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DISSERTATION

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Effective Human Resource Management Practices and its Effects on Affective Commitment

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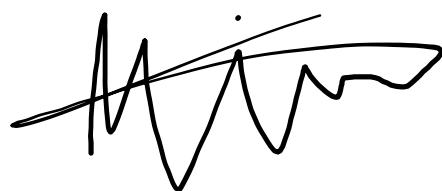
August, 28, 2020

CANDIDATE DECLARATION

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I certify that the dissertation entitled: A study on HRM practices in Bangladesh and its effects on Affective Commitment submitted for the degree of: MSc in International Business is the result of my own work and that where reference is made to the work of others, due acknowledgment is given.

****Please note that the word count for the full document is approximately 18200. But the main body starting from Introduction to Conclusion is approximately 14800.**



Candidate Signature

Date: 28, August 2020

Supervisor Name: Vlasios Sarantinos

DEDICATION

This dissertation is dedicated to my family members. They supported me through everything in my life. Especially to my sisters and brothers-in-law, who have brought me up and supported me through every problems I have ever faced in my life. To this day their undying support is what keeps me going. I would like to take this opportunity to thank them for their constant support and not ever being tired of being there for me. One day, hopefully, I will be able to be there for them. Lastly, my mother and my late father who have always taught me to persevere and taught me to be a good human being, hopefully I am doing what they taught me to do.

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I would like to thank my sisters and brothers-in-law for always being there for me and supporting me through everything I have been in my life. They supported me through every challenge I faced in my life, regardless of the magnitude of the challenge. I would like to thank my mom and my late father for always being there. I would also like to thank Mijan Bhai and his family for accommodating me in Ireland and taking care of me throughout my stay here.

I would like to thank my supervisor Vlasios Sarantinos for assisting me throughout this whole difficult process and always providing me with answers with patience regardless of how stupid the question is.

Lastly, I would like to thank Justin Keogan and the participants of this research work, without whom I wouldn't be able to finish this work.

ABSTRACT

This research dissertation was aimed at exploring the concept of Organizational Commitment. Organizational Commitment is an individual employee's psychological attachment to his/her organization. It can also be identified as a major professional loyalty that the employee feels towards their job. The higher the rate of Organizational Commitment, the more the employee is attached to an organization. Organizational Commitment consists of three components:

- Affective Commitment: Can be defined as the emotional attachment an employee feels towards his/her organization.
- Continuance Commitment: Can be defined as a derivative of an employee's assessment of the profits and loss associated with leaving the job e.g. loss of pay, stock options etc.
- Normative Commitment: Can be defined as the sense of obligation to remain that an employee feels towards his/her or organization regardless of his/her will to stay.

For this research dissertation, we looked into Affective Commitment which is a component of organizational commitment. This research work looked into Human Resource Management practices in organizations in the telecommunication sector in Bangladesh and were trying to understand which human Resource Management practices (stability oriented, rewards oriented, development oriented) yields the most Affective Commitment from employees.

Qualitative data was collected from employees that work in the telecommunication industry with a developed Human Resource Management Department through the use of interviews. The philosophy of this research was interpretivist in nature, the data collected was qualitative in nature and inductive and we were trying to explore which out of the three Human Resource Management Practices yield the most Affective Commitment from the perception of employees in a Bangladeshi telecommunication organization.

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Chapter: 1 INTRODUCTION

The first chapter gives a brief but detailed introduction into Organizational Commitment and its components, their terminologies and puts these components into context and outlines the importance of Organizational Commitment to an organization.

Section: 1.1 Overview

For this dissertation, we will be primarily looking into Affective Commitment which is a component of Organizational Commitment. This research will be looking into effective Human Resource practices undertaken by organizations and how these effective practices can influence Affective Commitment. This research work will be looking into telecommunication organizations in Bangladesh with a developed Human Resource department to determine which Human Resource practices boosts Affective Commitment. Through the collection and analysis of data collected from employees in organizations through interviews it will be determined if stability-oriented, development-oriented, or reward-oriented human resource practices will increase Affective Commitment. The research will be undertaken through the collection of data in Bangladeshi telecommunication companies, as no such research before has been done in Bangladesh related to Organizational Commitment.

The topic of research is, "A study on HRM practices in Bangladesh and its effects on Affective Commitment."

Affective Commitment is a component of employee organizational commitment. (*Gellatly et al., 2009*) Proposed that there are two components of Organizational Commitment and they are Affective Commitment and Continuance Commitment. There is also a third component of Organizational Commitment called Normative Commitment but (*Gellatly et al., 2009*) didn't take this into account because of its high correlation to Continuance Commitment.

Furthermore recent studies by (Gellatly, Meyer and Luchak 2006) asked for conceptual clarification on this component.

Affective Commitment (AC) is described as the emotional attachment that an employee feels towards an organization. (Meyer and Allen, 1991) proposed that factors that increases the quality of an employee's work e.g. autonomy and self-competency will increase Affective Commitment. Furthermore,

Continuance Commitment (CC) (Meyer and Allen, 1991) described (CC) as a derivative of an employee's assessment of the profit and loss associated with remaining or leaving an organization. This component of commitment should increase as time goes on. In other words, as an employee spends more and more time in an organization, they start to accumulate personal investments, seniority rights, and stock options, and these would come at risk should an employee choose to leave the organization.

Gellatly (2009) defines Continuance Commitment as, "Commitment that stems from an employee's assessment of the respective costs and benefit of remaining with or leaving the organization." They also write that this form of commitment increases over time as people accumulate personal investments and side bets. Furthermore, Continuance Commitment being high but Affective Commitment being low results in employees feeling trapped in the organization.

Continuance Commitment is referred to as how much an employee feel the necessity to stay in their current organization. The underlying reason for their high commitment is due to the fact that they feel the need that they need to stay in the organization or else they will incur a high cost for leaving the organization. Reasons for continuance commitment may include losing out on salaries, losing out on benefits, losing out on health insurance, losing out on office, unavailability of a better job etc. A good example of Continuance Commitment is when employees feel the need to stay with their organization because they

won't find a better salary and their fringe benefits will not improve if they move to another organization. The issue with high continuance commitment amongst employees is the fact that employees feel trapped within the organization. Employees feel dissatisfied and disengaged with their work, but they cannot leave the organization.

Normative Commitment is a less common component of Organizational Commitment. Normative Commitment can be defined as the sense of obligation that an employee feels towards an organization. Employees with high levels of Normative Commitment will tend to stay because they feel that they **ought** to stay(Meyer and Allen, 1991). Employees with high levels of Normative Commitment will stay even though they are not happy with their current terms of employment, or even if they want to pursue better career opportunities. They feel that they should stay with the organization because it is the right thing to do (Meyer and Allen, 1991). This sense of obligation can happen due to different reasons such as the feeling/obligation to stay because the organization invested too much time and finances into the training and development of the employee. Another reason might be that the employee feels the obligation to stay because the employer paid for the university tuition of the employee. Normative Commitment can also stem from psychographic reasons such as upbringing, for instance, a family might have always stressed that an employee should always remain loyal towards their employers. Employees with high normative commitment stay because sometimes they feel that it is the right thing to do.

Researchers in quite a few literary works ignored Normative Commitment because they felt that it was not conceptually sound and too difficult to measure. (Gellatly et al., 2009) didn't take this into account in her large scale research because of its high correlation to Continuance Commitment. Furthermore recent studies by (Gellatly, Meyer and Luchak 2006) asked for conceptual clarification on this component.

Section: 1.2 Purpose & Justification

The purpose of this research is to measure which of the three human resource practices in Bangladesh is the most effective in boosting Affective Commitment. The research will be done in the telecommunication sector of Bangladesh because no such research has been done there, if we look into all the significant literature works such as (*Meyer and Allen, 1991; Meyer and Smith, 2000; Rhoades et al., 2001; Jaros, 2007; Gellatly et al., 2009*) among others, we will find out that all these researches were done in western countries, and it could give us an insight into how a difference in culture can determine which HRM practice is the most effective in that region of the world.

The resource based view of the firm (*Meyer and Allen, 1991*) states that an organization's investment in its human capital can result in a significant competitive advantage and boost the company's performance to help it stand out from all of its competitors. Firms can develop unique, valuable, and non-substitutable skills in their employees through heavy investments in its HRM development program and thus, firms can take advantage of the skills developed to a greater extent than their competitors. But the risk that comes with this endeavour is the fact that employees can switch to other firms and take those skills with them which results in other firms taking advantage of the skills developed by the first firm. This results in the first firm losing the heavy investment in money, resources, and time. Thus for the firm to prevent losing out on the advantage created through the heavy investment in its human capital resources, the company must ensure that its employees stay committed to this organization. Thus we can determine that it is very important to develop relevant employee capabilities such as knowledge and skills, but it is also equally important that organizations should invest in keeping those employees.

(*Seunghoo Lim et al., 2017*) suggests that strengthening SHRM enables organizations to improve their competitive advantage by focusing on human capital, which is a key resource of the organization. As mentioned earlier, research that has already been conducted were heavily dependent on population from Western Cultures, with a few researches done in China and India. No studies have been done to date about Organizational Commitment in

Bangladesh, and the development-oriented, reward-oriented, and stability-oriented Human Resource Management practices that are undertaken to influence AC. This research will aim to give an insight into the HRM practices in Bangladesh and how it works to increase AC . The research will be exploratory in nature and can help me to build recommendations if the findings are conclusive. Furthermore, my aims are to build a qualitative regio centric research based on the data collected from interviews in an attempt to uncover if SHRM practices in large firms in Bangladesh affect the Affective Continuance component of organizational commitment.

The strategic importance of developing employee commitment is not new (Walton, 1985). Instead of forcing employees to comply through the use of organizational goals and restriction of employee discretion through narrowly defined jobs, work simplification, close supervision, extensive rules and procedures, it is much more effective to take the high-commitment approach to HRM attempts and produce the necessary conditions to influence voluntary employee involvement and identification with organizational goals (Boxall et al., 2007).

