

# THE IMPACT OF HUMAN RESOURCE MANAGEMENT PRACTICES ON EMPLOYEE PERFORMANCE AND THE MEDIATING ROLE OF EMPLOYEE COMMITMENT

Shatha Mahfouz<sup>\*</sup>, Ayu Suriawaty Bahkia<sup>\*\*</sup>, Noryati Alias<sup>\*\*\*</sup>

<sup>\*</sup> Corresponding author, Faculty of Business and Management, Sultan Zainal Abidin University, Terengganu, Malaysia  
Contact details: Faculty of Business and Management, Sultan Zainal Abidin University, 21300 Kuala Nerus, Terengganu, Malaysia

<sup>\*\*</sup> Indah Water Konsortium, Kuala Lumpur, Malaysia

<sup>\*\*\*</sup> Faculty of Education, Languages, and Psychology, SEGi University, Selangor, Malaysia



## Abstract

**How to cite this paper:** Mahfouz, S., Bahkia, A. S., & Alias, N. (2021). The impact of human resource management practices on employee performance and the mediating role of employee commitment [Special issue]. *Journal of Governance & Regulation*, 10(4), 222–234.  
<https://doi.org/10.22495/jgrv10i4siart3>

Copyright © 2021 The Authors

This work is licensed under a Creative Commons Attribution 4.0 International License (CC BY 4.0).  
<https://creativecommons.org/licenses/by/4.0/>

**ISSN Print:** 2220-9352  
**ISSN Online:** 2306-6784

**Received:** 15.07.2021  
**Accepted:** 20.10.2021

**JEL Classification:** L740, M210, M540, O150, O530  
**DOI:** 10.22495/jgrv10i4siart3

Employees represent the essential assets of any organization. The best organizations oversee human capital in the most efficient and effective way (Nethmini & Ismail, 2019). Blau (2017) highlighted the relevance between human resources management (HRM) practices and the employees' success at work through enhanced inspiration and commitment. Hence, employee commitment cannot be overlooked as the degree of employee commitment can decide employee performance (Ahmad, 2014). This paper aims to explore the significance of employee commitment as a mediator in the relationship between HRM practices and employee performance. The target population is employees in the construction industry in Jordan. The respondents were selected utilizing a simple random sampling method. The data was gathered through a self-administered questionnaire and analyzed utilizing structural equation modeling (SEM) in IBM SPSS AMOS 24.0. The researcher obtained an aggregate of 297 usable and completed questionnaires. The study found that: 1) HRM practices have significant effects on employee performance, 2) employee commitment has significant effects on employee performance, 3) HRM practices have significant effects on employee commitment, and more importantly, and 4) employee commitment partially mediates the relationship between HRM practices and employee performance. The implications of the study are also examined.

**Keywords:** HRM Practices, Employee Performance, Employee Commitment, Construction Firms, Jordan

**Authors' individual contribution:** Conceptualization — S.M.; Methodology — S.M. and A.S.B.; Investigation — A.S.B.; Writing — Original Draft — S.M., A.S.B., and N.A.; Writing — Review & Editing — S.M., A.S.B., and N.A.; Supervision — S.M.; Funding Acquisition — S.M., A.S.B., and N.A.

**Declaration of conflicting interests:** The Authors declare that there is no conflict of interest.

## 1. INTRODUCTION

Yearly reports and coordinated effort clarifications underlie one ordinary message that individuals are viewed as the most essential assets. As needs are, the critical part for the achievement and endurance of a given affiliation is the openness of the ideal labor force at the suitable place also at the ideal time (Tabouli, Habtoor, & Nashief, 2016). Hence, it should be conceivable to focus on human resources management (HRM) practices that oversee human resource capital (Emeagwal & Ogbonmwan, 2018). Likewise, associations having higher employees' execution are most likely going to convey continuously centered yield. Employees' execution of work has been under research for a long time. Various internal and external factors impact the affiliation (Zafar, Memon, & Khan, 2018).

So groundbreaking overseeing of the HR function is fundamental for any affiliation, which tries to succeed. The HR quality, the notion of people from just affiliations, employees commitment, workers' satisfaction from the action they do, and their experiences all have ramifications for the association's benefit, passing on organizations to buyers, definitive picture and recognition and its survival (Burke, 2016).

Furthermore, the advancement of applied technologies has brought about new career positions with expanding requests available, and it is continuously difficult to find people with the correct commitment and knowledge for these careers. Considering the increase in the number of variables, the advancement of the employee commitment models has made progressively complex systems (Krajcsák, 2016).

The construction sector is considered amongst the most prominent sectors that operate productively (the Ministry of Labour, 2018). So construction firms were selected since it is one of the important economic industries, being that their diversity identifies its subareas. On the other side, the Jordanian construction sector accepts a significant function in the country's financial activities. It is considered one of the susceptible industries to the economy during the present development (Jordanian Chamber of Industry, 2017).

On the other contrary, Jordan suffers from severe drawbacks, the weak business has powerful effects on the labor market, which in turn helps to migrate, and numerous educated and skilled individuals leave the country, which prompted the suspension and closure of many ventures due to shortfall of skilled people (Central Bank of Jordan, 2019).

Generally, the most significant factors that affect low work performance and productivity in construction ventures are worker shortage, inadequate labor (Assaf & Al-Hejji, 2006; Jarkas & Bitar, 2012; Bekr, 2014, 2018; Jarkas, 2015; Al-Rifai & Amoudi, 2016; Bagaya & Song, 2016; Samarah & Bekr, 2016) low work productivity, staffing problems, shortage of technical staff (Aziz & Abdel-Hakam, 2016), and lack of incentive scheme (Jarkas & Bitar, 2012; Jarkas, 2015).

To accomplish the income anticipated from any construction venture with everything taken into

account, it is basic to have a good controlling hand on the output factors that add to the fused performance improvement, similar to labor (El-Gohary & Aziz, 2014).

On the other hand, organizations need to uphold a permanent workforce that is adequately prepared, but this is challenging in times of low demand for certain subsectors, such as industrial construction where ventures are spread across different topographies (Barbosa et al., 2017). Some best practices and organizational needs, at the very least, create committed employees as a core competency of a skilled workforce in order to maximize the work performance and output. Because the efficient usage of skills, instead of simple increment in the supply of skills, is a vital aspect to achieve enhanced work performance (Abdel-Wahab, Dainty, Ison, Bowen, & Hazlehurst, 2008).

To address the previously mentioned issues, this paper goals to investigate the impacts of HRM practices on the performance of the employee and employee commitment engaged with Jordanian construction ventures and to examine the mediating role of employee commitment in relation between HRM practices and employee performance in Jordanian construction ventures.

Therefore, the influence of HRM practices on the performance of the employees should exist. However, the analysis of the impact of HRM practices on employee performance, mediating role of employee commitment on Jordanian construction firms are not yet being investigated. As a result, this study aims to make a theoretical contribution by reducing the research gap as no such study has examined HRM practices in relation to employee performance, by mediating the role of employee commitment.

This study develops a framework to address the following research questions:

*RQ1: Do HRM practices contribute significantly to employee commitment?*

*RQ2: Does employee commitment have a significant impact on employee performance?*

*RQ3: Do HRM practices contribute significantly to employee performance?*

*RQ4: Does employee commitment mediate the relationship between HRM practices and employee performance?*

The structure of this paper is as follows. Section 2 reviews the related literature and examines the exact proof on HRM practices, employee commitment, and employee performance for the development of the model on the relationships of these constructs with respect to the proposed hypotheses. As relating to the proposed hypotheses, a conceptual framework was developed to demonstrate the interrelatedness of HRM practices as independent constructs, employee commitment as a mediator, and the performance of employees as a dependent construct. Section 3 highlights the methodology and related strategies utilized in this research. Section 4 depicts the results of statistical analyses by testing the developed hypotheses. Section 5 presented the discussion. Ultimately, the conclusions, the limitations, and the future exploration bearings are highlighted in Section 6.

## 2. THEORETICAL FRAMEWORK AND HYPOTHESES DEVELOPMENT

### 2.1. HRM practices

Ability-motivation-opportunity (AMO) model revolves around the essentialness of considering factors at the individual measurement like employees' aptitudes and capacities, their inspiration, and their opportunity to take an intrigue. The AMO structure means a developed tradition, having its foundations in authoritative/mechanical brain science (Boselie, Dietz, & Boon, 2005). In addition, the association between execution and HRM is about HR executions at the definitive measurement that impact the demeanors and direct of laborers at the individual measurement which, hence, impacts key amassed level social or HR results (Paauwe, 2009).

