

"INFLUENCE OF HRM PRACTICES ON THE ORGANISATIONAL COMMITMENT OF EMPLOYEES"

Case of a large semi-public company

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ABSTRACT

Good organisational management relies above all on the optimal management of human resources that give the company a competitive advantage. The dilemma for every manager is to know how to handle these resources, and to apply the aspects that promote their commitment. These can be derived from many factors. The aim of this research is to study the influence of human resource management practices on the organisational commitment of employees. In this context, the idea was to focus on the four practices considered as mobilising: training, evaluation, remuneration and communication. To do this, the methodology adopted required fieldwork to conduct a survey of 154 employees of a large semi-public Malagasy company. The results showed that this concept of organisational commitment is subdivided into four distinct dimensions: affective commitment, normative commitment, commitment to continuity through sacrifice and commitment to continuity through lack of alternatives. Furthermore, the results of the statistical analyses showed many interesting associations between the different variables, and the application of the concept of organisational commitment in Madagascar does not seem to deviate from the functioning outside. While econometric modelling has extracted the influences that these explanatory variables exert at several levels of the dependent variable, what is certain from these analyses is that the affective commitment of employees is affected in each case. Overall, the HRM practices adopted are determinants of the organisational commitment of its employees, and more specifically of affective commitment.

Keywords: *Human resource management, organisational commitment, company, employees, line manager.*

INTRODUCTION

Many upheavals and changes have occurred in the labour market over time, including market globalisation, increased competition and deregulation (Roy, 1999)¹. These changes have forced individual companies to look for ways to optimise their situation. In order to do this, it has been necessary for many of them to rethink and redesign their systems and adapt them to the changing environment. Thus, human resource management has been given greater consideration, as its strategic role has been affirmed (Lacoursière et al., 2000)². The implementation of work teams within an organisation allows it to adapt to changes and thus maintain a competitive advantage (Anderson and West, 1998)³. As humans are commonly known as the company's primary resource, issues related to personnel management are among those that attract the most attention.

¹ Roy, M., "Les équipes semi-autonomes au Québec et la transformation des organisations", Gestion, Vol 24, 1999

² Lacoursière, R., Fabi, B. and St-Pierre, J., "Impact de certaines pratiques de GRH sur la performance organisationnelle et financière des PME", 2000

³ Anderson, N. R. and West, M. A., "Measuring climate for work group innovation: development and validation of the team climate inventory", Journal of organizational behaviour, 1998.

In order to reconcile the objectives of the organisation with the interests of the employees, **Lawler** in **1994**, supports the idea that only participative management can bring all the actors together as partners. According to this logic, human resources become more and more effective as they have access to information, the possibility of influencing the important decisions of the entity, and receive positive feedback as a result of their efforts. According to this author, clusters of HRM practices are a means of developing good work attitudes that emerge from the presence of organisational commitment in the individual.

This concept of commitment is the psychological and attitudinal link between an individual and the organisation to which he or she belongs. While at the very beginning of its conception, it reflected only the affective side of the relationship between the two actors, as the research progressed, other dimensions were put forward by the authors. In this context, **Meyer** and **Allen** in 1990 synthesised the related work and concluded that the concept in fact contains three main components: the affective dimension, which refers to the individual's affective feeling of belonging to his organisation; the normative dimension, which describes his moral obligation to remain a member of the organisation; and the calculated dimension, which encourages him to continue his work in order to avoid the costs associated with his eventual departure from the organisation. Since then, the concept of organisational commitment has interested many researchers who want to know more about its different facets.

Despite all these theories, many companies still seem to have difficulties in grasping and taking advantage of these interactions. And yet, it seems important to dig into these aspects that can be strongly used by organisations as a strategy. Among other things, if we refer to the case of a company that employs a large number of employees throughout the country, holding a monopoly means that it must ensure the continuity of its activity, and to do this, personnel management presents a great challenge and must emphasise the points that will mobilise its employees to the maximum.

This context prompts a research focus on the influence of human resource management practices on employee organisational commitment. Thus, the question that arises is to what extent can employees' organisational commitment be influenced by the HRM practices adopted by the company?

