunerated according to the market rate.

Alternatively, there is a need for SMEs to have employee welfare programs. Employees need to be included in the drafting of welfare policies for them to be objective. Transparency should be encouraged when choosing a committee that will lead welfare activities in SMEs. Management should create mentoring programmes to motivate new employees.

5.5. CONTRIBUTIONS OF THE STUDY

This study and future similar research may assist SMEs owners, as well as managers of the SMEs to be proactive regarding the status of all employees within the organisation, especially about organisational commitment and HRM practices. The study also contributes to literature on the relationship between the variables of interests in a specific type of organisation.

5.6. LIMITATIONS OF THE STUDY

This study is limited to employees of small, medium enterprises in Capricorn district. A convenience sampling method was used to include participants in the study. The study was only conducted at Capricorn district and therefore, study findings cannot be generalised to all districts or other sectors. This means that the results in Limpopo province in South Africa deduced from the SMEs in Capricorn district may not be applicable to other SMEs in Africa or the world at large. The researcher also noted that same participants were not so willing to participate in the study.

Data was collected only in the Capricorn District, as a result it limits the generalisability of the study. Findings can only be generalised when data is based on random samples of sufficient size, and for quantitative research studies, it is generally assumed that the bigger the sample size, the more valid and more reliable the findings are (Dessler, 2003).The collection of data at a single point in time was also laborious. In addition, unreturned and spoilt questionnaires also contributed to the limitations.

Due to these limitations, future research to replicate the findings of the study in other similar organisations is recommended.

5.7. FUTURE IMPLICATIONS

SMEs activities have a significant role to play in the South African economy.Most previous research on these variables has been conducted in the public sector of some Western countries. A bigger, more representative sample should be used, which means that more than one district should be investigated.

The study did not focus on the improvement of HRM practices; therefore, it is recommended that further studies be done to address this issue. Lastly, researchers might further examine HRM practices not mentioned in this study that could influence the organisational commitment of employees in SMEs.Thus a more comprehensive study should be conducted in future.

5.8. CONCLUDING REMARKS

This chapter provided an overview of the main findings of the study, as well as the significance and limitations of the study. Lastly, recommendations were proposed for potential future research opportunities. The findings and results of the study revealed that overall the relationship between HRM practices and organisational commitment of SMEs in Capricorn district was positive. Organisational commitment has been a popular field of research for several years.

Overall, the results of the study indicate that there is a reason for the SMEs owners to be concerned by employees' levels of organisational commitment. Not all the determinants of organisational commitment were significant. However, the remaining determinants were significant and correlated positively as hypothesized. Furthermore,

recommendations were suggested to SMEs owners that SMEs perhaps needs to put in place support systems that are effective to continuously ensure good performance. It was suggested that future research should extend the study to other districts of Limpopo province to improve the results. Lastly, the objectives of this study were not fully met.

5.9. CHAPTER SUMMARY

This chapter discussed main findings and conclusions to be drawn from the study by focusing on both the relevant literature and empirical findings. Recommendations were provided with reference to practical suggestions for HRM practices and organisational commitment, and this includes recommendations for future research. Finally, an integration of the study was presented by outlining the support of the findings for the relationship between HRM practices and organisational commitment.

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APPENDICES

INFORMED CONSENT FORM

ETHICAL CONSIDERATION AND INDEMNITY STATEMENT TO RESEARCH PARTICIPANTS FROM THE DEPARTMENT OF BUSINESS MANAGEMENT: HUMAN RESOURCE PROGRAMME AT THE UNIVERSITY OF LIMPOPO

DEPARTMENT OF BUSINESS MANAGEMENT

THE FOLLOWING STATEMENT TO APPEAR IN RESEARCH QUESTIONNAIRES AND THE RESEARCH COVER LETTER/PAGE:

IMPORTANT NOTIFICATION TO RESEARCH PARTICIPANTS/RESPONDENTS

1. Completion of the following questionnaire(s) and /or participation in the following interview(s) is voluntary and anonymous/confidential.
2. Only grouped responses are used for scientific analysis and dissemination.
3. The individual identities of respondents (in the unlikely event that it may become known) are protected at all times.
4. By completing this questionnaire/participating in this interview the respondent indemnifies the University of Limpopo and all persons involved with the above project, for whatever reasons, including negligence on the part of the researcher(s) and research supervisor(s) or project leader(s).

Section 1: DEMOGRAPHIC QUESTIONNAIRE

The following questions concern your position and other personal information. Completion of this information is voluntary and confidentially is assured. No individual data will be reported.