In this study, four components of HRM practices have been advanced (Boselie et al., 2005). Recruitment and selection are described as an end-to-end process going from the distinctive confirmation of work requests to the interest and screening of candidates, decisions, and unmistakable evidence of the most sensible people (Fong, Ooi, Tan, Lee, & Chong, 2011). Training and development are portrayed as a key instrument for updating laborers' activity execution, and affiliations keep growing, preparing spending plan on a yearly preface with believing that it will pick up them an engaged edge (Falola, Osibanjo, & Ojo, 2014). Thirdly, performance appraisal is the strategy through which an affiliation gets information on how well a laborer gets along with his or her action (Noe, Hollenbeck, Gerhart, & Wright, 2006). Finally, compensation and rewards are described as joined monetary and generally related prizes bound to laborers as a final product of their work (Lim & Ling, 2012).

### 2.2. Employee commitment

Employee commitment is substantial since an unusual measure of commitment potentially prompts a couple of extraordinary various leveled outcomes. It reflects how many employees connect to the organization and stays committed to its destinations (Beloor, Nanjundeswaraswamy, & Swamy, 2017). Considering the impact of a financial squeeze on employee commitment, the profile of employee commitment might depend on the mind-boggling blend of environmental factors, such as financial conditions, and HRM practices (Meyer, Morin, & Wasti, 2017).

Three kinds of employee commitment have been progressed (Meyer & Allen, 1991). Affective commitment is depicted as a degree to which an individual is rationally joined to using relationship through the estimation, for instance, steadfastness, love, warmth, belongingness, love, enchant, and so forth (Jaros, Jermier, Koehler, & Sincich, 1993). Continuance commitment is portrayed as an aching to remain a person from the affiliation (Mayer & Schoorman, 1992). Lastly, normative commitment is depicted as a worker's commitment to remain with the association, which reflects a tendency to continue with work (Meyer & Allen, 1991).

Various investigations have analyzed the relevance between HRM practices and employee commitment (Yamao & Sekiguchi, 2014; Aladwan, Bhanugopan, & D'Netto, 2015; Shipton, Sanders, Atkinson, & Frenkel, 2016; Fesharaki & Sehhat, 2017; Razzaq, Aslam, Bagh, & Saddique, 2017; Rubel, Rimi, & Walters, 2017; Fihla & Chinyamurindi, 2018; Pham, Tuckova, & Phan, 2019; Dheera & Krishnan, 2020; Nor, Mohamed, Mohamed, & Hassan, 2020; Parajuli & Shrestha, 2021).

Yamao and Sekiguchi (2014) explored the factors influencing employee commitment for Japanese workers; the outcomes demonstrate that HRM practices that encourage the learning of English, for example, language training and setting language abilities as a basis for promotion and recruitment, have an effect on the affective and normative commitment of workers to their organizations' globalization.

Moreover, Fesharaki and Sehhat (2017) explored the idea of Islamic management of human resources and measured its effects on employees commitment. The outcomes demonstrate that remuneration and compensation, training and development, recruitment, and selection positively affect employees commitment. In addition, Dheera and Krishnan (2020) demonstrated that HRM practices decidedly influenced employee commitment towards their employment and organization.

Besides, Shipton et al. (2016) found that HRM can enhance employee commitment and, from that point, improve execution. In the interim, Rubel et al. (2017) look at jobs that developing HRM performs in upgrading employee commitment, the founding from this relationship shows that the five-dimensional development of HRM jobs is positively associated with employee commitment. Additionally, Razzaq et al. (2017), Fihla and Chinyamurindi (2018), and Parajuli and Shrestha (2021) found that HRM practices tremendously affect employee commitment. Furthermore, Ahmad, Kumar, and Ahmad (2017) indicated a measurably critical relevance between HRM practices and employee commitment, and uncovered authoritative qualities and zones for development.

While, Pham et al. (2019) have identified that green HRM practices, specific training, and rewards as significant tools in direct promoting the employees commitment towards the environment. However, Nor et al. (2020) found HRM practices, specifically, working environment, and training and development positively impact employee commitment while recognitions and remunerations found not influence employee commitment in an investigation at the department of road transport in Malaysia. In summary, considering the above clarification, it is hypothesized that:

*H1: HRM Practices have significant and positive effects on employee commitment.*

### 2.3. Employee performance

For any firm to accomplish its vital objectives decidedly in the forceful market, worker work performance expects the main job (Falola et al., 2014). Organizations demand the employees of really gifted,

adapted effectively for its enhancement, and smooth working (Anitha & Kumar, 2016). Besides, knowledge affects the performance of the employees (Giri, Nimran, Hamid, & Al Musadieq, 2015).

Anitha and Kumar (2016) defined employee performance as it is portrayed as the limit of laborers to direct occupation effectively and capably to deal with convey the best results. When the laborers are given an ideal preparation, they will be logically committed towards their movement and improve their execution in affiliation.

A three-component model (TCM) of employee commitment is essential for comprehending the link between employee commitment and employee performance. Individuals can encounter every one of the three components of commitment to fluctuating degrees (Meyer & Allen, 1991).

Additionally, few studies have investigated the relevance between employee commitment and employee performance (Restubog, Bordia, & Tang, 2006; Meyer & Maltin, 2010; Rahmayanti, Ardita, & Joeliaty, 2017; Beloor et al., 2017; Ribeiro, Gomes, & Kurian, 2018; Astuti, Hasiholan, & Fathoni, 2019; Said Musnadi & Ibrahim, 2019; Mahfouz, Awang, Muda, & Bahkia, 2020).

Ribeiro et al. (2018) demonstrated that affective commitment influences the performance of employees. Additionally, Meyer and Maltin (2010) exhibited that the employees affective commitment significantly impacts their success. The employees continuance commitment was found not significant in predicting the employees' success. Meanwhile, the findings on normative commitment have been rather scarce. However, other researchers found employee commitment influences employee performance (Rahmayanti et al., 2017; Astuti et al., 2019; Mahfouz et al., 2020), the level of consistency, truancy, efficiency, and others (Beloor et al., 2017). Reflecting the above clarification, it is speculated that:

*H2: Employee commitment has significant and positive effects on employee performance.*

Lately, the effectiveness of HRM practices on employee performance has turned into a heated research point. Numerous findings uncover that HRM practices have a vital influence on employee performance (Usrof & Elmorsey, 2016; Tabouli et al., 2016; Al Damoe, Hamid, & Sharif, 2017; Zafar et al., 2018; Hee & Jing, 2018; Taib, Saludin, & Wan Hanafi, 2018; Alkantara & Gift, 2018; Etaan & Jain, 2019; Ismail, Abdul Majid, Jibrin-Bida, & Joarder, 2019; Mira, Choong, & Thim, 2019; Alsafadi & Altahat, 2021; Lim & Ahmad, 2021).

Tabouli et al. (2016) exhibited significant influences of HRM practices on job performance. The study then proposed to implement specific HRM practices that are identified by the employees in order to elevate the level of their job execution. Besides, Zafar et al. (2018), Ismail et al. (2019), and Alsafadi and Altahat (2021) indicated that HRM practices were largely related to employee performance.

The study by Mira et al. (2019) showed significant and positive effects of HRM practices, specifically social support, recruitment and selection, job analysis, worker empowerment, training and development, worker relations, and rewards, on the performance of employees. This finding agrees with Etaan and Jain (2019), who indicated a positive outcome of HRM practices, specifically performance appraisal, sourcing work for training and development, and reward management, on employee performance.

Besides, Ngwenya and Aigbavboa (2017) showed that specific HRM practices improved the efficiency and job execution of employees in a building organization. They highlighted the success of HRM practices in upgrading efficiency and job execution. Moreover, the study found that satisfied and happy employees exhibited higher job execution. Therefore, HRM practices manage employees adequately and productively to accomplish the vital points of the organization (Zafar et al., 2018). While, Al Damoe et al. (2017) in a study on Libyan firms, have demonstrated that firms that embrace HRM practices can accomplish critical HR results.