There are numerous examples of commitment maximizing practices and records of these practices have been documented in the literatures (*Meyer and Allen, 1991; Shen and JiuHua Zhu, 2011; Yousaf et al., 2018; Tarkar and Dhamija, 2018; Angonga and Florah, 2019*) but little consensus about the effects of how regional changes can mean different approaches that should be taken by firms. In this research study, we will be looking at three practice categories that HRM departments undergo to increase Affective Commitment: development-oriented practices used to enhance employee capabilities (e.g. broadly defined jobs; employee participation programs; selective staffing; skill training and development; use of work teams; career ladders; promotion opportunities), stability oriented practices used to provide supportive and secure working conditions (e.g. fair treatment; employee participation programs; effective grievance and dispute resolution processes; employment security; longer-term employment contracts), and reward oriented

practices used to motivating employees (e.g. content-valid performance appraisal; goal setting; performance contingent rewards; opportunities for high wages).

This research consists of interviewing employees in various private sector firms in Bangladesh. The decision to consider HRM practices from the perspective of individual employee was because of the opinion that they are in the best situation to give us an account of their own actual employment relationships and the HRM practices used by an organization. In fact in almost all the literature of research assessing relations between HRM practices and employees' organizational commitment has been conducted through collection of data from individual employees because they can provide a first-hand account of how they feel about their Human Resource Management practices (*Meyer and Allen, 1991; Meyer et al., 1993; Meyer and Smith, 2000; Rhoades et al., 2001; Gellatly et al., 2009; Tarkar and Dhamija, 2018; Hodgkinson et al., 2018*).

For this research, focus was limited to development oriented, stability oriented, and reward oriented Human Resource Management practices.

This paper begins by proposing that development oriented practices aimed at building employee capabilities such as skill training and personal development increases internal control, autonomy and competence (*Myer et al., 2004*). Stability oriented human resource management practices aims at providing employees with a supportive and secure working conditions such as stable wages and job security. This should focus employee attention on both the benefit of staying and the loss they will incur from leaving the organization. Lastly, reward oriented practices aims at motivating employees such as performance contingent outcomes. Although tangible rewards and social recognition are external factors designed to formulate the direction of an employee's attention and effort, performance contingent rewards create a situation where employees within limits can decide how much effort they want to exert, and therefore this determines their reward.

Section: 1.3 Importance of Study

(Lamba and Choudhary, 2013) argue that AC is the most important component of organizational commitment. They propose that AC is a magnet that binds employees to an organization, and it is the strongest of all three of the components. (Lamba and Choudhary, 2013) also developed that HRM practices in one specific sector can boost AC, but the same HRM practices in a different sector will not bring the same level of success. Thus, it can be established that available literature will not be adequate to develop successful HRM practices in Bangladesh, because all the researches already undertaken were done so in primarily Western regions of the world, and thus the factor of variance in culture was not factored in to the research. (Huang and Flynn, 2016) Also writes about the importance of a cross cultural examination of strategic HRM and its influences on Organizational Commitment.

Research already undertaken by (Meyer and Allen, 1991; Meyer et al., 1993; Gellatly et al., 2009) were all done in Western regions of the world, but these literatures did not delve into the variance in outcomes of their research if these researches were done in a different culture. Thus for this research, we will be able to delve into the perceptions of a Bangladeshi employee, and how they perceive that development-oriented, reward-oriented, and stability-oriented Human Resource Management will increase or decrease AC.

The unavailability of a cultural variance affecting AC in the literature creates a need for doing further research in the field of Affective Commitment (AC). The objective is to find if conducting the research in a different cultural setting will affect the research done by the literature mentioned above.

Section: 1.4 Significance of Study

Developing an understanding about organizational commitment can help organizations retain their employees. More importantly it helps companies from losing experienced employees who were trained by the company. If an employee decides to leave from an organization, he/she will take experience, valuable company information, as well as the money and resources used to train those employees. Furthermore, hiring and firing new and old employees increases the cost of the company. It is much more beneficial financially to retain employees.

(Meyer and Allen, 1991; Meyer et al., 1993; Huang and Flynn, 2016; Yousaf et al., 2018) as well as quite a few other authors write about the importance of organizational commitment as well as Affective Commitment. Furthermore, all these authors also write about its importance and impact to the success of the company. In some cases, a company with employees having high Affective Commitment will surely have higher performance because employees have a sense of belonging to the organization. Furthermore, employees will see the organization's success as their own success. Thus, a study into organizational commitment and Affective Commitment will help with further research and it will also help companies learn more about how they can increase Affective Commitment.

Although the research will be limited to only a few companies in the private sector of Bangladesh it will help to paint a picture for the companies already doing business in Bangladesh. Detailed knowledge about which Human Resource Management Practices can increase Affective Commitment which will increase their emotional attachment to the company. Lastly, low employee turnover develops a good corporate image for the company.

Section: 1.5 Research Objective

The primary objective of this research is to acquire an understanding through an exploratory regiocentric study about HRM practices in a Bangladeshi organization, and how it increases or decreases Affective Commitment (AC). In other words, the research objective is to identify if a variation in culture results in a variation in perception of employees as to what factors increase or decrease AC. If this research points towards definite conclusions, then a secondary objective would be to form recommendations.

As we discussed earlier, **perception** of rewards, punishments, and various amenities provided by the HRM department of a company varies from culture to culture. Thus, the objective of this study is to gain an understanding about what the employees of a company in Bangladesh perceives as a factor that will increase or decrease AC. Furthermore, this study will shed some light on the development-oriented, reward-oriented, and stability-oriented Human Resource Management practices that are already available in the company, that is increasing Affective Commitment.

Available literature on HRM practices and organizational commitment were all undertaken in various Western countries with no regard paid to employee perception of rewards, punishments, and stability based on a regiocentric approach. The objective of this research will be to focus on Bangladesh, a South-Asian country, and the perception of this country's workforce to factors that influence Affective Commitment. This research will aim to uncover the factors that according to them will boost their Affective Commitment. At the end of the research, hopefully, we will be able to understand the component that employees in Bangladesh perceive as most important to increase or decrease Affective Commitment.

- Thus, the Objective of this study is to understand which of the three human resource management practices (stability, reward, and development) will boost Affective Commitment the most according to the perception of the employees.

Section: 1.6 Relevant Business Disciplines & Academic Areas

The focus of this research will be primarily in the ever-changing business discipline of Human Resource Management. While interest of scholars in this field is quite old, this field has seen a very high surge in interest since the last two decades due to globalization. Academics from all over the world are researching on how HRM can be tailored to fit the needs of the ever growing numbers of multi-national companies. Strategic Human Resource Management is key to nurturing the human capital of an organization. Furthermore, (*Jaros, 2007; Gellatly et al., 2009; Lamba and Choudhary, 2013; Huang and Flynn, 2016*) all of these researches and more discuss the importance of HRM and how it improves the chances of success for an organization.

Section: 1.7 Structure of Study

This Dissertation is divided into 5 separate chapters. Each chapter is further divided into smaller sections. Each chapter contributes in achieving the research objective. The first chapter is the Introduction and this chapter is designed to provide a detailed description of the topic along with definitions and explanations of the relevant terminology. Also, this chapter provides the justification for doing the research and the importance of organizational commitment to a company.

The second chapter provides a literature review organizational commitment, Human Resource Management practices, and the components of organizational commitment especially Affective Commitment. The literature review is crucial in understanding and grasping the concept of each area of organizational commitment as well as to create a thread between the research objective and organizational commitment.

The third chapter named methodology and research design chapter discusses the strategy and methodology used to collect the qualitative primary data. This section also speaks about the development process of the questionnaire and justifications behind the questions posed to the participants.

The findings and discussion chapter presents the data collected from participants and a discussion about the data collected is also provided there. These chapters are designed to portray the results, validity, and reliability of the study as well as the researcher's assumptions based on the answers that came from the survey.

The last chapter talks about the implications, limitations, conclusions as well as recommendations for future research. The following chapter is the literature review chapter.

Chapter: 2 LITERATURE REVIEW

The aim of this literature review is to define, understand, explain, and assess previous researches related to the research objective in order to formulate a conceptual framework for the exploratory regiocentric study of Affective Commitment of employees towards an organization. As mentioned earlier, the literature review focuses on researches previously done on similar research objectives to develop an understanding of the vital concepts related to the research objectives.

There was an adequate amount of existing literature already available on organizational commitment. Also, there was an adequate amount of data available of Affective Commitment and effective Human Resource Management. But in terms of stability oriented, reward oriented, and development oriented Human Resource Management practices there was limited amount of literature available throughout the data base. Even if there were these sorts of Human Resource Management practices available, they were named differently. I used SAGE, EBSCO, and Google Scholar to gather literature. The research done here will hopefully try to fill the gaps in the literature. The following headings outline the structure of the literature review.

- Organizational Commitment
- Affective Commitment
- Human Resource Practices (Stability Oriented, Reward Oriented, and Development Oriented)
- Conceptual Framework
- Conclusion

Section: 2.1 Organizational Commitment

Organizational Commitment is an individual's psychological attachment to an organization (Lamba and Choudhary, 2013). Another definition given by a different writer is that Organizational Commitment implies a major professional loyalty as well as deep identification with an organization (Giauque et al., 2010). The higher the rate of Organizational Commitment, the more an employee is attached to an organization. It represents something beyond loyalty to an organization. Organizational Commitment of an employee represents a deep relationship to an organization, and the relationship is such that employees are willing to sacrifice things of their own in an attempt to benefit the organization.

Organizational Commitment can be characterized by three factors:

- Strong faith and belief in the organization's goals, values, and motives.
- Exertion of considerable effort by individuals for the benefit of the institution.
- A strong desire to be a part of the organization.