The justification for the research theme is based first of all on the undeniable need for mobilisation in companies. Also, as these impacts have already been analysed in several countries (notably France, England, the USA, etc.), it seems necessary to examine their validity in Madagascar. Finally, as Malagasy companies often experience management difficulties, the essential points drawn from this study could serve as a reference for improving their situations.

The overall objective of this analysis is to capture the impact of clusters of human resource practices and leadership style on employee organisational commitment. The idea is to examine specifically whether the selected mobilising practices have a positive influence on commitment.

A survey by opinion poll among a sample of 154 employees of a large Malagasy semi-public company will make it possible to initiate elements of theoretical and practical discussions in relation to the roles and importance of HRM practices, more precisely concerning their impact on the organisational commitment of employees, by posing as a hypothesis that the HRM practices have a significant influence on the organisational commitment of employees. The confrontation of the theories obtained from the literature and the situations reflected in the companies allowed the results sought to emerge. In-depth statistical analyses and econometric modelling served as a basis for the latter and made it possible to test the association and influence relationships between the different variables of interest in the study.

THEORETICAL FRAMEWORK

Many authors have focused on the concepts of HRM practices and organisational commitment and various dimensions have been identified. Human resource management has become, over time, one of the major strategic functions of organisations. **Dolan et al (2002)** define it as the set of activities aimed at managing the talents and energies of individuals in order to contribute to the achievement of the organisational mission, vision, strategy and goals. **Gankpa (2000)** speaks of a set of tactical and professional decisions, concerning men carrying out an activity, usually professional, in a profit or non-profit company, by using certain rules and techniques as well as appropriate means.

HRM practices can be generated by several different tasks, in particular "training", a practice whose objectives are to prevent the risks of staff maladjustment, to develop their potential, to integrate them into the company and its culture, to improve individual performance, but also to serve the organisation's strategic orientations, such as adapting staff to the technological change with which the entity is faced or confronting them with an environment and people with whom they are not necessarily familiar. Among other things, there is "remuneration", which is defined as the compensation that staff receive for the service they have rendered to the

organisation. **Heneman and Schawb**⁴, in 1985, distinguish five dimensions: salary; salary increases; salary structure; benefits; and salary management. According to them, the first four constitute what is called "distributive justice", which seeks to explain how individuals react to the amounts and forms of compensation they receive (**Tremblay et al., 2000**)⁵. Compensation policies that emphasise this justice would encourage employees to stay with the company, rather than to establish an emotional relationship with it (**Meyer and Allen, 1991**). However, performance 'appraisal' is also a necessary practice in HRM in order to assess the development of the employee as well as the manager in relation to the environment, context and organisational culture. It analyses the performance of the staff, focusing on maintaining satisfaction in the organisation and promoting professional and personal progression. The following criteria for evaluating the worker can be cited: the quality of his or her work; the results obtained; his or her integrity and professional ethics; his or her collaborative spirit; his or her efforts; and the quantity of his or her work. Finally, "communication" is defined as the sharing of information to ensure that the employee will mobilise his or her skills and become involved in his or her work if he or she understands what is expected of him or her, what he or she has to do, how to do it, when he or she has to do it and why. Communication therefore involves all the practices put in place by the company to enable each of its employees to receive and disseminate all the information that is useful. The means developed by organisations to put these mechanisms in place are sometimes simple, sometimes sophisticated.

With regard to organisational commitment, it is defined as the nature and strength of the bond between an employee and his or her organisation. Furthermore, it can be determined as a psychological bond between the two, making the worker less likely to leave the company voluntarily. While initially it was simply based on a classical exchange theory approach where the individual adopted a certain course of action following logical reasoning, some developments have occurred over time. **Meyer and Allen (1991)** developed and validated a three-dimensional approach to commitment to the organisation, so that three main components are often identified when discussing organisational commitment. Firstly, 'affective commitment', broadly speaking, affective commitment is an active association between the organisation and the individual such that individuals involved in the organisation are willing to give of themselves to contribute to the well-being of the organisation, it represents something beyond passive loyalty to the organisation. Secondly, 'normative commitment' represents a sense of loyalty to the organisation derived from a sense of moral obligation to it. This is why it is also sometimes referred to as 'moral commitment'. Thirdly, "reasoned/calculated/continuation/contingency commitment" is based on the individual's recognition of the "costs" (or comparative advantages) that would be associated with a possible breach of contract with the organisation. This commitment is therefore based on a calculation of the cost and risk to the employee of leaving the organisation.