The study by Lim and Ahmad (2021) showed significant and positive effects of HRM practices, specifically training and development, work-life policies, and compensation and benefits on employee performance. Likewise, Hee and Jing (2018) discussed the influence of HRM practices, specifically training and development, work-life policies, compensation and rewards, and performance appraisal, on the performance of employees of manufacturing companies in Johor, Malaysia. Training and development, and performance appraisal were fundamentally identified with the performance of employees. The results further demonstrated compensation, rewards and work-life policies as poor indicators of the performance of employees. Considering much of the above thought into the record, the analysts speculate that:

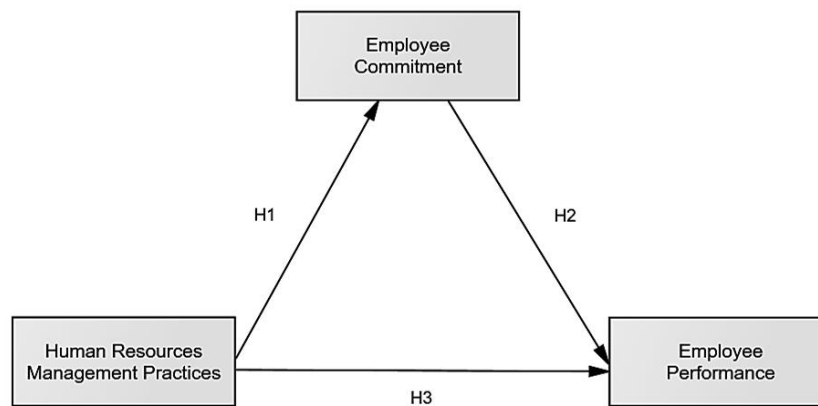
*H3: HRM practices have significant and direct effects on employee performance.*

The mediating role of employee commitment was also examined in several past studies (Little & Dean, 2006; He, Li, & Keung Lai, 2011; Mahfouz et al., 2020). He et al. (2011) explored how service atmosphere enhances consumer satisfaction based on the evidence from mainland China and introduced employee commitment as a mediator to examine the relevance between services atmosphere and consumer satisfaction. Taking everything, it was conjectured that:

*H4: Employee commitment mediates the relationship between HRM practices and employee performance.*

Consequently, the relationships between the constructs in this study can be drawn to a thorough research model such as presented in Figure 1 below.

Figure 1. Research model



Source: Authors' elaboration.

### 3. RESEARCH METHODOLOGY

In this research, the target population was workers of Jordanian construction firms. The sampling frame comprises registered workers from randomly selected construction firms in Jordan. The quantitative approach was employed in estimating the relationships among the constructs. Precisely, the structural equation modeling (SEM) in IBM SPSS AMOS 24.0 was utilized to answer all the research hypotheses in this study. Nevertheless, SmartPLS 3.3.2 software may also be employed to answer all the research hypotheses in this research by the calculation of a p-value for each path coefficient.

#### 3.1. Method of sampling and data collection

This research used a simple random sampling technique to choose 350 employees from the sampling frame of employees of Jordanian construction firms. This likelihood sampling technique guarantees arbitrariness of the determination and ensuring the representation of the population. Hence, the strategy met the prerequisite for parametric statistical analysis. The chosen respondents were given self-administered questionnaires to respond at their own proper time. When finished, they put the responses in fixed envelopes and mail them to the researcher by utilizing the self-stamped envelopes. The researcher obtained an aggregate of 297 usable and completed responses. The response rate was 84.85%.

#### 3.2. Measurement of construct

HRM practices were determined by utilizing items adapted from Tabouli et al. (2016) and Al Damoe et al. (2017), comprising 24 items. The recruitment and selection subscale had 4 items. Training and development, performance appraisal, and compensation and rewards, subscales held all the items (exclusively items 9, 6, and 5, respectively). The employee performance construct was measured as subjective performance, by utilizing items adapted from Raza, Alfridi, and Khan (2017), Tabouli et al. (2016), Hee and Jing (2018), and López and Tello (2018) and it comprises 15 items. The employee commitment was determined by utilizing items

adapted from Wallace, de Chernatony, and Buil (2013), comprising 18 items, with 6 items for each subconstruct.

#### 3.3. Pretest and pilot testing of the instruments

The instruments were adapted to fit this research, and the researcher sent the adapted instruments to experts for face validity, content validity, and standard validity assessment. The researcher has changed the instrument appropriately, relies upon the comments made by experts. After that, the researcher directed the pilot study where exactly 119 self-administered questionnaires were mail out to the randomly chosen employees. From that point onward, the analyst led the exploratory factor analysis technique to investigate the usefulness of the items estimating their respective constructs (Mahfouz, Awang, & Muda, 2019; Mahfouz, 2019; Rahlin, Awang, Afthanorhan, & Aimran, 2019).

#### 3.4. Demographic profile

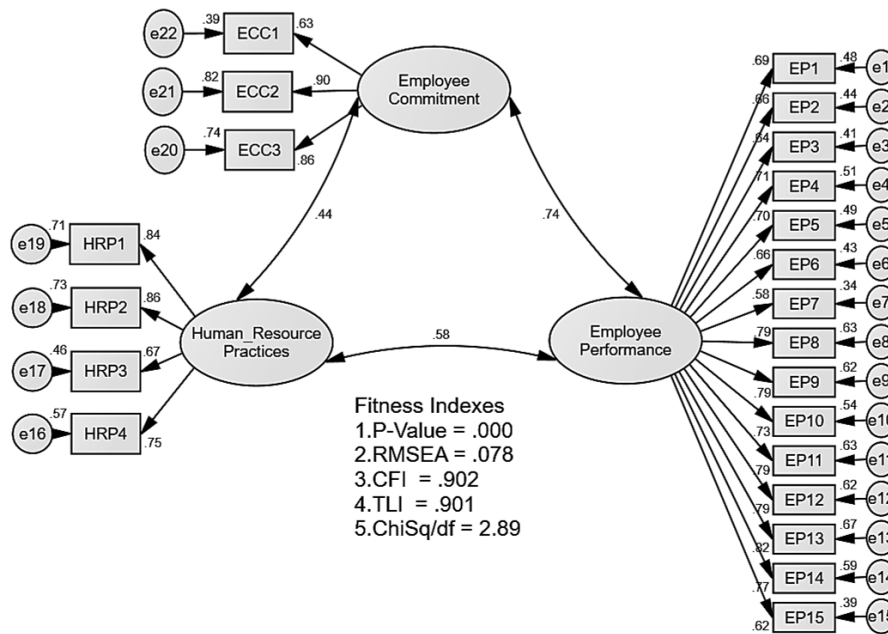
Respondents were approached to give their demographic data, for example, educational level, age, job position, job title, years' experience, length of years in the firm, employment status, and salary.

## 4. RESULTS

#### 4.1. The confirmatory factor analysis (CFA)

Before demonstrating the structural model, the researcher requires to confirm the measurement model of all constructs by the confirmatory factor analysis (CFA). The CFA methodology would evaluate unidimensionality, reliability, and validity. The other evaluation is the normality distribution. The composite reliability (CR) is surveyed by figuring the CR value for every construct. While the three validity prerequisites are discriminant validity is estimated by discriminant validity index summary, the convergent validity is estimated by average variance extracted (AVE), and the construct validity is estimated by fitness indexes (Awang, Lim, & Zainudin, 2018). The CFA results are demonstrated in Figure 2.

Figure 2. The pooled CFA results



The CFA results found the accompanying figures. The factor loading for all items is above 0.60, which exhibited the unidimensionality of the measures. The fitness indexes for the measurement model met the necessity for construct validity (RMSEA = 0.078, CFI = 0.902, and ChiSq/df = 2.89) which affirmed the construct validity. The AVE values for all constructs more prominent than 0.5 show the convergent validity is accomplished. Likewise, Table 1 demonstrated that

the CR for all constructs is noteworthy than 0.6, which indicates the measurement model has accomplished the CR necessities (Hair, Black, Babin, & Anderson, 2014; Awang et al., 2018).

The following step assesses the discriminant validity made by the discriminant validity index summary, as shown in Table 1. Because all diagonal qualities are prominent than any other qualities in its column and rows, which shows the discriminant validity has been accomplished (Awang et al., 2018).

Table 1. Discriminant validity index summary and the CR values

	CR	HRM practices	Employee commitment	Employee performance
HRM practices	0.980	<b>0.804</b>		
Employee commitment	0.679	0.44	<b>0.791</b>	
Employee performance	0.930	0.58	0.74	<b>0.775</b>

The normality distribution is assessed through the kurtosis and skewness esteem for every item. The result indicated the kurtosis fall in the range between -0.311 and 2.623, while estimations of skewness fall in the range between -0.598 and -0.984. These measures demonstrate that the dataset does not withdraw from normality distribution, which meets the necessity for parametric statistical analysis (Awang et al., 2018).