Please mark your answers with an X in the appropriate spaces.

1. GENDER

Female	Male

2. AGE

18-30 years	31-40 years	41-50 years	51-more years

3. HIGHEST EDUCATIONAL QUALIFICATION

Grade 10 or 11 certificate	Grade 12 certificate	Diploma/ Degree	Honours degree	Postgraduate qualification

4. MARITAL STATUS

Single	Married	Divorced	Widow/ Widower

5. HOW LONG HAVE YOU BEEN WORKING FOR THE ORGANISATION?

0-5 years	6-12 years	13-20 years	21-29 years	30-more years

5. What is your job position?

_____

Section 2: HUMAN RESOURCE MANAGEMENT PRACTICES QUESTIONNAIRE

SCORING KEY:

1-Strongly Disagree

2-Disagree

3-Neither Agree nor Disagree

4-Agree

5-Strongly Agree

Please mark your answers with an X in the appropriate spaces.

	Strongly Disagree: 1	Disagree: 2	Neither Agree Nor Disagree: 3	Agree: 4	Strongly Agree: 5
1 Our organization conducts extensive training programs for its employees in all aspects of quality					
2. Employees in each job will normally go through training programs every year.					
3. Training needs are identified through a formal performance appraisal mechanism.					
4. There are formal training programs to teach new employees the skills they need to perform their jobs.					
5. New knowledge and skills are imparted to employees periodically to work in teams.					
6. Training needs identified are realistic, useful and based on the business strategy of the organization.					
7. Performance of the employees is measured on the basis of objective, quantifiable results.					

8. Appraisal system in our organization is growth and development oriented.		151			
9. Employees are provided performance based feedback and counseling.					
10. Employees have faith in the performance appraisal system.					
11. Appraisal system has a strong influence on individual and team behavior**.**					
12. The appraisal data is used for making decisions like job rotation, training and compensation.					
13. The objectives of the appraisal system are clear to all employees.					
14. Individuals in this organization have clear career paths.					
15. Employee's career aspirations within the organization are known by his/ her immediate superior.					
16. Employees in our organization have more than one potential position for promotion.					
17. Individual and organization growth needs are matched in this organization.					
18. Our organization plans for the career and development of employees.					
19. Our organization prefers an internal employee whenever a vacancy exists.					

20. Each employee is aware of his/her career path in the organization.					
21. Employees in this organization are allowed to make decisions related to cost and quality matters					
22. Employees in this organization are asked by their superiors to participate in operations related decisions.					
23. Employees are provided opportunity to suggest improvements in the way things are done here.					
24. The duties of every job are clearly defined in our organization.					
25. Each job in our organization has an up to date job description.					
26. The job description for each job contains all the duties performed by individual employee.					
27. The actual job duties are shaped more by the employee than by the formal job description.					
28. Job performance is an important factor in determining the incentive compensation of employees.					
29. In our organization, salary and other benefits are comparable to the market.					
30. In our organization, compensation is decided on the basis of competence or ability of the employee.					

31. The compensation for all employees is directly linked to his/her performance.		153			
32. In our organization, profit sharing is used as a mechanism to reward higher performance.					
33. The selection system followed in our organization is highly scientific and rigorous.					
34. In our organization, line managers and HR managers participate in selection					
35. Valid and standardized tests are used when required in the selection process.					
36. Selection system in our organization selects those having the desired knowledge, skills and attitudes.					

Section 3: ORGANISATIONAL COMMITMENT QUESTIONNAIRE

SCORING KEY:

1-Strongly Disagree

2-Disagree

3-Neither Agree nor Disagree

4-Agree

5-Strongly Agree

Please mark your answers with an X in the appropriate spaces.

	Strongly Disagree: 1	Disagree: 2	Neither Agree Nor Disagree: 3	Agree: 4	Strongly Agree: 5
1. It would be very hard for me to leave my department right now, even if I wanted to.					
2. I do not feel any obligation to remain with my current employer.					
3. I would be very happy to spend the rest of my career with this department.					
4. One of the few negative consequences of leaving this department would be the scarcity of available alternatives.					
5. Even if it were to my advantage, I do not feel it would be right to leave my organization now.					
6. I really feel as if this department's problems are my own.					
7. Right now, staying with my department is a matter of necessity as much as desire.					
8. I do not feel a strong sense of "belonging" to my department.					
9. I feel that I have too few options to consider leaving this department.					
10. I do not feel "emotionally attached" to this department.					
11. I would feel guilty if I left my organization now.					