From this perspective, it is important to identify the links established by the authors between the different variables concerned by this study: HRM practices and organisational commitment. The work carried out by **Trudel, Saba and Guérin** in 2005 led them to conclude that performance appraisal practices in society have the claim to positively influence the affective and moral dimensions of organisational commitment. According to them, the completion of performance appraisal is a sign that leaders care about employees. Referring to the essential HRM practice of information sharing, **Tremblay, Guay and Simard** found that this could be directly perceived by individuals as a sign of trust and an act of transparency. In addition, compensation and recognition appear to be practices that have a major impact on an employee's organisational commitment. The same authors focused on three facets of compensation theory. First, non-monetary recognitions, from time to time, such as encouragement or praise from leaders, can be instrumental in engaging employees. They may be interpreted by employees as mere signs of organisational support. Furthermore, procedural justice is an influential aspect that should not be taken lightly. The fact is that fair remuneration procedures encourage individuals to shape their commitment to the organisation. Furthermore, they reflect their status within the groups and help to reaffirm their value as members of the organisation. Finally, in contrast to the two facets listed above, distributive justice would have a weaker influence on an employee's affective commitment, as it is somewhat more related to satisfaction with pay. On the other hand, training is a common practice in human resource management whose main purpose is not to develop commitment in any way, and yet this turns out to be a considerable consequence. The fact that the organisation invests in developing the skills of its human resources demonstrates how these are a source of efficiency and a source of comparative advantage. Employees see their needs listened to and considered. It also leads to greater commitment, the nature of which depends on their own perceptions.

⁴ **Heneman H. G. and Schwab D. P.** , "Pay satisfaction: Its multidimensional nature and measurement", International Journal of Psychology, 1985.

⁵ **Tremblay, M., Guay, P. and Simard, G.** , "L'engagement organisationnel et les comportements discrétionnaires: L'influence des pratiques de gestion des ressources humaines", 2000.

In order to shed light on the influence of HRM practices on the organisational commitment of employees, the analyses will focus on the HRM practices adopted by the company as well as on a measure of the organisational commitment of the agents.

RESULTS

The measurement of HRM practices led us to a factor analysis taking into account the 4 items of the HRM practices dimensions. The conclusion was to remove the 5 failing items associated with extraction values smaller than 0.5, of which one relates to competence development, two to remuneration, one to evaluation and one to communication. The factor analysis thus revealed the following results marking the possibility of factoring according to the value of the KMO index and the p-value associated with the Bartlett test.

Table 1: KMO Index and Bartlett Test of HRM Practice Measurement

Kaiser-Meyer-Olkin index for measuring sampling quality.		,764
Bartlett Sphericity Test	Chi-square approx.	727,356
	Ddl	55
	Meaning	,000

Source: Authors, 2020

With an approximate chi-square of 727.356 and a degree of freedom of 55, the p-value (0.000) is significant, as it is less than 0.5. We conclude that further factor analysis is possible.

Table 2: Total explained variance of HRM practice factors

Component	Initial eigenvalues			Sums extracted from the load square			Rotational sums of the load square		
	Total	% variance	Cumulative	Total	% variance	Cumulative	Total	% variance	Cumulative
1	4,412	40,112	40,112	4,412	40,112	40,112	2,308	20,984	20,984
2	1,576	14,326	54,438	1,576	14,326	54,438	2,168	19,711	40,695
3	1,217	11,066	65,504	1,217	11,066	65,504	2,030	18,458	59,153
4	1,043	9,479	74,983	1,043	9,479	74,983	1,741	15,830	74,983