**4.2. The structural equation modeling (SEM)**

The subsequent stage is modeling the structural model and executing the SEM technique to investigate the hypothesis. The SEM graphic output is introduced in Figure 3.

The results of the regression path coefficient were obtained by executing the SEM methodology, exhibited in Table 2. Firstly, the direct impact of HRM practices on employee commitment was discovered to be significant and positive ( $\beta = 0.47$ ,  $p = 0.001$ ). Consequently, *H1* is supported. In addition, the direct impact of employee commitment on employee performance was discovered to be significant and positive ( $\beta = 0.48$ ,  $p = 0.001$ ). Accordingly, *H2* is supported. Thirdly, the direct impact of HRM practices on employee performance was discovered to be significant and positive ( $\beta = 0.23$ ,  $p = 0.001$ ). Thereupon, *H3* is likewise supported.

Figure 3. The standardized regression path coefficient

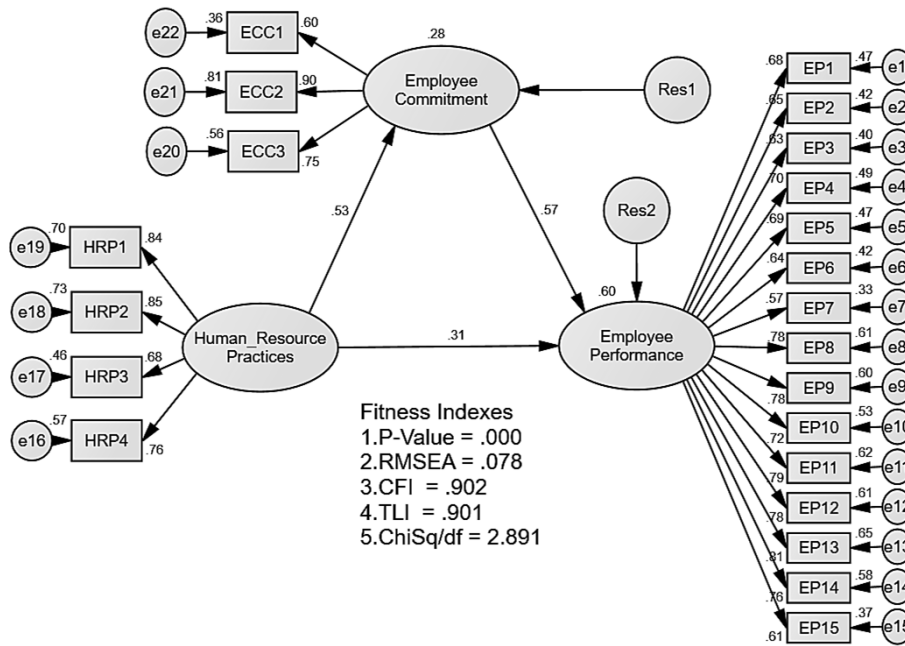


Table 2. The regression path coefficient and its significance

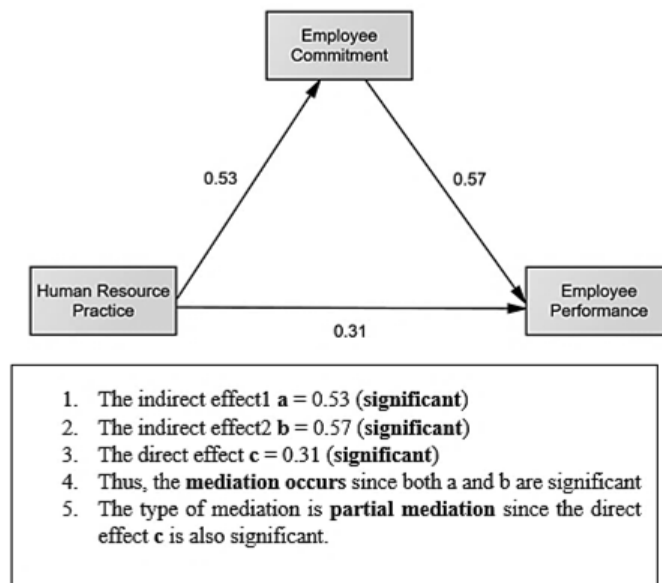
			<i>Std. Beta</i>	<i>Estimate</i>	<i>S.E.</i>	<i>CR</i>	<i>p</i>	<i>Result</i>
Commitment	←	HRM_practices	0.53	0.47	0.07	6.15	0.001	Sig
Performance	←	Commitment	0.57	0.48	0.06	7.72	0.001	Sig
Performance	←	HRM_practices	0.31	0.23	0.04	5.34	0.001	Sig

4.3. Mediation test

Testing the mediation effect was conducted on the suggestion given by Awang et al. (2018). The aftereffects of the mediation test shall be affirmed by utilizing the bootstrapping technique

with (n = 5000 bootstrap sample, percentile confidence interval = 0.95, bias corrected confidence level = 0.95 and maximum likelihood bootstrapping algorithm). The testing procedure is presented in Figure 4, and the bootstrapping results are presented in Table 3.

Figure 4. The procedure for a testing mediator



**Table 3.** The results of bootstrapping procedure (MLE bootstrap with n = 5000)

	<i>Indirect effect</i>	<i>Direct effect</i>
Bootstrapping results	0.298	0.313
Bootstrapping p-value	0.000	0.000
Result	Significant	Significant
Mediation type	Partial mediation because the direct effect is likewise significant	

## 5. DISCUSSION

The first hypothesis (*H1*) proposes that HRM practices have a significant impact on employee commitment. In particular, the employees of Jordanian construction firms with positive HRM practices in this study generally displayed higher commitment. This particular finding was found in accordance with the findings of previous studies across various settings, which hypothesized that HRM practices can improve employee commitment (Aladwan et al., 2015; Fesharaki & Sehhat, 2017; Rubel et al., 2017; Fihla & Chinyamurindi, 2018; Pham et al., 2019; Dheera & Krishnan, 2020; Mahfouz et al., 2020; Parajuli & Shrestha, 2021).

For example, Fesharaki and Sehhat (2017) found that the Islamic management of HR practices affected employee commitment based on a sample of 192 Resalat Qard al-Hasan Bank employees in Tehran City. This finding agrees with Parajuli and Shrestha (2021), who indicated a positive outcome of HRM practices, specifically employee participation, training and development, job description, pay/compensation, and performance appraisal, on employees' commitment in view of a sample of 375 respondents at banks in Nepal. Furthermore, Razzaq et al. (2017) showed a huge relevance between HRM practices and employee commitment dependent on a sample of 220 supervisors and first-line representatives from 35 workplaces in Pakistani telecommunications. Ahmad, Kumar, and Ahmad (2017) similarly indicated relevance between HRM practices and the commitment of employees and subsequently, firm execution based on a sample of North Kashmir bank employees in India.

Likewise, Fihla and Chinyamurindi (2018) discovered the influence of HRM practices on the commitment of workers dependent on a sample of 137 respondents from the Mquma Local Municipality in South Africa. Similarly, Pham et al. (2019) found "greening" HRM practices as significant devices directly promoting employee commitment towards ecological exercises based on a sample of 209 employees of four- and five-star inns in Vietnam. Besides that, Dheera and Krishnan (2020) indicated that HRM practices contributed a positive effect on employee commitment towards occupation and association based on a sample of 400 representatives of various lodgings in the Chennai Region, India. In this research, *H1* was supported. So, HRM practices play a basic job in influencing employees commitment because the employees in this study need more instructive practices for their work performance. As they did not have a higher position at the workplace, the basic role of HRM practices in upgrading employee commitment was expected in this research. In other words, the employees in this research expressed their beliefs towards their association.

The subsequent hypothesis considers that employee commitment has a significant impact on employee performance. In particular, the employees

of Jordanian construction companies with higher employee commitment demonstrated higher work performance. This particular finding was found in accordance with the findings of previous studies in different settings, which proposed employee commitment as one of the components that can enhance employee performance (Rahmayanti et al., 2017; Astuti et al., 2019; Said Musnadi & Ibrahim, 2019; Mahfouz et al., 2020).