12. I do not feel like "part of the family" at my department.					
13. This organization deserves my loyalty.					
14. If I had not already put so much of myself into this department, I might consider working elsewhere.					
15. Would not leave my organization right now because I have a sense of obligation to the people in it.					
16. This department has a great deal of personal meaning for me.					
17. Too much of my life would be disrupted if I decided I wanted to leave my department now.					
18. I owe a great deal to my organization.					

Dear participant   Date: 06/11/2017

My name is Mary Matlakala and I am a registered MCOM student at University of Limpopo. For my dissertation, I am examining the relationship between human resource management and organisational commitment in small medium enterprises. I am inviting you to participate in this research study by completing the attached surveys.

The following questionnaire will require approximately 5 minutes completing. There is no compensation for responding nor is there any known risk. In order to ensure that all information will remain confidential, please do not include your name. Copies of the questionnaire will be provided. If you choose to participate in this project, please answer all questions as honestly as possible. Participation is strictly voluntary and you may refuse to participate at any time.

Thank you for taking the time to assist me in my educational endeavors. The data collected will provide useful information. Completion and return of the questionnaire will indicate your willingness to participate in this study. If you require additional information or have questions, please contact me at the number listed below.

Sincerely

Mary Matlakala

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Po Box 284

Sovenga

0727

24 May 2017

Management of the SME

SMEs Capricorn district

Polokwane

0700

SUBJECT: REQUEST TO BE GRANTED PERMISSION TO CONDUCT RESEARCH

Dear Sir/Madam

I am a registered student for Master's Degree in Human Resource Management at University of Limpopo (Turfloop Campus). My research topic is **THE RELATIONSHIP BETWEEN HUMAN RESOURCE MANAGEMENT PRACTICES AND ORGANISATIONAL COMMITMENT.** My supervisor is Professor Setati (contact numbers: 015 268 3325, Email: Tlou.Setati@ul.ac.za)

I am hereby requesting for your permission to access and perform research in your SME (Capricorn district). As far as ethics are concerned, the research will be conducted in a form of a questionnaires data with voluntary and anonymous participation by staff. Only grouped questionnaires data will be analysed and reported, giving further protection to participants. A few demographic variables may be included, but will be formulated in such a manner that there is no danger to the privacy of participants.

I will sincerely appreciate your approval to conduct my research in your SME. Questionnaires will be distributed according to time agreed with participants. You are most welcome to conduct my supervisor, Prof T.S Setati, should you require further clarity.

Thank you Matlakala K.M Student No: 200809068, Contact No: 072318942

E-mail: matlakalam@yahoo.com

Appendix A

University of Limpopo
Department of Research Administration and Development
Private Bag X1106, Sovenga, 0727, South Africa
Tel: (015) 268 2212, Fax: (015) 268 2306, Email:noko.monene@ul.ac.za

TURFLOOP RESEARCH ETHICS COMMITTEE CLEARANCE CERTIFICATE

MEETING: 02 November 2017

PROJECT NUMBER: TREC/304/2017: PG

PROJECT:

Title: The relationship between Human Resource Management practices
                      and organisational commitment in South Africa
Researcher: KM Matlakala
Supervisor: Prof C Pietersen
Co-Supervisor: N/A
School: Economics and Management
Degree: Masters in Human Resources Management

PROF TAB MASHEGO
CHAIRPERSON: TURFLOOP RESEARCH ETHICS COMMITTEE

The Turfloop Research Ethics Committee (TREC) is registered with the National Health Research Ethics
Council, Registration Number: **REC-0310111-031**

Note:
i)   Should any departure be contemplated from the research procedure as approved, the researcher(s) must re-submit the protocol to the committee.
ii)   The budget for the research will be considered separately from the protocol. **PLEASE QUOTE THE PROTOCOL NUMBER IN ALL ENQUIRIES.**

Finding solutions for Africa

University of Limpopo
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TO WHOM IT MAY CONCERN

This letter serves to confirm that I, **Dr T.W Molotja** of the Department of Language Education (English Language Teaching), School of Education, University of Limpopo, have proofread and edited the research report for **MATLAKALA K.M,** student number: **200809068** entitled: **THE RELATIONSHIP BETWEEN HUMAN RESOURCE MANAGEMENT PRACTICES AND ORGANISATIONAL COMMITMENT IN SMALL MEDIUM ENTERPRISES**

The report is edited focusing on the following:

- Coherent writing.
- Eliminating spelling errors.
- Fluency in reading.
- Academic writing.

I therefore recommend for its submission.

Yours Sincerely   Date: 30 August 2019