Source: Authors, 2020

With the four factors retained, the initial data is represented at 74.98%. This means that the set is 74.98% explanatory of the model. This result is very relevant, as it is above 65% and even exceeds 70%. The table above shows that the items can be grouped into 4 distinct dimensions. The first factor groups the items relating to the "evaluation" dimension of the selected HRM practices, while the second factor merges the items relating to "competence development". The third factor brings together the items relating to the "communication" dimension and finally the last factor merges the remaining "remuneration" items. It should be noted that 3 items were retained out of the 4 items defining skills development, remuneration, evaluation and communication, as a result of the reliability analysis using Cronbach's Alpha values that were all above 0.7, the threshold marking reliability⁶.

The measurement of "Organisational commitment" is also carried out through a factor analysis taking into account all the items of the commitment dimensions where it was found that 2 items of affective commitment were still doubtful. The preliminary analyses of the factorization possibility led to the conclusion according to the value of the KMO index and the result of the Bartlett test in the table below with an approximate chi-square of 1228.976 and a degree of freedom of 120, the p-value (0.000) which is significant, as it is less than 0.5 The data are factorable and factor analysis can be performed.

Table 3: KMO Index and Bartlett Test of Organisational Commitment Measure

Kaiser-Meyer-Olkin index for measuring sampling quality.		,867
Bartlett Sphericity Test	Chi-square approx.	1228,976
	Ddl	120

⁶ See annex Table of Cronbach's Alpha coefficients PGRH

	Meaning	000
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Source: Authors, 2020

The table below shows that 4 factors are retained. Together they explain 68.82% of the model. This result is very relevant, as it is higher than 65. This table shows that the items can be grouped into 4 distinct dimensions. According to the matrix of components⁷ resulting from the factor analysis, the first factor groups the items relating to "normative commitment" where the 6 mobilised items were all retained, especially as their extraction values are all higher than 0.5; the second factor groups the items relating to "affective commitment", of the 6 designated, 4 were retained. Of the 6 items mobilised in the "commitment to continuity", all were retained. The results of the factor analysis also show that this dimension comprises two sub-dimensions. Thus, the third factor groups together the items relating to "calculated commitment" due to lack of alternatives, while the last factor groups together those relating to "calculated commitment by sacrifice". All extraction values are well above 0.5, justifying their relevance, and the values of Cronbach's Alpha coefficients are all above 0.7, ensuring the reliability of the items defining the four dimensions of Organisational Commitment.

Table 4: Total explained variance of organisational commitment factors

Component	Initial eigenvalues			Sums extracted from the load square			Rotational sums of the load square		
	Total	% variance	Cumulative	Total	% a variance	Cumulative	Total	the variance	Cumulative
1	6,300	39,374	39,374	6,300	39,374	39,374	3,552	22,201	22,201
2	2,265	14,159	53,532	2,265	14,159	53,532	2,830	17,688	39,889
	1,419	8,869	62,401	1,419	8,869	62,401	2,532	15,822	55,711
3	1,028	6,422	68,824	1,028	6,422	68,824	2,098	13,112	
4									68,824

Source: Authors, 2020

Once the measurement instruments had been properly validated, we also felt it necessary to highlight the correlations existing in each of the variables, particularly the respective dimensions of HRM practice and organisational commitment.

Table 5: Correlation matrix between the dimensions HRM practice and organisational commitment respectively

		EOA	EOC_S	EOC_MA	EON
PGRH_DEV	Pearson correlation	,324**	,393**	,266**	,311**
	Sig. (bilateral)	,000	,000	,001	,000
	N	154	154	154	154
PGRH_REMU	Pearson correlation	,092	,243**	,313**	,287**
	Sig. (bilateral)	,256	,002	,000	,000
	N	154	154	154	154
PGRH_EVA	Pearson correlation	,364**	,344**	,246**	,356**
	Sig. (bilateral)	,000	,000	,002	,000
	N	154	154	154	154
PGRH_COM	Pearson correlation	,262**	,071	,002	,219**
	Sig. (bilateral)	,001	,383	,984	,006
	N	154	154	154	154