Astuti et al. (2019) demonstrated the influence of the commitment of employees on employee performance in Rural Bank Mranggen Mitrapersada Mranggen Branch. Furthermore, Said Musnadi and Ibrahim (2019) found employee commitment involved the performance of employees in the Watering Office of Aceh Province-Indonesia. Besides, Rahmayanti et al. (2017) mentioned that the commitment of employees involved employee performance in Ngawi District Secretariat. Moreover, Ribeiro et al. (2018) detected the impact of employees affective commitment on singular execution among Portuguese workers at the focal district of Portugal. In this research, *H2* was supported.

Employee commitment was included in this study since it is likely used as a device to quantify the achievement of a business. Consequently, employee commitment was assessed in terms of different dimensions using multiple items, as this strategy has been noted to be increasingly steady in assessing employee commitment (Meyer & Allen, 1991). Therefore, the commitment of employees plays a fundamental function in influencing employee performance. Thus, the Jordanian construction companies' employees were found committed and it was reflected in their performance. The obtained results proved the commitment and focus of Jordanian construction employees in improving their performance.

The subsequent hypothesis considers that HRM practices have a significant impact on employee performance. This particular finding was found to be in accordance with the findings of previous studies across various contexts, which proposed HRM practices as perhaps the most significant factor that improve employee performance (Tabouli et al., 2016; Usrof & Elmorsey, 2016; Zafar et al., 2018; Hee & Jing, 2018; Taib et al., 2018; Etaan & Jain, 2019; Ismail et al., 2019; Mira et al., 2019; Alsafadi & Altahat, 2021; Lim & Ahmad, 2021).

Zafar et al. (2018) demonstrated that HR components significantly and positively affected the performance of employees dependent on a sample of 306 respondents in private and public companies in Pakistan. Similarly, Taib et al. (2018) demonstrated that HRM practices contributed significant influence on employee performance based on a sample of 318 employees for the public sector of the property developer industry. Likewise, Alsafadi and Altahat (2021) and Lim and Ahmad (2021) found that HRM practices affected the performance of employees in studies in the banking sector, exclusively in Jordan, and in Malaysia, respectively.



Moreover, Ismail et al. (2019) indicated that HRM practices contributed solid and beneficial outcomes on the performance of employees based on a sample of 450 scholastics in the state-possessed polytechnics in Nigeria. Likewise, Mira et al. (2019) found that HRM practices positively affected the performance of employees based on a sample of 367 power workers at Saudi ports in Saudi Arabia. Furthermore, Etaan and Jain (2019) indicated that HRM practices positively affected employee performance based on a sample of 210 workers at the County Assembly in Turkana. In this research, H3 was supported.

For this study, HRM practices were examined as an independent construct given its impact on employee performance (Tabouli et al., 2016; Usrof & Elmorsey, 2016; Zafar et al., 2018; Hee & Jing, 2018; Etaan & Jain, 2019; Ismail et al., 2019; Mira et al., 2019; Alsafadi & Altahat, 2021; Lim & Ahmad, 2021). HRM practices play a basic function in influencing employee performance since the average age for the employees of Jordanian construction companies ranged from 21 to 30 years old. Likewise, 52.0% of them worked under the current employer for less than two years, while 35.7% of them recorded work experience of two years and below. As the employees in this study were mostly young with inadequate work experience, the study assumed the basic role of HRM practices in improving their work performance.

In particular, the employees of Jordanian construction companies with positive recognition and favorable commitment were found to directly or indirectly improve their performance. Moreover, the current research indicated that employee commitment partially mediated the relationship between HRM practices and employee performance. This reaffirmed the significant relationship between HRM practices and the performance of employees in this research. Nevertheless, the degree of significance declined with the presence of employee commitment as a mediator.

In particular, the study found that most of the employees of construction companies were below 30 years old. Likewise, 35.7% of them recorded work experience of two years and below, also 89.7% of them reported a lower education level (between vocational training institute and college), while 77% of them worked in a lower position (between laborers and inspection). As the employees in this study were mostly young with inadequate work experience, so they needed more instructive practices for their work performance. Thus, the study assumed the basic role of HRM practices in improving their work performance. As well as, they did not have a higher position at the workplace,

the basic role of HRM practices in upgrading employee commitment was assumed in this study. Thus, these employees at this study were found committed and it was reflected in their performance. In conclusion, in this study, HRM practices have the ability to influence employee performance directly and indirectly through employee commitment.

## 6. CONCLUSION

The current research explored the relationship between HRM practices and the performance of employees among employees in the Jordanian construction industry. Outcomes upheld the hypothesized relationship between HRM practices and employee performance. Besides, this research explores the mediating impact of employee commitment on the influence of HRM practices on employee performance. The study distinguished that HRM practices and employee commitment are significantly related to employee performance from construction industry perspectives. The outcomes have a few fascinating practical and theoretical implications. At first, HRM practices can assist with growing new obligations (i.e., employee commitment) that would impact employee performance. Employee commitment has been distinguished as one viewpoint that can enhance employee performance (Rahmayanti et al., 2017; Said Musnadi & Ibrahim, 2019; Mahfouz et al., 2020). Secondly, this model was developed to prove the relationship of HRM practices, employee performance, and employee commitment, especially in the construction firm's employees. Thirdly, the result has contributed to the new findings in the literature regarding the mediating variable of employee commitment. Decisively, HRM practices should be applied in improving employees' commitment and performance. If the organization is unable to implement HRM practices, it will be unable to increase employee performance.

Certain limitations ought to be viewed when deciphering these outcomes. Initially, the sample of this research was the Jordanian construction industry; as a result, the generalization of the outcomes to different nations is constrained. Future research may test the relevance between HRM practices and employee performance in different nations in a similar sample. Second, the cross-sectional design of exploration could be another confinement. Future research utilizing a longitudinal methodology tends to connect HRM and the performance of the employees and among other mediator variables.

## REFERENCES

1. Abdel-Wahab, M. S., Dainty, A. R. J., Ison, S. G., Bowen, P., & Hazlehurst, G. (2008). Trends of skills and productivity in the UK construction industry. *Engineering, Construction and Architectural Management*, 15(4), 372-382. <https://doi.org/10.1108/09699980810886865>
2. Ahmad, B. I., Kumar, B. S., & Ahmad, B. J. (2017). HRM practices and employee commitment. *ZENITH International Journal of Business Economics & Management Research*, 7(10), 89-96. Retrieved from <http://www.indianjournals.com/ijor.aspx?target=ijor:zijbemr&volume=7&issue=10&article=010>
3. Ahmad, N. (2014). Impact of organizational commitment and employee performance on the employee satisfaction. *International Journal of Learning, Teaching and Educational Research*, 1(1), 84-92. Retrieved from <https://www.ijlter.org/index.php/ijlter/article/view/8>
4. Al Damoe, F. M., Hamid, K., & Sharif, M. (2017). The mediating effect of organizational climate on the relationship between HRM practices and HR outcomes in the Libyan public sector. *Journal of Management Development*, 36(5), 1-25. <https://doi.org/10.1108/JMD-04-2015-0055>