According to (Lamba and Choudhary, 2013) Organizational Commitment of employees in an organization can be increased through committing the values of people by paying them well, room for progress, proper training, availability for further education etc. In simple words, it is very crucial to take good care of employees so that employees feel that the organization cares for them. This creates a strong bond between the employee and the organization. (Meyer and Smith, 2000) Also writes about the importance of caring for employees and giving them a good working environment with added benefits, this makes employees feel that the organization cares for them, and this results in the employees caring for the organization.

Human resource managers now try to retain workers by developing and implementing strategies that empower individual employees (*Giauque et al., 2010*). It is now widely accepted that effective Human Resource Management practices can assist firms in increasing organizational commitment. This will then lead to improvements in staff performance and ultimately to the overall performance of the company. Moreover we are reminded by other literary works that organizational commitment can be very reliable to easily measure human behaviour in organized groups, much easier than measuring other theoretical constructs such as job satisfaction and job involvement (*Meyer et al., 1993; Meyer and Smith, 2000; Huang and Flynn, 2016; Tarkar and Dhamija, 2018*).

Meyer and Allen have developed a model of commitment with three components which is widely known today and this forms the foundation for a lot of empirical studies on this subject (*Meyer and Allen, 1991*). They consider the three components of their organizational commitment model as mindsets which influences different feelings and attitudes towards an organization. Thus Affective Commitment means an emotional attachment to an organization, Continuance Commitment refers to the losses an employee may incur if he/she decides to leave the organization, and normative commitment refers to the feeling or obligation felt by an employee towards an organization. The behavioural consequences of these three mindsets are identical: it is a continuation of employee to organization relationship. The model created by Meyer is very widely relied upon by researchers and it is very widespread and accurate. Wide scale researches rely very heavily on this model created by (*Meyer et al., 2002*).

The approach that focuses on employee commitment are meant to develop organizational productivity and efficiency by developing working conditions that help the employee to identify with the organizational objectives. The practices that are generally associated with this strategy include the evaluation of development, fairness, good salary, good working conditions, skills training, room for progress, along with continuous education (*Giauque et al., 2010*). Moreover several literary studies have shown that organizations that focus on an effective Human Resource Management Department that focuses on Organizational

Commitment often obtain better financial and production results (Buchanan II, 1974).

Effective Human Resource Management practices can also enable the development of creativity and innovation within the organization.

The Conceptual model of (Blackler, 1981) suggests that four processes within the field of Strategic Human Resources Management can increase involvement in employees of an organization: information sharing, skills development, and recognition system. The process of information sharing includes all the practices implemented by organizations to disseminate and receive information and therefore support decision making. These practices play the role of making employees feel more will full to mobilize their skills and become more involved in their work because they understand what is expected of them. Moreover, employees will feel more committed if they feel that the organization is listening to their feedback. The sharing of information together with the willingness to listen to what the employees have to say before making any decisions will create a climate of confidence and mutual respect which is likely to nurture Affective Commitment.

The concept of skills development is very important in an attempt to involve employees. A willingness for the organization to develop the skills of employees whether by training or by other means of career development activities indicates to employees that the organization considers its human capital to be a source of competitive advantage (*Giauque et al., 2010*). With regard to the recognition system employees that are recognized for their performance will show improvement because they will respond to the feedback given to them.

Organizational Commitment has been a subject of interest for quite a while now (*Meyer et al., 1993*), and studies have been going on for more than a decade now about what affects Organizational Commitment. Quite a large number of studies have been done primarily on Organizational Commitment, and in some case it is included as a variable in other studies where Organizational Commitment is not the primary focus. Since Organizational

Commitment has been under the microscope for such a long time, there have been many important development in terms of theory as well as research (Meyer et al., 1993).

Organizational Commitment is a multifaceted with many layers. For many years researchers and theorists have been defining and operationalizing commitment in different ways, which makes it difficult to process the results of the collected research. Thus, quite a few writers wrote about how Organizational Commitment can take different forms. (Shen and JiuHua Zhu, 2011) writes that effective Human Resource Management practices crucially contributes to Organizational Commitment.

Section: 2.2 Affective Commitment

Organizational employees are often looked at as a major factor that differentiates between a successful and a failing organization. One of the main strategies to exploit this factor is to build Organizational Commitment (Hodgkinson et al., 2018). According to Hodgkinson Affective Commitment can be managed. Affective Commitment refers to the emotional attachment to, identification with, and involvement in the organization. As (Hansen and Kjeldsen, 2018) emphasized in their research work, Affective Commitment is of key importance to both public and private sectors of business. It is important for both performance as well as financial growth of the company. According to Meyer (2002) Affective Commitment is the most closely related to employee motivation and satisfaction. Furthermore, it is positively connected to employee productivity and their wish to stay in the organization. (Buchanan II, 1974) Writes that “commitment is a critically important attitude for organizations of any kind” because this connects employee beliefs to organizational beliefs and promotes a personal concern for the benefit of the company, which improves performance and reduces the need for employee oversight and control.

Organizational Commitment is often referred to as a psychological state that concerns the employee's relationship with the organization which had implications for future organizational membership (Meyer et al., 1993). For an employee who is organizationally

committed, being a part of the organization brings meaning and happiness to him/her, but it also brings attachment to the organization's problems as well. He/she becomes so attached to the organization that the problems of the organization feels like a problem for the employee which can affect the personal life of an employee. The concept of Affective Commitment is the most validated and accurate measure of organizational commitment in the public management literature (*Stazyk et al., 2011*). Furthermore, compare to Continuance Commitment and Normative Commitment, Affective Commitment is also the type of commitment that is said to be the most obviously related to organizational issues such as attendance, performance, organizational behaviour, and to employee related outcomes such as stress and turnover (*Meyer et al., 1993*).

Thus for further clarity, Affective Commitment refers to an employee's emotional attachment to, identification with, and involvement in the organization and employees with strong Affective Commitment stick with their current organization because they want to do so. Continuance Commitment refers to the awareness of an employee towards the costs associated with leaving the current organization they are working in. Employees whose only commitment with their current organization is of Continuance Commitment stay because they need to stay. Normative Commitment refers to the feeling of obligation that an employee feel for continuing the current employment. Employees with a high level of Normative Commitment stay because they think that they ought to stay. In another paper by Meyer and Allen written in 1991, they identify the three components as a psychological state. Furthermore, they characterize Affective Commitment, Continuance Commitment, and Normative Commitment as **components** of Organizational Commitment and not as types of Commitment. This is due to the fact that these three are not mutually exclusive, and an employee can feel all three components all together in varying levels. For example, one employee might feel a strong desire and a strong need to stay but little obligation to do so; another employee might feel little desire, medium need, and a strong obligation to do so (*Meyer and Allen, 1991*).

There has been a large number of researches done on Organizational Commitment and Affective Commitment has been called as the most important component of Organizational Commitment according to some writers. (Lamba and Choudhary, 2013) argue that AC is the most important component of organizational commitment. They propose that AC is a magnet that binds employees to an organization, and it is the strongest of all three of the components. (Lamba and Choudhary, 2013) also developed that HRM practices in one specific sector can boost AC, but the same HRM practices in a different sector will not bring the same level of success. Thus, it can be established that available literature will not be adequate to develop successful HRM practices in Bangladesh, because all the researches already undertaken were done so in primarily Western regions of the world, and thus the factor of variance in culture was not factored in to the research. (Huang and Flynn, 2016) Also writes about the importance of a cross cultural examination of Strategic Human Resource Management and its influences on Organizational Commitment.

Although affective and continuance commitment represent commitment of employees to an organization, research work by (*Eisenberger et al., 1986*) suggests that studies done on Organizational Commitment are quite valuable. Eisenberger et al. suggested that employees perception of the organization's commitment to them is referred as perceived organizational support, and it is based on the global belief system of employees concerning to the limit until which organizations value the work of the employees. Eisenberger suggests that there is a positive relativistic relation between perceived organizational support and affective commitment.

(Meyer and Allen, 1991) developed the three components of organizational commitment and published it through a paper named 'A Three-Component Conceptualization of Organizational Commitment.' Before this paper, organizational commitment was known to be comprised of Attitudinal, Behavioural, and Obligatory Perspectives. But Meyer pointed out to gaps in these components in his paper and rebuilt the components in to Affective, Continuance, and Normative Commitment. After this paper, the other literature that I have come across (*Jaros, 2007; Gellatly et al., 2009; Lamba and Choudhary, 2013; Huang and*

Flynn, 2016) and more, all use the terms built by Meyer as standard components of Organizational Commitment. (Rode et al., 2016) was one of the most recent researches done on organizational commitment, and this is one of the few researches done where culture is taken as a factor. Although this paper was not able to come to a definite conclusion, it paved the path for future researches by providing relevant frameworks that can be used.

(*Vandenberghe et al., 2004*) finds a positive relationship between Affective Commitment between an organization with its supervisors and work groups. A series of three studies were done with 199, 316 and 194 employees of various management levels in different organizations and they found that Affective Commitment brings forth a positive correlation between high performance and a strong bonding among management and lower level employees. Overall employees also feel heavily connected to the organization whether it is in the public sector or the private sector.

Another research paper by (*Rhoades et al., 2001*) on the other hand reports that they found a positive relationship of between supervisor support and Affective Commitment. Affective Commitment was found to be related very closely with additional measures of support and care from the supervisors to the employees. Beneficial treatment from supervisors should positively increase Affective Commitment to such a high level that such treatment has been indoctrinated to some organization's policies, procedures, rules, regulations and cultures. Furthermore, Rhoades (2001) also wrote about how organizational rewards convey a positive valuation of employee efforts and this increase Affective Commitment. Lastly, procedural justice is another factor that increases Affective Commitment of employees towards their organization. Procedural justice means the perceived fairness of an organization when they are distributing resources amongst they employees.

Finally, there have been many arguments amongst literatures about organizational commitment but all literatures agree that Affective Commitment is the most important

component of organizational commitment and organizations need to commit as much resources as possible towards increasing employees' Affective Commitment towards their organization.