5. Aladwan, K., Bhanugopan, R., & D'Netto, B. (2015). The effects of human resource management practices on employees' organisational commitment. *International Journal of Organizational Analysis*, 23(3), 472-492. <https://doi.org/10.1108/IJOA-11-2014-0822>
6. Alkantara, S., & Gift, O. (2018). Human resource management practices and managerial performance of manufacturing firms in Nigeria. *International Journal of Advanced Academic Research Social & Management Sciences*, 4(4), 144-165. Retrieved from <https://www.ijaar.org/articles/Volume4-Number4/Social-Management-Sciences/ijaar-sms-v4n4-apr18-p1.pdf>
7. Al-Rifai, J., & Amoudi, O. (2016). Understanding the key factors of construction waste in Jordan. *Jordan Journal of Civil Engineering*, 10(2), 244-253. Retrieved from [https://www.researchgate.net/publication/300020159\\_Understanding\\_the\\_Key\\_Factors\\_of\\_Construction\\_Waste\\_in\\_Jordan](https://www.researchgate.net/publication/300020159_Understanding_the_Key_Factors_of_Construction_Waste_in_Jordan)
8. Alsafadi, Y., & Altahat, S. (2021). Human resource management practices and employee performance: The role of job satisfaction. *Journal of Asian Finance, Economics and Business*, 8(1), 519-529. <https://doi.org/10.13106/jafeb.2021.vol8.no1.519>
9. Anitha, R., & Kumar, M. A. (2016). A study on the impact of training on employee performance in private insurance sector, Coimbatore district. *International Journal of Management Research & Review*, 6(8), 1079-1089. Retrieved from [http://ijmrr.com/admin/upload\\_data/journal\\_R%20Anitha%20%2010aug16mrr.pdf](http://ijmrr.com/admin/upload_data/journal_R%20Anitha%20%2010aug16mrr.pdf)
10. Assaf, S. A., & Al-Hejji, S. (2006). Causes of delay in large construction projects. *International Journal of Project Management*, 24(4), 349-357. <https://doi.org/10.1016/j.ijproman.2005.11.010>
11. Astuti, E. M., Hasiholan, L. B., & Fathoni, A. (2019). The effect of empowerment of psychology, employment ability, and motivation on employee performance in BPR Mitrapersada Mranggen in Mranggen Branch in Mediation Commitment to Employee. *Journal of Management*, 5(5), 1-15. Retrieved from <https://www.coursehero.com/file/62802455/1263-2484-1-SM-1pdf/>
12. Awang, Z., Lim, S. H., & Zainudin, N. (2018). *Pendekatan Mudah SEM: Structural equation modelling*. Bandar Baru Bangi, MPWS: Rich Resources.
13. Aziz, R.F., & Abdel-Hakam, A. A. (2016). Exploring delay causes of road construction projects in Egypt. *Alexandria Engineering Journal*, 55(2), 1515-1539. <https://doi.org/10.1016/j.aej.2016.03.006>
14. Bagaya, O., & Song, J. (2016). Empirical study of factors influencing schedule delays of public construction projects in Burkina Faso. *Journal of Management in Engineering*, 32(5), 05016014-1-05016014-10 [https://doi.org/10.1061/\(ASCE\)ME.1943-5479.0000443](https://doi.org/10.1061/(ASCE)ME.1943-5479.0000443)
15. Barbosa, F., Woetzel, J., Mischke, J., Ribeirinho, M. J., Sridhar, M., Parsons, M., ... Brown, S. (2017). *Reinventing construction: A route to higher productivity* (McKinsey Global Institute Report). Retrieved from <https://www.mckinsey.com/business-functions/operations/our-insights/reinventing-construction-through-a-productivity-revolution>
16. Bekr, G. A. (2014). Study of significant factors affecting labor productivity at construction sites in Jordan: Site survey. *Journal of Engineering Technology (JET)*, 4(1), 92-97. Retrieved from [https://www.researchgate.net/publication/315855616\\_Study\\_of\\_Significant\\_Factors\\_Affecting\\_Labor\\_Productivity\\_at\\_Construction\\_Sites\\_in\\_Jordan\\_Site\\_Survey](https://www.researchgate.net/publication/315855616_Study_of_Significant_Factors_Affecting_Labor_Productivity_at_Construction_Sites_in_Jordan_Site_Survey)
17. Bekr, G. A. (2018). Study and assessment of causes and effects of delay in large public construction projects in Jordan. *International Journal of Applied Engineering Research*, 13(8), 6204-6210. Retrieved from [https://www.ripublication.com/ijaer18/ijaerv13n8\\_82.pdf](https://www.ripublication.com/ijaer18/ijaerv13n8_82.pdf)
18. Beloor, V., Nanjundeswaraswamy, T. S., & Swamy, D. R. (2017). Employee commitment and quality of work life - A literature review. *The International Journal of Indian Psychology*, 4(2), 175-188. <https://www.doi.org/10.25215/0402.040>
19. Blau, P. M. (2017). *Exchange and power in social life*. Reprint. Originally published: New York: Wiley, c1964. Published 2017 by Routledge. <https://doi.org/10.4324/9780203792643>
20. Boselie, P., Dietz, G., & Boon, C. (2005). Commonalities and contradictions in HRM and performance research. *Human Resource Management Journal*, 15(3), 67-94. <https://doi.org/10.1111/j.1748-8583.2005.tb00154.x>
21. Burke, R. J. (2016). Human resource management applications in the developing world: Empowering employees. *Iranian Journal of Management Studies*, 9(4), 795-800. <https://dx.doi.org/10.22059/ijms.2017.59534>
22. Central Bank of Jordan. (2019). *Annual report 2019*. Retrieved from <https://www.cbj.gov.jo/EchoBusV3.0/SystemAssets/d7dec196-6888-44b9-a189-652a1ee8a881.pdf>
23. Dheera, V. R., & Krishnan, J. (2020). Mediating effect of attitude towards change on the relationship between HRM practices and employee commitment to job and organization with reference to hotels in Chennai. *Test Engineering and Management*, 82, 1755-1770. Retrieved from <https://www.testmagazine.biz/index.php/testmagazine/article/view/1128>
24. El-Gohary, K. M., & Aziz, R. F. (2014). Factors influencing construction labor productivity in Egypt. *Journal of Management in Engineering*, 30(1), 1-30. [https://doi.org/10.1061/\(ASCE\)ME.1943-5479.0000168](https://doi.org/10.1061/(ASCE)ME.1943-5479.0000168)
25. Emeagwal, L., & Ogbonmwan, K. O. (2018). Mapping the perceived role of strategic human resource management practices in sustainable competitive advantage. *Academy of Strategic Management Journal*, 17(2), 1-20. Retrieved from <https://www.abacademies.org/articles/Mapping-the-perceived-role-of-strategic-human-resource-1939-6104-17-2-205.pdf>
26. Etaan, J. L., & Jain, M. (2019). Human resource management practices and employee performance in Turkana county assembly, Kenya. *International Academic Journal of Human Resource and Business Administration*, 3(7), 228-245. Retrieved from [https://www.iajournals.org/articles/iajhrba\\_v3\\_i7\\_228\\_245.pdf](https://www.iajournals.org/articles/iajhrba_v3_i7_228_245.pdf)
27. Falola, H. O., Osibanjo, A. O., & Ojo, S. I. (2014). Effectiveness of training and development on employees' performance and organisation competitiveness in the Nigerian banking industry. *Bulletin of the Transilvania University of Brasov Series V: Economic Sciences*, 7(56), 161-170. Retrieved from [http://rs.unitbv.ro/BU2013/2014/Series\\_V/BULETIN%20V%20PDF/22\\_FALOLA%2029.06-MARE.pdf](http://rs.unitbv.ro/BU2013/2014/Series_V/BULETIN%20V%20PDF/22_FALOLA%2029.06-MARE.pdf)
28. Fesharaki, F., & Sehhat, S. (2017). Islamic human resource management (iHRM) enhancing organizational justice and employees' commitment: Case of a Qard al-Hasan bank in Iran. *Journal of Islamic Marketing*, 9(1), 204-218. <https://doi.org/10.1108/JIMA-03-2017-0029>
29. Fihla, S., & Chinyamurindi, W. T. (2018). Human resources management practices on employee commitment: The case of a local municipality in South Africa. *Journal of Public Administration*, 53(2), 215-233. Retrieved from [https://www.researchgate.net/publication/330321772\\_Human\\_Resources\\_Management\\_Practices\\_on\\_Employee\\_Commitment\\_The\\_Case\\_of\\_a\\_Local\\_Municipality\\_in\\_South\\_Africa](https://www.researchgate.net/publication/330321772_Human_Resources_Management_Practices_on_Employee_Commitment_The_Case_of_a_Local_Municipality_in_South_Africa)

30. Fong, C.-Y., Ooi, K.-B., Tan, B.-I., Lee, V.-H., & Chong, A. Y.-L. (2011). HRM practices and knowledge sharing: An empirical study. *International Journal of Manpower*, 32(5-6), 704-723. <https://doi.org/10.1108/01437721111158288>
31. Giri, E. E., Nimran, U., Hamid, D., & Al Musadieq, M. (2015). The effect of organizational culture and organizational commitment to job involvement, knowledge sharing, and employee performance: A study on regional telecommunications employees of PT Telkom East Nusa Tenggara Province, Indonesia. *International Journal of Management and Administrative Sciences (IJMAS)*, 3(4), 20-33. Retrieved from <https://www.ijmas.org/3-4/IJMAS-3305-2016.pdf>
32. Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2014). *Multivariate data analysis* (special edition). USA: Pearson Education Limited.
33. He, Y., Li, W., & Keung Lai, K. (2011). Service climate, employee commitment and customer satisfaction: Evidence from the hospitality industry in China. *International Journal of Contemporary Hospitality Management*, 23(5), 592-607. <https://doi.org/10.1108/09596111111143359>
34. Hee, O. C., & Jing, K. R. (2018). The influence of human resource management practices on employee performance in the manufacturing sector in Malaysia. *International Journal of Human Resource Studies*, 8(2), 129-147. <https://doi.org/10.5296/ijhrs.v8i2.12826>
35. Ismail, A. I., Abdul Majid, A. H., Jibrin-Bida, M., & Joarder, M. H. R. (2019). Moderating effect of management support on the relationship between HR practices and employee performance in Nigeria. *Global Business Review*, 22(1), 1-19. <https://doi.org/10.1177/0972150918811487>
36. Jarkas, A. M. (2015). Factors influencing labour productivity in Bahrain's construction industry. *International Journal of Construction Management*, 15(1), 94-108. <https://doi.org/10.1080/15623599.2015.1012143>
37. Jarkas, A. M., & Bitar, C. G. (2012). Factors affecting construction labor productivity in Kuwait. *Journal of Construction Engineering and Management*, 138(7), 811-820. [https://doi.org/10.1061/\(ASCE\)CO.1943-7862.0000501](https://doi.org/10.1061/(ASCE)CO.1943-7862.0000501)
38. Jaros, S. J., Jermier, J. M., Koehler, J. W., & Sincich, T. (1993). Effects of continuance, affective moral commitment on the withdrawal process: An evaluation of eight structural equation models. *Academy of Management Journal*, 36(5), 951-995. <https://doi.org/10.5465/256642>
39. Jibrin-Bida, M., Abdul-Majid, A.-H., & Ismail, A. (2017). Management support as a moderator in the HR practices employee performance relationship. *International Journal of Management Research & Review*, 7(1), 13-27. Retrieved from [http://ijmrr.com/admin/upload\\_data/journal\\_Mohd.%20Jibrin%20%203jan17mrr.pdf](http://ijmrr.com/admin/upload_data/journal_Mohd.%20Jibrin%20%203jan17mrr.pdf)
40. Jordanian Chamber of Industry. (2017). *Annual report*. Retrieved from <https://www.jic.gov.jo/wp-content/uploads/2018/07/Sector-Profile-Industry-Final-Mar-2018-JIC-1.pdf>
41. Krajcsák, Z. (2018). Relationships between employee commitment and organizational cultures: A theoretical framework. *International Journal of Organizational Analysis*, 26(3), 398-414. <https://doi.org/10.1108/IJOA-05-2017-1174>
42. Lim, C. T., & Ahmad, N. (2021). The relationship between human resource management practices and employee performance. *Research in Management of Technology and Business*, 2(1), 123-136. Retrieved from <https://publisher.uthm.edu.my/periodicals/index.php/rmtb/article/view/1986>
43. Lim, L. J. W., & Ling, F. Y. Y. (2012). Human resource practices of contractors that lead to job satisfaction of professional staff. *Engineering, Construction and Architectural Management*, 19(1), 101-118. <https://doi.org/10.1108/09699981211192599>
44. Little, M. M., & Dean, A. M. (2006). Links between service climate, employee commitment and employees' service quality capability. *Managing Service Quality*, 16(5), 460-476. <https://doi.org/10.1108/09604520610686133>
45. López, D. M., & Tello, E. A. (2018). Perception of cultural values in employees and their importance in performance in the maquiladora industry. *Contaduría y Administración*, 63(3), 1-28. Retrieved from <http://www.scielo.org.mx/pdf/cya/v63n3/0186-1042-cya-63-03-00006-en.pdf>
46. Mahfouz, S. A. (2019). The impact of transactional leadership on employee commitment. *International Journal of Innovation, Creativity and Change*, 8(8), 1-13. Retrieved from [https://www.ijcc.net/images/vol8iss8/8801\\_Mahfouz\\_2019\\_E.R.pdf](https://www.ijcc.net/images/vol8iss8/8801_Mahfouz_2019_E.R.pdf)
47. Mahfouz, S. A., Awang, Z., & Muda, H. (2019). The impact of transformational leadership on employee commitment in the construction industry. *International Journal of Innovation, Creativity and Change*, 7(10), 151-167. Retrieved from [https://www.researchgate.net/publication/344327766\\_The\\_Impact\\_of\\_Transformational\\_Leadership\\_on\\_Employee\\_Commitment\\_in\\_the\\_Construction\\_Industry](https://www.researchgate.net/publication/344327766_The_Impact_of_Transformational_Leadership_on_Employee_Commitment_in_the_Construction_Industry)
48. Mahfouz, S. A., Awang, Z., Muda, H., & Bahkia, A. S. (2020). Mediating role of employee commitment in the relationship between transformational leadership style and employee performance. *Humanities & Social Sciences Reviews*, 8(2), 624-637. <https://doi.org/10.18510/hssr.2020.8270>
49. Mayer, R. C., & Schoorman, F. D. (1992). Predicting participation and production outcomes through a two-dimensional model of organization commitment. *Academy of Management Journal*, 35(3), 671-684. <https://doi.org/10.5465/256492>
50. Meyer, J. P., & Allen, N. J. (1991). A three-component conceptualization of organizational commitment. *Human Resource Management Review*, 1(1), 61-89. [https://doi.org/10.1016/1053-4822\(91\)90011-Z](https://doi.org/10.1016/1053-4822(91)90011-Z)
51. Meyer, J. P., & Maltin, E. R. (2010). Employee commitment and well-being: A critical review, theoretical framework and research agenda. *Journal of Vocational Behavior*, 77(2), 323-337. <https://doi.org/10.1016/j.jvb.2010.04.007>
52. Meyer, J. P., Morin, A. J. S., & Wasti, S. A. (2017). Employee commitment before and after an economic crisis: A stringent test of profile similarity. *Human Relations*, 71(9), 1204-1233. <https://doi.org/10.1177/0018726717739097>
53. Mira, M. S., Choong, Y. V., & Thim, C. K. (2019). The effect of HRM practices and employees' job satisfaction on employee performance. *Management Science Letters*, 9(6), 771-786. <https://doi.org/10.5267/j.msl.2019.3.011>
54. Nethmini, L. D. P., & Ismail, M. B. B. (2019). Correlation between employee training programmes on employee performance with special reference to Brandix Company. *International Journal on Global Business Management and Research (IJGBMR)*, 8(1), 13-20. Retrieved from <http://www.rajalakshmi.org/ijgbmr/downloads/IJGBMRFeb19.pdf>
55. Ngwenya, L., & Aigbavboa, C. (2017). Improvement of productivity and employee performance through an efficient human resource management practices. In J. Kantola, T. Barath, S. Nazir, & T. Andre (Eds.), *Advances in human factors, business management, training and education. Advances in intelligent systems and computing* (volume 498, pp. 727-737). [https://doi.org/10.1007/978-3-319-42070-7\\_67](https://doi.org/10.1007/978-3-319-42070-7_67)