Section: 2.3 Human Resource Practices

A central question advanced in this study was the extent to which Human Resource Management practices have an effect on Affective Commitment. The decision to consider Human Resource Management practices from the perspective of individual employees was based on the opinion that individual employees are in the best position to describe about the Human Resource Management practices that the organization undertakes in order to retain employees (*Gellatly et al., 2009*). Furthermore, it has been observed that the vast majority of researches done on Human Resource Management practices and its effects on employees' organizational commitment has been developed and conducted on individual employees rather than on the organization, for example (*Meyer and Allen, 1991; Meyer and Allen, 1991; Rhoades et al., 2001; Stazyk et al., 2011*) and many more research work have all been done on individual level employees in order to uncover the effects of effective Human Resource Management practices.

2.3.1 Development Oriented Human Resource Management Practices

Development Oriented Human Resource Management Practices are aimed at building employee capabilities such as skill training, personal development, professional development, workshops etc. increases feelings of internal control, competence, autonomy. The increase in internal control, competence, and autonomy should increase an individual employee's identification, involvement, and emotional connection with the organization he/she works in (*Myer et al., 2004*). Thus (*Gellatly et al., 2009*) theorized that Development Oriented Human Resource Management Practices should most definitely increase Affective Commitment. Furthermore they also theorized that investments in Development Oriented Human Resource Management practices should also increase Continuance Commitment along with Affective Commitment. Gellatly (2009) further wrote in the paper that not only does the presence of development oriented Human Resource Management practices

diminish feelings of external regulation, but they increase opportunities inside and outside the firm which makes employees feel more achieved or accomplished. Lots of examples of Development Oriented Human Resource Management practices have been provided throughout past researches such as job redesign/enrichment, participation in decision making, and training and personal character development (*Meyer and Allen, 1991; Meyer and Smith, 2000; Meyer et al., 2002; Jaros, 2007*).

2.3.2 Stability Oriented Human Resource Management Practices

Stability Oriented Human Resource Management practices are aimed at providing employees with a supportive and stable working condition. Examples of Stability Oriented Human Resource Management practices include stable wages, job security, mutual funds, investment options, stock options etc. Thus, these practices should make employees focus on the benefits of retaining membership with their current employer, furthermore they can also realize about the costs associated with leaving the organization. According to Meyer et al. 2004 the motivational mindset related to strong feelings of cost based commitment would be characterized as loss prevention and external regulation. Thus, it can be expected that psychological effects of Stability Oriented Human Resource Management Practices should most likely increase Affective Commitment of employees of an organization (*Mayer et al., 2004*). If Stability Oriented Human Resource Management practices were viewed by employees as a sign of organizational trust, the underlying mindset might also reflect a blend of relationship and economic trust, which in turn can result in both Affective Commitment and Continuance Commitment both being high. In the case where both Affective Commitment and Continuance Commitment are high (*Gellatly et al., 2009*) call this kind of employees as “devoted.”

2.3.3 Reward Oriented Human Resource Management Practices

Reward Oriented Human Resource Management Practices are aimed at motivating employees to perform as best as they can. Examples of Reward Oriented Human Resource Management Practices would be performance contingent outcomes, promotion, increments, commission etc. Reward Oriented Human Resource Management Practices can

be looked at as positive reinforcement for high performance levels by employees. The flow of human capital reflects the movement of employees with their individual knowledge, abilities, and skills and this flow can be increased by implementing Reward Oriented Human Resource Management Practices (*Boxall et al., 2007*). Although tangible rewards and social recognition created to carve the direction of an employee's attention and effort, performance contingent rewards create a context where employees can decide how much effort they want to exert, to a certain limit, and thus determine the quantity of their rewards. (*Gellatly et al., 2009*) Predicts that Reward Oriented Human Resource practices should increase Affective Commitment as well as Continuance Commitment which means that employees will be "devoted." Examples of Reward Oriented Human Resource Management practices that are found to be positively correlated with high Affective Commitment are promotion opportunities and performance contingent rewards.

Section: 2.4 Conceptual Framework



After developing further understanding of the key aspects of the research objective, it was possible to develop a conceptual framework that encompasses they key areas of the research objective. The conceptual framework shown above, though simplistic, encompasses the research objectives, and portrays the intentions of this research. As discussed before, Affective Commitment can be defined as an employee's emotional attachment to, identification with, and involvement in the organizations, (*Meyer and Allen, 1991; Boxall et al., 2007; Gellatly et al., 2009; Huang and Flynn, 2016*) all these writers define Affective Commitment quite similarly. Furthermore, all literature works also agree on the fact that Affective Commitment, or the emotional and mental bonding with the organization, increases due to effective Human Resource Management practices. There are other factors as well such as organizational structure, leadership styles, relationships in the workplace, organizational support system but for this research work, we are only focusing on Affective Commitment which is why this research work is disregarding those factors. Although, it can be recognized that these disregarded factors will influence participant responses, and there will be a need to find a way to work around those factors. The focus of this research study is only on Affective Commitment and its relation to Human Resource Management practices.

As we can see in the above diagram, HRM practices comprises of stability-oriented, reward-oriented, and development-oriented activities (for this research work) undertaken by the HRM department of a company to increase the bonding between an employee and the company, and ultimately increase his/her productivity. Definitions of these three have been provided in the introduction section as well as detailed description taken from various literatures. The diagram shown above is created with the intention of representing the synthesis of the understanding that have been gained from the literature review. Also, it shows the relationship between each component of the research objective, and a progress from one component to the other.

Furthermore, it also needs to be recognized that some of the practices listed in the framework may not be practiced by the company that interviews are going to take place in, which is when there will be a need to bypass those practices for all the companies that will be chosen for interviews, so as to avoid creating an imbalance. For example, let's say that an interview is conducted with employees of Company A, and Company A does not do "selective staffing", which is a part of development oriented Human Resource Management practices, then we will have to bypass selective staffing questions, when conducting interviews with employees of Company B.

Section: 2.5 Conclusion

This chapter contained a detailed overview of the research objective based the available literatures that were explored. Various important elements of Organizational Commitment e.g. Organizational Commitment, Affective Commitment, and Effective Human Resource Management practices were explored and further explained in order to develop a conceptual framework that encompasses all the elements of the relevant research objective. The following chapter will consist of a detailed discussion about the research design and methodology that will be used to generate primary data from the interviewees for attaining the research objective.

Chapter: 3 RESEARCH DESIGN & METHODOLOGY

Section: 3.1 Overview

The Research Design and Methodology chapter gives an outline of the philosophy of research, research strategy as well as the data collection process and methods of how to process the data. This will contribute to the research objective by testing the given proposition. As mentioned before, the research objective is to understand which of the three human resource management practices (stability, reward, and development) will boost Affective Commitment the most according to the perception of the employees.

The primary goal of this research is to understand which of the three components of Human Resource Management practices yields the most Affective Commitment within employees, using the perception of the employees themselves. As we have discussed in Chapter 1 section 1.2 of this paper, most major studies were always focused on testing the perceptions of employees when it comes down to organizational commitment because they can provide first-hand account of the effectiveness of their Human Resource Management practices.

The focus of this research study is exploring the research objective and come to a conclusion based on the data collected from participants. In terms of the approach used to collect data from participants the process of interviewing will be used. This method of data collection is qualitative in nature. Participants for the collection of data will be employees from various companies that have a developed Human Resource Management department. This study will be done in Bangladesh.

Section: 3.2 Philosophy & Approach

A research philosophy dictates about the way in which data about a particular issue is collected. The research is conducted from an interpretivist point of view. Interpretivists believe that only through subjective interpretation and intervention in reality can that reality be fully understood. In an interpretivist point of view there may be many interpretations of reality, but these interpretations are part of the knowledge that is being pursued (Hussey & Collis, 2009).

Hussy and Collis (2009) also highlight that fact that this paradigm is related to identifying how perceptions can differ from employee to employee on the same topic of Organizational Commitment. In relation to the topic of this research paper, this paradigm is most relevant because, as an interviewer, I will conduct interviews of people from the telecommunication sector of Bangladesh and each employee will have their own view about the Human Resource Management practices of their own company. This research will focus on the interpretation of the data gathered combined with the literatures gathered in order to come to a conclusion about the research objective.

Data will be gathered from the telecommunication sector of Bangladesh and each company in that sector will be varied in terms of product, market, size, HR department, culture, norms, and values as well as views of the HR department, the data will be very subjective. The data will be subjective because each company will have its own way of dealing with things, and its own areas of expertise. Thus, a question asked to someone in Company A won't get me the same answer as someone in Company B. I am researching in a region where no such research on this topic has been done before, which is why the data that will be collected will be different from the data shown in the literatures. This variance in data, as well as subjectivism of answers leads me to believe that my study fits the interpretivism philosophy. (Collis & Hussey, 2020) writes that interpretivism is underpinned by the belief that social reality is not objective but highly subjective because it is shaped by our perception.

The ontological assumption of interpretivism is that reality is subjective and multiple, and it depends on the perception of the participants (Collis & Hussey, 2020). The Methodological assumption of Interpretivism is that the process is **Inductive**. As an interpretivist I will be examining a small sample to look for patterns and what happens in a situation. The data I will be collecting will be in qualitative form which means my data will be collected in the nominal form, and from the data I will collect I will try to reach a point of saturation where the answer I get from most of my sample is similar in pattern. This research work will have generalizability which means we will be able to use the conclusion of this research work in other regional settings.

Section: 3.3 Research Strategy

The objective of this research is to understand which of the three human resource management practices (stability, reward, and development) will boost Affective Commitment the most according to the perception of the employees. For primary data, I will be conducting interviews with employees of companies in the telecommunication sector of Bangladesh with a developed Human Resource Management departments. The region chosen for interviews will be Bangladesh, and due to the fact that I am from Bangladesh there will not be a problem of language barriers.