56. Noe, R. A., Hollenbeck, J. R., Gerhart, B., & Wright, P. M. (2006). *Human resource management: Gaining a competitive advantage* (10th ed.). New York, NY: McGraw-Hill Education.
57. Nor, C. S. M., Mohamed, R. K. H., Mohamed, B., & Hassan, N. A. C. (2020). Human resources management practices and its impact on employee commitment Mong Staffs of Road Transport Department, Perak, Malaysia. *Journal of Environmental Treatment Techniques*, 8(1), 28–34. Retrieved from <https://cutt.ly/PEXG9ZZ>
58. Paauwe, J. (2009). HRM and performance: Achievements, methodological issues and prospects. *Journal of Management Studies*, 46(1), 129–142. <https://doi.org/10.1111/j.1467-6486.2008.00809.x>
59. Parajuli, D., & Shrestha, P. (2021). Human resource management practices and employee commitment in banking industry. *International Journal of Management (IJM)*, 12(1), 767–776. <https://doi.org/10.34218/IJM.12.1.2021.067>
60. Pham, N. T., Tuckova, Z., & Phan, Q. P. T. (2019). Greening human resource management and employee commitment towards the environment: An interaction model. *Journal of Business Economics and Management*, 20(3), 446–465. <https://doi.org/10.3846/jbem.2019.9659>
61. Rahlin, N. A., Awang, Z., Afthanorhan, A., & Aimran, N. (2019). Antecedents and consequences of employee safety climate in the small manufacturing enterprises: Translation, validation and application of the generic safety climate questionnaire. *International Journal of Innovation, Creativity and Change*, 5(2), 104–134. Retrieved from [https://www.researchgate.net/publication/337472925\\_Antecedents\\_and\\_Consequences\\_of\\_Employee\\_Safety\\_Climate\\_in\\_the\\_Small\\_Manufacturing\\_Enterprises\\_Translation\\_Validation\\_and\\_Application\\_of\\_the\\_Generic\\_Safety\\_Climate\\_Questionnaire](https://www.researchgate.net/publication/337472925_Antecedents_and_Consequences_of_Employee_Safety_Climate_in_the_Small_Manufacturing_Enterprises_Translation_Validation_and_Application_of_the_Generic_Safety_Climate_Questionnaire)
62. Rahmayanti, I., Ardita, W., & Joeliaty, H. (2017). Organisational climate and employee commitment to employee performance in regional secretariat Ngawi district. *International of Journal and Globalization*, 19(4). <https://doi.org/10.1504/IJBG.2017.087299>
63. Raza, K., Afridi, F. K., & Khan, S. I. (2017). Impact of training on employees performance and job satisfaction: An empirical study of plastic industry of Hayatabad Industrial Estate. *Journal of Business and Tourism*, 3(1), 173–189. Retrieved from [https://www.academia.edu/38229599/Research\\_Paper.pdf](https://www.academia.edu/38229599/Research_Paper.pdf)
64. Razzaq, S., Aslam, U., Bagh, T., & Saddique, S. (2017). The impact of human resources management practices on employee commitment: Evidence from Pakistan telecom sector. *International Journal of Academic Research in Business and Social Sciences*, 7(7), 649–667. <https://doi.org/10.6007/IJARBS/v7-i7/3129>
65. Restubog, S. L. D., Bordia, P., & Tang, R. L. (2006). Effects of psychological contract breach on performance of IT employees: The mediating role of affective commitment. *Journal of Occupational and Organizational Psychology*, 79(2), 299–306. <https://doi.org/10.1348/096317905X53183>
66. Ribeiro, N., Gomes, D., & Kurian, S. (2018). Authentic leadership and performance: The mediating role of employees' affective commitment. *Social Responsibility Journal*, 14(1), 213–225. <https://doi.org/10.1108/SRJ-06-2017-0111>
67. Rubel, M. R. B., Rimi, N. N., & Walters, T. (2017). Roles of emerging HRM and employee commitment: Evidence from the banking industry of Bangladesh. *Global Business Review*, 18(4), 876–894. <https://doi.org/10.1177/0972150917692223>
68. Said Musnadi, M., & Ibrahim, M. (2019). Effect of competence and employee commitment to employee performance: Job satisfaction as a mediator (study of watering office of Aceh Province). *International Journal of Business Management and Economic Review*, 2(1), 15–27. Retrieved from [https://ijbmer.org/uploads2019/BMER\\_2\\_75.pdf](https://ijbmer.org/uploads2019/BMER_2_75.pdf)
69. Samarah, A., & Bekr, G. A. (2016). Causes and effects of delay in public construction projects in Jordan. *American Journal of Engineering Research (AJER)*, 5(5), 87–94. Retrieved from [http://www.ajer.org/papers/v5\(05\)/M0505087094.pdf](http://www.ajer.org/papers/v5(05)/M0505087094.pdf)
70. Shipton, H., Sanders, K., Atkinson, C., & Frenkel, S. (2016). Sense-giving in health care: The relationship between the HR roles of line managers and employee commitment. *Human Resource Management Journal*, 26(1), 29–45. <https://doi.org/10.1111/1748-8583.12087>
71. Tabouli, E., Habtoor, N., & Nashief, S. M. (2016). The impact of human resources management on employee performance: Organizational commitment mediator variable. *Canadian Center of Science and Education*, 12(9), 176–192. <https://doi.org/10.5539/ass.v12n9p176>
72. Taib, N. M., Saludin, M. N., & Wan Hanafi, W. N. (2018). The effects of human resources management (HRM) practices on employee performance with the mediating role of employee engagement. *Selangor Business Review*, 3(1), 46–60. Retrieved from <http://sbr.journals.unisel.edu.my/ojs/index.php/sbr/article/view/53>
73. The Ministry of Labour. (2018). *The Ministry of Labour Report*. Retrieved from <https://cutt.ly/FESkn9U>
74. Usrof, H. J. H., & Elmorsey, R. M. (2016). Relationship between HRM and TQM and its influence on organizational sustainability. *International Journal of Academic Research in Accounting, Finance and Management Sciences*, 6(2), 21–33. <https://doi.org/10.6007/IJARAFMS/v6-i2/2036>
75. Wallace, E., de Chernatony, L., & Buil, I. (2013). Building bank brands: How leadership behavior influences employee commitment. *Journal of Business Research*, 66(2), 165–171. <https://doi.org/10.1016/j.jbusres.2012.07.009>
76. Yamao, S., & Sekiguchi, T. (2014). Employee commitment to corporate globalization: The role of English language proficiency and human resource practices. *Journal of World Business*, 50(1), 168–179. <https://doi.org/10.1016/j.jwb.2014.03.001>
77. Zafar, A., Memon, A., & Khan, M. N. (2018). Implication of HR components on employee performance: A comparative analysis of public & private sector employees. *Pakistan Administrative Review*, 2(2), 223–232. Retrieved from <https://www.ssoar.info/ssoar/handle/document/58899>

## APPENDIX

Table A.1. The measurement

<i>HRM practices</i>
<b><i>Recruitment and selection</i></b>
The firm has competitive recruitment processes that attract competent people.
The recruitment process in this firm is impartial.
The selection process in this firm is impartial.
All appointments in this firm rely on merit.
<b><i>Training and development</i></b>
The firm training is evaluated by participants.
The firm repays costs for training taken outside of the workplace.
The firm stimulates learning of knowledge.
The firm stimulates the application of knowledge.
Employees receive training throughout their professional career.
The firm has good training programs.
The firm has good development programs.
Employee training covers all the individuals in the firm.
Employee development policies cover all individuals in the firm.
<b><i>Performance appraisal</i></b>
The firm discusses competency-based performance appraisal results, with its employees.
The competency-based performance appraisal at the firm provides the premise for an employee development plan.
The competency-based performance appraisal in the firm is the basis for decisions about a job promotion.
Performance appraisal systems give a structure to guarantee all individuals are working to the firm goals.
Performance management frameworks foster the competencies of employees' ability.
Competencies of individuals influence the competence of the firm.
<b><i>Compensation and rewards</i></b>
I get incentives like bonuses, awards, commissions, promotions, etc.
My salary is appropriate with my education, skills, and training.
The firm rewards me according to the remuneration levels offered by the private sector.
Employee reward and penalties are clear.
Salary increase encourages employees to participate in quality improvement.
<i>Employee commitment</i>
<b><i>Affective commitment</i></b>
I am glad to spend the rest of my job with this firm.
I feel as if the firm's problems are my own.
I feel a sense of belonging to my firm.
I feel emotionally attached to this firm.
I feel like part of the family at my firm.
I have a great deal of personal meaning towards the firm.
<b><i>Continuance commitment</i></b>
Right now, staying with my firm is a matter of necessity and desire.
It would be hard for me to leave my firm right now, even if I wanted to.
Much of my life would be disrupted if I decided to leave my firm now.
I feel that I have few options to consider for leaving this firm.
I am putting much of myself into this firm.
I still work in this firm because of the scarcity of available alternatives.
<b><i>Normative commitment</i></b>
I feel obligatory to remain with my present employer.
Even if it were to my advantage, I feel it would be right to stay at my firm now.
I would feel please if I stay at my firm at present.
This firm deserves my loyalty.
I would stay at my firm since I have a feeling of obligation to the individuals in it.
I owe a great deal to my firm.
<b><i>Employee performance</i></b>
I carry out my work according to the policies of the firm.
I feel satisfied to perform my duty for this firm.
I manage to achieve the target set for me by the firm.
I manage to plan my work well in this firm.
I manage to execute my work well in this firm.
I am motivated to work extra hours to finish my task.
The firm give recognition to employees who perform well.
The firm provides incentives for good performance.
I can complete a given task before the stipulated time.
I can get along and work well with other employees.
I am always busy with my tasks in this firm.
I consider the job scope given to me is interesting.
My working hours are adequate to complete my job properly.
I am able to obtain solutions for all jobs assigned to me.
I can deal confidently with my colleagues.