Qualitative data will be collected by performing interviews on non-structured participant of the telecommunication sector in Bangladesh. Due to the fact that this research is an exploratory research to gain an understanding of the underlying reasons, opinions, and motivation of organizational commitment in an organization, data will be collected through performing interviews. As discussed before, the data that will be collected will be subjective and it will vary from employee to employee, the researcher will look into certain patterns within the answers to come to a conclusion. Qualitative research will provide the insights into factors that cannot be seen through surveys. Opinions of the participants and the reasons that will be given for the answers that they gave will be very crucial to understand the thought process while participating in the interviews. The questions that will be asked will be open ended questions, and this will allow the respondent to talk in some depth about the Affective Commitment that they feel towards their organization due to the stability oriented, reward oriented, and development oriented Human Resource Management practices in their organization. Interviews also give the researcher an opportunity to understand data with greater comprehension due to the fact that all the answers will come with an explanation as to why the participant chose to say that. Thus, we can then build conclusions from the information gathered through the interviewing process.

Qualitative studies are more flexible they allow greater spontaneity and the adaptation of the relationship between the participant and the researcher. Also, qualitative methods ask primarily open ended questions that can be worded differently for each of the participant.

Open ended questions gives the participants the opportunity to answer freely in their own words, and the answers tend to mostly be more than a yes or no answer. Employees of organizations will be able to say why they don't like certain aspects of their organization's Human Resource Management practices and what can be done to fix those issues. Furthermore, qualitative studies will give the researcher the opportunity to immediately ask a follow up question based on the prior answer of the participant.

For this research study, purposive sampling will be used to select participants according to the preselected criteria set by me, the researcher. In this case, we want to interview employees in middle to lower level management positions in the telecommunication sector in Bangladesh. Gender and Age of the participant won't be a factor for choosing or rejecting participant because these criteria do not affect the outcome of the data. We will then be able to understand what employees in Bangladesh think is the best Human Resource Management practice according to them that they think increases their Affective Commitment. Sample size depends on the time and resources available, for this research dissertation, we will be looking into interview answers of six to ten employees. We hope to attain theoretical saturation from interviewing ten employees.

The conceptual framework built for this research dissertation takes into account all the factors related to Affective Commitment based on the literature review. The definitions and theories from the literature review were all considered during the design of each interview question. The interview questions were designed by breaking down and assimilating various theories from the literature review and the questions address all the aspects of the conceptual framework.

Due to the fact that the coronavirus pandemic has resulted in most organizations being closed down in Bangladesh and employees, where possible, are working from home, the interviews will be conducted digitally using skype or zoom. Whether the call will be a video call or an audio call will be decided by the participant due to the fact that they might be

uncomfortable to come up on video call function. Whether the participant decides audio or video call, this will not pose as a problem for the outcome of the research because being on a video call or not being on a video call will not affect the opinions of the participants.

Section: 3.4 Collection of Primary Data

This section consists of two other sub-sections. The first sub-section discusses the data collection method and gives reasoning for why the particular data collection method was chosen. The second sub-section discusses the sources of data that will be collected.

3.4.1 Data Collection Method

The source of data that was collected was interpretivist in nature. Also, the data collected was qualitative in nature. This strategy was used because the study is exploratory and the data that will be collected will be subjective.

The data collection for the non-structured observations were done through conducting interviews of lower to middle level employees in three organizations of the telecommunication industry in Bangladesh. The process consisted of a series of interviews of 8 employees. These interviews were conducted through the use of open ended questions asked to participant who were willing to participate. These open ended interviews accounted for the primary method of data collection, and this contributes to the qualitative nature of the research. The interview questions that were developed were structured in a way that each group of questions corresponded to one of the components of Human Resource Management practices (See Appendix A). This ensured that all the data were already sorted out primarily, but once all the data were collected, the data was sorted once again to ensure efficiency and accuracy.

Interviewing participants seemed to be the best approach to take with this research dissertation because, it will be crucial to understand the reasoning behind the answers that will be given which will be done through asking probe question to get explanations of answers. By having the participants provide reasoning for their answers it will be significantly easier to understand which Human Resource Management practice (stability oriented, reward oriented, development oriented) is the best Human Resource Management practice to yield the most Affective Commitment out of employees. The reasoning behind selecting a qualitative method and open ended interviews supported the

research design, and was in compliance with the theoretical framework developed for this research dissertation.

3.4.2 Nature of Data

The data was collected through a qualitative process. The qualitative participant data will be collected through the use of interviews. After the collection of data is complete, it will be possible to assess the data through the use of the theoretical framework developed through the literature review. Participants will answers questions that are designed based on theoretical literature review and the framework. The answers collected will then be analysed. The data collected will be in the form of a narrative that will then be analysed for patterns. We will try to attain theoretical saturation which means a point after which further data collection is irrelevant because it will yield the same result as before.

Section: 3.5 Approach to Data Analysis

The research objectives were reviewed to understand the common themes that we will be looking for throughout the interview. A draft of sample question were created and tested to see if these questions will be enough to extract adequate amount of information from the participants. As a researcher I sat down with a friend and asked the questions to see if they were enough to get me the information needed to come to a conclusion or a theoretical point of saturation. After a few sessions, and a few trial and errors we were able to come up with a set of questions that will be adequate to extract sufficient amount of information. This process of developing questions was suggested by Justin Keogan and it proved to be very useful because it helped me, the researcher, test the question out before actually applying it during the interviews.

As mentioned before, the questions were structured in a way that each question corresponded to a single component of the Human Resource Management practices and this ensured that the answers to these questions were already sorted as they came in (Please see appendix A). The answers went through sorting a second time to ensure accuracy and efficiency.

3.5.1 Analysis of Data

Once the questions were developed, and it was verified that these questions were enough to extract adequate amounts of information from the participants, I, the researcher, moved on to decide how to best obtain the information once it is collected. It was decided that a recording device will be used to record the interview, so that I, the interviewer can focus on what is being said by the participants, and to ask counter question for clarifications when needed. The recording were then transcribed and transferred into excel to analyse and interpret. This method proved to be the best way to approach the interviews because, the researcher can be open to emphasize some of the points that needed emphasis while it was still fresh in the mind. This also left me, the researcher free to take notes on important points. The recording can then be revisited at a later point if anything important was missed during the interview. Due to the fact that, this research work will be looking to identify

which of the three Human Resource Management practices (stability oriented, reward oriented, development oriented) yield the most Affective Commitment out of employees, a system of coding was introduced. This coding system can be used to separate and differentiate information according to their relevant theme..

The questions were structured into three sections: Stability-Oriented Human Resource Management practices, Development-Oriented Management practices, and Reward-Oriented Management practices. Once this was done the answers corresponding to those questions were sorted to pick out relevant quotes relating to those sections. It is expected that there will be a lot of overlapping information that related to the Human Resource Management practices. In order to properly sort through and assimilate the interview answers, they will need to be reviewed multiple times. The collected data will then need to be sorted according to their themes.

3.5.2 Ethical Issues

The interview participants were all informed that they will be recorded using a digital voice recorder. The responses that the participants provided either personal or professional will all be kept confidential and only I, the researcher will have access to that information, and if requested the individuals responsible for grading this research dissertation will have access to the recordings. No identifiable information was shared to ensure that anonymity was ensured. The participants were also made aware that all the recording will be destroyed by the end of September. A plain language statement was provided to the participants which outlined the research objective and gave a brief idea about the key terminology and the key concepts related to the research dissertation. The participants upon reading the plain language statement were given an informed consent form which they were required to sign if they wanted to take part in the interview. The informed consent form outlined that they read and understood the plain language statement, and they were voluntarily participating in the interview with complete knowledge of all the terms and conditions set forth.

3.5.3 Access

A total of fifteen people were contacted for interviews. As mentioned before, only ten were intended to be interviewed, the additional five were contacted for redundancy in case someone from the initial ten decides to not participate. The people that were contacted are all medium to lower level employees in the telecommunication sector of Bangladesh with a developed Human Resource Management department. Five of the people contacted are my, the researcher's, friend but they were told to answer impartially without thinking about the outcome of the research to maintain validity of the data. The other ten participants are the colleagues of the first five participants. The participants all spoke English in various levels of fluency which means that there is no need for translation.

As mentioned before, the interviews will all be conducted through video calls and audio calls due to the fact that the pandemic has resulted in a ban on international flights which has stopped me, the researcher from going to Bangladesh to conduct face to face interviews.

Section: 3.6 Conclusion

The purpose of this research is to identify which of the three Human Resource Management practices yield the most Affective Commitment in employees in Bangladesh from their own perception. The research was done using qualitative methods with the use of interviews to come to a conclusion and offer recommendations.

This chapter outlines the methodology, research design, research approach, research strategy, nature of data, ethics, and access. All these sections together aim to give the reader the idea of the approach that will be taken to collect, assimilate, organize, and analyse the data to meet the research objective and come to a point of theoretical situation. The data will then be used to come to a conclusion and offer recommendations. The following chapter named Findings and Discussion will display the data collected from the participants in the form of a narrative and go into a discussion about the data that was collected.

Chapter: 4 FINDINGS & DISCUSSION

Section: 4.1 Overview

For the purpose of collecting data for this research, a series of open ended interviews were done. Interviews were done with employees who were working at various levels in the telecommunication industry. Employees from three different telecommunication companies named Grameen Phone, Robi, and Banglalink were interviewed to understand which of the three Human Resource Management practices increases Affective Commitment the most in employees. A large amount of data was collected from the open ended interviews, and presenting that data in this paper posed a challenge. Thus it was decided to sort the questions into three sections: Stability-Oriented Human Resource Management practices, Development-Oriented Management practices, and Reward-Oriented Management practices. Once this was done, the answers corresponding to the sorted questions were also sorted to pick out important and relevant quotes that can be used to explain the importance of all three Human Resource Management practices and also show which Human Resource Management practice increases Affective Commitment the most. I, the researcher learned this method of presenting data from a sample dissertation provided in our college Moodle page named, "Cultural Branding and Storytelling- In the context of the Ski Industry."

The interview questionnaire consisted of questions asking about the importance of all three components of Human Resource Management Practices and how these practices are important to them, what these practices mean to the employees, and how it influences their perception of the company they work in. The interview questionnaire also consisted of a question that asks the participants to pick out which Human Resource Management practice according to them is the most important in increasing their commitment towards their organization. This will be presented as a separate section in this chapter and we will show, which component of Human Resource Management practices according to the employees increases Affective Commitment the most.

Section: 4.2 Reward-Oriented Human Resource Management Practices

In this section, data will be presented in the form of a narrative based on the answers given by the respondents on the questions that were related to Reward-Oriented Human Resource Management practices. As explained before, in order to attain the research objective, employees of telecommunication employees in Bangladesh were interviewed to understand which of the three components of Human Resource Management practices increases employees' Affective Commitment most in an organization. But we also need to understand the importance of each component of Human Resource Management practices for employees and how it works to increase Affective Commitment and improve employees' perception of the company. Please see Appendix A for the interview questions, only the answers will be presented in this section. Also, Please note that along with the narrative, their position in the company will also be mentioned in parentheses.

Respondents were firstly asked about the reward oriented management practices undertaken by their company. Most employees responded that they had some sort of reward oriented practices undertaken by their organization:

"Well, I receive commissions and some vacation days. Commissions are based on basically project works. It is based on the work I put in at the end of the year. And I get the commission. I can I can actually tell you in the amount. Yeah. Which would be around one like 2000 USD approximately." (Systems Analyst)

"The only reward that we actually received are sales commissions. So, it's about five percent. We get commission based on every new customer that we can bring in new product we can sell." (Sales Associate)

As we can see here all the employees interviewed received some form of a reward from their company to keep them motivated and committed to their organization, people working in the sales divisions get commission while people working in the other divisions receive salary increments and bonuses. Now data will be presented on how these practices improve or worsen their perception of the company, please see Appendix A for the interview questions.

"Yes, obviously, because they're evaluating my struggles. They are evaluating the hard work I'm doing." (Territory Sales Executive)

"Yes, of course it does. They improve your focus. I do more work and I like to do more work because I can receive rewards for my work. It keeps me moving to the next project. It makes me feel that my company cares about me." (Systems Analyst)

"Yes, I think it gives a very positive impact to all the employees because, you know, the rewards motivate all the employees to work, work more. And, yeah, I'm very satisfied."

(Marketing Coordinator)

Most employees reacted positively to the reward packages they receive from their company, and they responded that these reward oriented Human Resource Management Practices work as a source of motivation for them and some have also responded that it makes them feel that the company cares for them. As discussed in the literature review it is very important for the employees to feel that their company cares about their well-being and values their work. Employees were also asked about if they are satisfied with the reward packages they receive and one important thing to note here that all the Sales Associates answered that they think their reward packages should be improved, but employees working in other department positions answered that they were satisfied with what they are receiving currently.

The responses received from the participants helps us understand why employees think that reward oriented Human Resource Management practices are important in increasing Affective Commitment towards their organization. As we discussed in the literature review rewards are a great source of motivation for employees and it motivates employees to perform because they expect to get something in return for their performance, furthermore, rewards in the form of bonuses, commission, increments, vacation days makes employees feel that their organization cares about their well-being and values their performance. This in turn also increases Affective Commitment because employees are more attached to organizations that cares for them. (Cameron and Pierce, 1994) found a

positive correlation between positive reward systems and increase in intrinsic motivation and commitment of employees in an organization.

Section: 4.3 Development-Oriented Human Resource Management Practices

In this section, data will be presented on the answers given by participants to the questions that were related to development oriented Human Resource Management practices.

Employees of the telecommunication industry of Bangladesh were interviewed to determine which one of the three components of Human Resource Management practices increases Affective Commitment the most. But as we discussed before, it is important to understand the importance of all three components before it is presented that which component is most important. Please see Appendix A for the interview questions, only the answers will be presented in this section. Also, Please note that along with the narrative, their position in the company will also be mentioned in parentheses.

Respondents were asked about the development oriented Human Resource Management practices such as promotions, skill trainings, workshops, paid education etc. that were undertaken by the company. As discussed before, this component acts to develop the employees' skills, abilities knowledge and progression in their career. Employees were firstly asked if their job offers promotions opportunities by the company, next they were asked about if they receive skill trainings, and further educational opportunities. Responses for if their job offers promotion opportunities are as follows.

"Yes, the promotion opportunities in our company's great, our interim manager creates a chart to which you can see your performance, which helps us, which is great. It keeps us motivated. Everything has its own pros and cons." (Marketing Coordinator)

"Yes, our company offers promotions to employees based on performance. So, every year our HR manager sits down with us and reviews our performance and tells us what needs improvement and what is going well. If the manager sees that I have done better than the others, then they recommend to the seniors that I should get a promotion." (Marketing Associate)

"In the sales department, promotions are very hard to get because there are a lot of salespeople but only a few positions available and so it is very hard to get promotions. I

know someone who has worked for 5 years in this company and did not get a promotion still.” (Sales Associate)

The responses above were to questions about if their company offered promotion opportunities or not, and one important thing to note here is the fact that people in the sales department get much less opportunities of progressing their career compared to people in other departments. It was also noticed in later questions that employees that work in the sales department like their job much less than people on other departments.

Next, we asked employees about if promotion opportunities by their organization improves their perception of the company, and those answers will not be presented here because all the employees responded almost similarly. The respondents generally talked about how promotion opportunities influence their perception of the company greatly. With progression in the career, employees get recognition, salary increments, office space and other amenities which gives them an increased sense of pride in their work and promotion opportunities acts as a goal line for employees and this increases job performance.

Respondents were then ask about if their company offered skill trainings, workshops, and further education opportunities which comes under development oriented Human Resource Management practices. The responses corresponding to those questions are as follows.

“No, for first of all, they don’t pay for the Masters. I mean, the education, but they do provide lots of trainings and training sessions. Usually we have to we’re on a site, we’re far from the headquarters. So once every month or once every two months, we have before the current time, obviously, we had our training sessions and we had a different skill development sessions in the headquarters and we would get invited to those and they would look after our accommodation and whatnot. So that’s a good thing.” (Territory Sales Executive)

“Yes, they do. They provide further education facilities. They will provide some training when I joined up.” (Systems Analyst)

"Yes, our job offers trainings for new skills, and learning new software that can be used in our marketing department. We also go to workshops to sharpen our skills in designing and promotion ideas. Our company does pay for future education but not in every department. In our department the top performers get to go and do a master's degree abroad, fully paid by the company, and they can return to their job after that." (Marketing Associate)

The above responses were taken to determine if employees were given skill training, workshops, and further education opportunities to develop themselves as professionals, and if we look at the responses of the people in the sales department, we will notice that their department does not get as much personal development opportunities as employees in other departments. All the employees talked about the importance of development opportunities and how it is important in increasing their commitment towards the organization. Development opportunities provided by the company shows that their company takes great interest in the development of their employees as professionals, and this in turn makes employees feel that their organization cares about their progression and this increases Affective Commitment.

Respondents were then asked about how these development opportunities influence their perception of the company which can show us its impact on Affective Commitment. Thus the responses recorded are provided below.

"The place where I'm working right now, I mean, the sales department, there is not much I don't think there is much of new things to know. OK, well, I think those transitions sometimes get repeated, like, OK, I know some of you stuff from the previous screenings and I'm again, going to the same place for training. And you're probably seeing the same thing over and over again. So I think that's a that's a bit boring." (Territory Sales Executive)

"I think it gives a very positive feedback that helps the person personally. It helps them to develop their own career, so it's very good." (Marketing Coordinator)

"Definitely the training lets me know that the company is invested in in, you know, getting the right people for the job, but it would be even better for sales associates if they invested

more time into bringing out the qualities that each person has and maybe apply it to other departments as well.” (Sales Associate)

“Yes, I think these are things that made me want to work for this company. It’s a very big thing for a company to pay so much money for their employee to study.” (Marketing Associate)

“For us trainings and workshops are always of the same things, how to behave with the customer, how to make a sale, how to make sure they come back again. It is repetitive, we should be given new things to learn.” (Sales Associate)

The above responses were presented to show the importance of development opportunities towards influencing the employees' perception of the company. As we discussed in the literature review The increase in internal control, competence, and autonomy should increase an individual employee's identification, involvement, and emotional connection with the organization he/she works in (Myer et al., 2004). As we can notice here, again, people working in the sales department show a certain level of despair towards the opportunities they received compared to people in the other department. We will discuss more about this in the recommendations chapter

Section: 4.4 Stability-Oriented Human Resource Management Practices

In this section, data will be presented on the answers given by participants to the questions related to stability oriented Human Resource Management practices. The objective of this research is to determine which component of Human Resource Management practices increases Affective Commitment the most. But it is first important to understand the overall importance of all three components before presenting which component is the most important. Please see Appendix A for the interview questions, only the answers will be presented in this section. Also, Please note that along with the narrative, their position in the company will also be mentioned in parentheses.

Respondents were asked about the stability oriented Human Resource Management practices such as stable wages, stock options, and investment opportunities that were undertaken by the company. As discussed before, this component acts to provide employees with a stable and supportive working condition. Employees were firstly asked if their job maintains stable wages, next they were asked about if they receive stock options and investment opportunities. Responses for stable wages and the importance of stable wages according to the participants are as follows.

"No, they don't increase their salary or wages in my position. OK, but I do have a few people who are working under me and due to the current situation, I have heard that their salary or wages were cut short. It is really important because I have been working here and there are people who work for me and they don't get a stable salary. The salary is totally dependent on their performance. So I have faced a few problems where people who leave the organization just because they don't have a stable salary, they can't pay their rent and they don't get a fixed amount every month." (Territory Sales Executive)

"Well, actually, they did. Up until last January. But after January, as you might know, we are under a pandemic situation and most of the companies in our country have already used some of the wages for employees. And our company did that as well. They cut off 30 percent off my wage. So, it's not stable at the moment. It is very important to maintain stable wages because my livelihood depends on it. If the wages are not provided to me in time or the work, I put in the effort I'm putting in, they get out. I get distracted because I need to do

other things as our time so that I can run my life. Because of this. They are not providing steady wages.” (Systems Analyst)

One important thing to note from these responses is that fact that 7 out of the 8 employees interviewed had their wages slashed due to their companies facing huge losses. In order to stay afloat, companies cut wages of employees so that they could pay off their debts and expenses and compensate for the heavy losses they faced due to the stock prices falling. Companies did this because they were facing heavy losses due to the COVID-19 pandemic. Respondents even said that before the pandemic they would have preferred reward oriented Human Resource Management practices the most, but after they got their wages slashed, they realized the importance of having a stable wage.

Next we asked employees about if they receive stock options and investment opportunities and the influence of having stock options and investment opportunities to Affective Commitment. This is a part of stability oriented Human Resource Management practices. The responses are as follows.

“No, not that I know as far as I’m concerned, they don’t offer any shares of stock options. Yes, obviously, it would impact my performance because when I know they offer us shares or dividends, then it would be something that I own. And if I do well, if I can reach the sales and if I can make business for the company, then I’m getting a slice. Yeah, there will be. Give me a competitive advantage” (Territory Sales Executive)

“No, they don’t offer this. But I mean, if I was given this stock opportunity it would have been great because I would have considered myself a part of the company.” (Marketing Coordinator)

“Unfortunately, sales associates do not receive those benefits and options. Other departments do. So that is that is a very unfortunate. If I had stock options, that means I would own part of the company and I would be invested in it. I would put more effort into making it better.” (Sales Associate)

“No people in this department don’t get those things. After I get a promotion maybe they will give me, but presently, no. Yes, if I had stocks in this company, It would be hard for me to

leave the company. The benefit of the company will be my benefit because I would feel like I own a small part of the company.” (Sales Associate)

The above responses were presented to show the importance of stability oriented Human Resource Management Practices. In general, all employees aren't in that stage of their career where they start receiving stock options and investment opportunities, but all of them spoke of the fact that having stock options and investment opportunities will greatly increase Affective Commitment due to the fact that they will be greatly motivated because they will own a small part of the company and they will be working toward the benefits of the company as well as for the benefit of themselves. Also another thing to notice here is the fact that people in the sales department will not receive these opportunities at any point in their career, but they think it would have been great in increasing their commitment if they received these opportunities. On the other hand, 7 out of 8 employees faced wage cuts due to the pandemic and they realized the importance of stable wages in relation to organizational commitment.

In the next section data related to the component of HRM practices that increase Affective Commitment the most will be presented, and the reasons will also be presented.

Section: 4.5 Component that Increases AC the Most

In this section, data will be presented on the answers given by participants to the questions relating to the most important component according to them which increases their commitment the most. Participants were asked to pick which component according to them increases their Affective Commitment the most, participants were also asked to give a reason for their choice. Please see Appendix A for the interview questions, only the answers will be presented in this section. Also, Please note that along with the narrative, their position in the company will also be mentioned in parentheses.

“Well, all of these are important, but I would see stability oriented because as I mentioned earlier, the wages are not stable, and I lose. Because of the fact that the pandemic I am not getting stable wages. So if they improved on the Stable wages part, I would focus on that. I need stability on wages. I need stock options, other investment opportunities so that I can stay focused on the company and work harder for the company on my projects.” (Systems Analyst)

“When I when I first started, you know, before it was always reward oriented because I felt that if I got something for doing a good job and I'm being shown my value. But now I think that stable wages and stock options would be something better for everyone, especially during these uncertain times.” (Sales Associate)

“Stable wages I think is very important for me. If I am worried about my expenses and savings how will work properly. We also don't get any commission or something, this is our only source of income, and when a company reduces the salary it really hurts. I never thought this could happen, I never heard of this happening before.” (Marketing Associate)

6 out of 8 employees picked stability oriented human resource management practices as the most important component according to them that increases their Affective Commitment the most. Importance of stability oriented HRM practices are discussed in the literature review. One important thing to note is the fact that 7 out of 8 employees were experiencing wage cuts and out of those 7 employees 6 employees picked stability oriented HRM practices as the most important component for them. It can be argued that they

realized the importance of stable wages once they experienced wage cuts. One of the employees directly said that 8 months ago, he would have picked reward oriented HRM practices, but he understood the importance of stable wages once he experienced wage cuts.

Chapter: 5 CONCLUSION AND RECOMMENDATIONS

In this chapter, conclusions will be presented based on the data collected. Based on those conclusions recommendations will also be provided. Lastly, Recommendations for future research and limitations of the research will presented, which will mark the end of this research dissertation.

Section: 5.1 Conclusion

This research has contributed to a growing sector of research that confirms that effective Human Resource Management practices are key to influencing Affective Commitment amongst employees. In this research, we have demonstrated that a combination of all three Human Resource Management practices are vital to nurturing and growing Affective Commitment amongst employees. We were able to understand from the viewpoint of employees the importance of each Human Resource Management Practice and how it influences their commitment towards the organization.

This research was able to indicate us towards the theory that reward oriented HRM practices can help employees stay motivated and produce a mindset that characterizes feelings of autonomy and external control. Performance-contingent rewards to a certain level helps employees decide how much effort they want to put in based on how much they are going to get in return. 7 of the participants indicated towards the fact that they feel more committed because their work valued when they receive rewards for their performance which motivates them to perform better.

In terms of development oriented HRM practices, this research was able to indicate us towards the theory that development oriented HRM practices which are aimed at building employee capabilities, competence, internal control, and career progression helps employees increase their identification, involvement and emotional connection with the organization and their own work. All of the participants spoke about the importance of promotions and how it acts as a motivation to stay in the organization for a long time. Participants also told us that trainings and workshops help them develop new skills that

they can use to progress their career in the right direction. The effort by the organization to invest in the development of employees makes the employees feel that the organization cares about their development and this in turn increases their Affective commitment towards the organization.

In terms of stability oriented HRM practices, this research was able to tell us that stability oriented HRM practices that are aimed at providing employees with a supportive and secure working condition should help employees focus on the benefits of remaining with the organization as well as the personal and financial costs associated with leaving the organization. We found that participants felt that maintaining stable wages by an organization increases their trust in their company. 6 out of the 8 participants had their wages reduced due to the pandemic and this negatively affected their trust in the organization. Furthermore, stock options and investment opportunities are very important in increasing Affective commitment, because all the participants said they will feel more connected to the organization if they owned a small part of the organization because they feel that the benefit of the company is their own benefit as well.

Lastly, 6 out of the 8 employees indicated that according to them stability oriented HRM practices increases their commitment towards the organization the most. This is due to the fact that an organization must always maintain stable wages because that is their livelihood, and they depend on the wages to live. Furthermore, as mentioned before they feel more committed to the organization if they feel that they own a small part of the company they work in and the good future of the company benefits them as well.

Section: 5.2 Recommendations

- Organizations should introduce or maintain reward packages such as commissions, increments, and bonuses. All the participants spoke about rewards acting as a strong motivator. Participants felt that it encourages them to perform better when their company cares about all the work they put in. Participants also spoke about their will to stay and work for a company for as long as they can, if they are adequately rewarded for their performance. Thus, it is highly recommended that companies introduce better reward-oriented HRM practices.
- Participants who had the opportunity to study further due to their company sponsoring them spoke very highly about their organization. The three sales associates that were interviewed all spoke about their disappointment that they couldn't study further while maintaining their jobs, because people in the sales department didn't get the opportunity to study further sponsored by the company. Thus, companies should give all employees a fair chance to compete amongst themselves for the educational opportunities, this will help in increasing Affective Commitment.
- Lastly, 6 out of the 8 participants interviewed said that stability oriented HRM practices are the most important to them. Thus companies must always ensure that they maintain stable wages at all times because employees feel that it is a matter of trust for them. Employees that experienced wage cuts are more likely to start looking for job opportunities elsewhere. Lastly, companies should offer stock options to lower level employees as well because all the participants agreed that they will feel more connected to the organization if they owned a small part of it.

Section: 5.3 Recommendations for Future Research

For future research into Affective Commitment, it would be prudent to conduct large scale researches on stability oriented Human Resource Management practices. This research was a small scale research into HRM practices and its effects on Affective Commitment, and it was determined that a majority of the employees thought stability-oriented Human Resource Management practices influenced their Affective Commitment the most, thus a large scale research into stability oriented Human Resource Management practices would be beneficial to gaining a deeper knowledge about stability oriented Human Resource Management practices and its connection to Affective Commitment.

Secondly, HRM departments should conduct interviews within their organizations in the form of exit interviews for employees that are leaving the organization to receive feedback about the performance of the HRM department in terms of Organizational Commitment. This will ensure that the data collected will be the most recent and up to date.

Section: 5.4 Limitations

Although the data collected through open ended questions provided in-depth knowledge about the Human Resource Management practices undertaken by companies, data collected through qualitative research cannot be taken as conclusive evidence in some cases. This happens because of the nature of interpreting different subjects experiences of the results explored In this research. In some cases interpretation of the data can also be flawed due to the fact that participants could have meant something which was different from how it was interpreted. In some cases, participants were unfamiliar with the concepts and terminology which resulted in reluctance to answer.

In other cases, participants were reluctant to answer because they did not want to say something negative about the company they work in. This may be due to the fact that they were afraid of the repercussions they may have to face if their employers got to know that they said something negative about the organization. This happened despite the fact that

they were promised that the interviews would remain completely confidential and their identities will remain anonymous. For future researchers, that are planning to research on the subject matter of this research should attempt to gather a larger group of respondents, especially from the private sector. This will provide a greater understanding of Affective Commitment and Human Resource Management Practices.

Section: 5.5 Contributions

This research has hopefully built a platform for future research into Affective Commitment, for future researchers who want to learn about the benefit of developing effective Human Resource Management strategies and how to implement those strategies to increase Affective Commitment. As discussed before, human capital is one of the most important factors that contribute to the success of an organization, and this is why it is imperative that more research is conducted into Affective Commitment to understand and establish methods that can be used by organizations to build and nurture their human capital. It is hoped that the data that has been generated in this research can be used to influence future researchers to conduct large scale researches into Affective Commitment, how to increase it, and the benefits of it.

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APPENDIX A: INTERVIEW QUESTIONS

Purpose	Content	Time
<i>Introduction And Warm- Up</i>	<p><i>My name is Ridwan and I am a student researcher working towards my Master's degree in International Business from Griffith College Dublin. I am doing research to understand which HRM practices in Bangladesh and which HRM practices increase Affective Commitment. There are no wrong or right answers, and I am interested in your honest opinions. Everything you say will be recorded anonymously.</i></p> <p><i>Before we start the interview, I would request you to please read through the informed consent form that I have e-mailed you so that you understand what the research is about and what is going to happen today.</i></p> <p><i>I will start by asking about where they work and what position do they hold in the company and for how long have they been employed by the company I will also ask about their HRM department and its activities throughout the organization.</i></p>	<i>10 mins</i>
<i>Reward- Oriented HRM Practices</i>	<p><i>Affective Commitment is an emotional attachment that an employee feels towards an organization and it can increase through HRM practices (stability, reward, development oriented HRM practices). The following 5 questions will be to understand the HRM practices undertaken by the company</i></p> <p>1) <i>What is the reward package you receive from the company you work in?</i> (probes: commissions, vacation days, perks, salary increments etc.)</p> <ul style="list-style-type: none"> a) <i>Are you satisfied with the reward package you receive?</i> b) <i>Do you think it has a positive impact on your perception of the company?</i> c) <i>Is this influenced by how rewards are managed and administered?</i> d) <i>If you don't receive a reward package, do you think having reward packages will impact your affective commitment towards the organization?</i> 	<i>5 mins</i>

<p><i>Development Oriented HRM Practices</i></p>	<p>2) <i>Does your job offer promotions?</i></p> <ul style="list-style-type: none"> a) <i>Are you satisfied with your progress in the company?</i> b) <i>Do you think it has a positive impact on your perception of the company?</i> c) <i>If your job doesn't offer promotions, do you think having promotions will impact your affective commitment towards the organization?</i> <p>3) <i>Does your job offer skill trainings and personal development opportunities? What kind of skill training and personal development opportunities does your company offer? (probes: further education, workshops, trainings etc.)</i></p> <ul style="list-style-type: none"> a) <i>Are you satisfied with the skill trainings and personal development opportunities provided by your organization?</i> b) <i>Do you think this has a positive impact on your perception of the company?</i> c) <i>If your job does not offer skill training and personal development opportunities, do you think having them will impact affective commitment towards your organization?</i> 	<p>10 mins</p>
<p><i>Stability-Oriented HRM Practices</i></p>	<p>4) <i>Does your job maintain stable wages?</i></p> <ul style="list-style-type: none"> a) <i>How important is it for you that your job maintains stable wages?</i> b) <i>Do you think that having stable wages impact your perception of your organization?</i> c) <i>If your job did not maintain stable wages, do you think it would have impacted your affective commitment?</i> <p>5) <i>Does your job offer stock options and investment opportunities? What kind of stock options and investment opportunities does your company offer?</i></p> <ul style="list-style-type: none"> a) <i>Do you think these benefits impact your Affective Commitment towards your company?</i> b) <i>If your company doesn't offer stock options and investment opportunities, do you think it would have impacted your affective commitment if your company did offer stock options and investment opportunities?</i> 	<p>10 mins</p>

<i>Employee Overall Opinions about their companies' HRM practices</i>	<p>6) <i>Do you approve of the trainings and workshops and personal development opportunities brought forth by the HR department?</i></p> <p>7) <i>Do you approve of the financial opportunities your company offers? (mutual funds, stock options, stable wages etc.)</i></p> <p>8) <i>Do you approve of the performance rewards and commissions your company offers?</i></p>	10 mins
<i>Rank</i>	<p>9) <i>From the following HRM practices, please rank according to you which one of the three HRM practices increases your affective commitment the most:</i></p> <p>a) <i>Development Oriented (skill training, personal development)</i></p> <p>b) <i>Reward Oriented (reward package, commissions)</i></p> <p>c) <i>Stability-Oriented (stable wages, stock options, investment opportunities)</i></p> <p><i>Probe: why did you pick this?</i></p>	5 mins
<i>Opinions of their company based on the HRM practices</i>	<p>10) <i>In terms of the HRM practices sanctioned by your company, do you think you are more emotionally attached to your company because of the HRM practices they undertake?</i></p> <p>11) <i>Due to the HRM practices undertaken by your company, do you think you would like to work here for the rest of your life?</i></p> <p>12) <i>Does the HRM practices undertaken by the company make you feel like you belong to this organization?</i></p>	10 mins
<i>Suggestions</i>	<p>13) <i>If you were to leave your organization to move on to a new place of work, what sort of HRM practices will you look for in that organization?</i></p> <p>14) <i>Do you have any further comments about the HRM practices in your company and what can be done to increase your commitment towards your organization?</i></p>	5 mins

APPENDIX B: INFORMED CONSENT FORM AND PLAIN LANGUAGE STATEMENT

GRIFFITH COLLEGE DUBLIN

Plain Language Statement

Introduction

The topic of this research topic is, "A study on the cultural perception of Affective Commitment in Bangladesh, and which HRM practices increase or decrease it." In this research work, I aim to understand how HRM practices (reward, stability, development) in Bangladesh either increase or decrease Affective Commitment which is a component of organizational commitment.

For this research work the university department involved will be the MSC-IBM department of the GBS. The focus of this research will be primarily in the ever-changing business discipline of Human Resource Management.

The principal investigator is Ridwan Md Hafizur Rahman Mim (3011088) bearing e-mail id: ridwanrahman1234@gmail.com. The secondary investigator will be my mentor/advisor/supervisor who will be someone appointed to me by the college.

Details of What Involvement in the Research study will Entail.

For this research work I plan to conduct interview sessions with individuals who are employees of a large scale developed company that has a robust and functioning HRM department. I myself will contact candidates and request for their time. Furthermore, I will be using audio recording technology to record those interviews with their consent. Each interview session will be about 50 minutes to 1 hour long.

Potential Risks to Participants

In this research work, as far as I can think of, I cannot think of any physical, psychological, social or economic risks.

Benefits to Participants

Participants can learn of organizational commitment theories and how they can be benefited from the HRM department. They can also know how they can increase Affective Commitment.

Arrangements to Protect Confidentiality

All data collected including the participant's contact details, voice recording, and all other data collected through the interview process will be stored in my personal computer. I will also inform the participant that none of the information collected will be shared with anyone other than the university when I submit my work.

Destruction of Data

All data collected will be destroyed in October after the submission and full evaluation of my work. Once the viva process is completed and I get a grade for the work I have done, I will personally destroy all the data collected. This will also be informed to the participant.

Voluntary Involvement

Participant will be given the option to stop the interview process anytime he/she desires and ask for all the data collected up till that point to be destroyed. Furthermore, participants will also be given the choice to back out of the research study after the interview is completed.

Other Information

Due to the sample size being between 10-20 people, difficulties may arise in relation to anonymity. As a researcher, I will do everything within my power to keep the participant anonymous but due to a small sample size it may be difficult.

If participants have concerns about this study and wish to contact an independent person.

Please contact:

Dr Garrett Ryan,

Griffith College Research Ethics Committee

South Circular Road, Dublin 8, Ireland

Mail: garrett.ryan@griffith.ie

Tel: +353 1 4163324



GRIFFITH COLLEGE DUBLIN **Informed Consent Form**

Research Title

"A study on the cultural perception of Affective Commitment in Bangladesh, and which HRM practices increase or decrease it."

Principal Investigator: Ridwan Md Hafizur Rahman Mim

Griffith College Dublin

E-mail: ridwanrahman1234@gmail.com

Purpose of Research

The primary objective of this research is to gain knowledge through an exploratory Regio centric study about HRM practices in a Bangladeshi organization, and how it increases or decreases Affective Commitment (AC). In other words, the research objective is to identify if a variation in culture results in a variation in perception of employees as to what factors increase or decrease AC. If this research points towards definite conclusions, then a secondary objective would be to form recommendations.

Confirmation of Requirements

Participant – please complete the following (Circle Yes or No for each question)

I have read the Plain Language Statement (or had it read to me)	Yes/No
I understand the information provided	Yes/No
I have had an opportunity to ask questions and discuss this study	Yes/No
I have received satisfactory answers to all my questions	Yes/No
I am aware that my interview will be audiotaped	Yes/No
I have been informed regarding destruction of data	Yes/No
I am aware of the arrangements to protect confidentiality	Yes/No
I understand the research topic and the purpose of the research	Yes/No
I am aware of the fact that involvement is voluntary	Yes/No
I know the researcher personally	Yes/No
If yes, this will not affect the ongoing assessment	Yes/No

Arrangements to Protect Confidentiality

I have been informed that all data collected including the my contact details, voice recording, and all other data collected through the interview process will be stored in the researcher's personal computer. The researcher also informed me that none of the information collected will be shared with anyone other than the university when he submits his work.

Destruction of Data

I have been informed that all data collected will be destroyed in October after the submission and full evaluation of the researcher's work. Once the viva process is completed and he gets a grade for the work he has done.

Signature:

I have read and understood the information in this form. My questions and concerns have been answered by the researcher, and I have a copy of this consent form. Therefore, I consent to take part in this research project

Participants Signature: _____**Name in Block Capitals:** _____**Witness:** _____**Date:** _____**If participants have concerns about this study and wish to contact an independent person.****Please contact:**

Dr Garrett Ryan,

Griffith College Research Ethics Committee

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