Source: Author, 2019

⁷ See annex EO component matrix table

Competence development is strongly correlated with all dimensions of organisational commitment (with respective correlations of 0.324, 0.393, 0.266, and 0.311 which are all significant, as the p-values are well below 0.05). Remuneration is strongly correlated with the two dimensions of continuity commitment, and normative commitment. The respective correlations of 0.243, 0.313 and 0.287 are all statistically significant at 5%. The assessment is correlated with all dimensions of organisational commitment. The respective correlations of 0.364, 0.344, 0.246 and 0.356 are all highly significant, as the p-values are well below 0.05). Communication is strongly correlated with the 2 dimensions of organisational commitment: affective and normative. The respective correlations are 0.262 and 0.219. These are highly significant correlations, as their p-values are below 0.05.

The influence of HRM practices on employees' affective commitment

Using multiple linear regression, we illustrate the determinants of the influence of the control variable alone or with HRM practices on employees' affective commitment.

Table 6: Summary table of HRM practice models and affective organizational commitment

Model	R	R-two	R-two adjusted	Standard error of the estimate	Editing statistics					
					Variation of R-two	Change in F	ddl1	ddl2	Sig. Change in F	
1	,243	,059	-,007	3,36654	,059	,896	10	143	,539	
2	,483	,233	,156	3,08207	,174	7,904	4	139	,000	

Source: Author, 2019

Only the second model involving the control variables and the explanatory variable is significant and its explanatory power is 23.3%, which means that all the variables introduced into the model explain 23.3% of the variation in affective organizational commitment. Furthermore, it is found that this model improves by 17.4% by introducing HRM practices. This variation is statistically significant (p-value = 0.000 < 0.05). The explanatory variable HRM practice has an influence on affective commitment, however there are still other explanatory factors not covered by this study.

Table 7: Table of coefficients for variables in practical HRM models with affective commitment

Variables	Model 1				Model 2			
	Non-standardised coefficients		t	Sig.	Non-standardised coefficients		t	Sig.
	B	Standard error			B	Standard error		
(Constant)	25,148	2,091	12,027	,000	18,819	2,437	7,721	,000
Age_2	-,373	,486	-,767	,445	-,178	,452	-,394	,694
Diploma_2	-,392	,266	-1,476	,142	-,325	,260	-1,251	,213
GENRE_2	,615	,603	1,020	,310	,639	,554	1,154	,251
ANC_POSTE_2	-,155	,358	-,433	,665	-,249	,332	-,749	,455
ANC_STE_2	,417	,611	,683	,496	,224	,565	,396	,693
CSPchefdet	,521	,996	,523	,602	,713	,921	,774	,440
CSPchefser	,432	,776	,557	,579	-,121	,725	-,167	,868
CSPagma	-,500	,901	-,554	,580	-,360	,831	-,433	,666
CSPagex	1,465	1,055	1,388	,167	,969	,993	,976	,331
CSPaut	1,315	1,461	,900	,369	,558	1,354	,412	,681
PGRH_DEV					,177	,083	2,138	,034
PGRH_REMU					-,273	,103	-2,667	,009
PGRH_EVA					,189	,069	2,753	,007
PGRH_COM					,154	,074	2,080	,039

Source: Authors, 2020

All 4 practices show significant p-values. With a beta equal to 0.177, the results show that 17.7% of the variation in affective organizational commitment is explained by the competence development practices implemented by

the company. Among other things, these results also show that 27.3% of the variation in the EOA variable is negatively explained by the compensation practices implemented by the company. As for the practice of company evaluation, it explains 18.9% of the variation of this commitment; while 15.4% is explained by the practice of company communication. In sum, the four mobilizing practices all influence the affective organizational commitment of employees.

The influence of HRM practices on the commitment to continuity by sacrifice

The following table summarises this multiple linear regression model:

Table 8: Summary of HRM practice models with commitment to continuity by sacrifice

Model	R	R-two	R-two adjusted	Standard error of the estimate	Editing statistics				
					Variation of R-two	Variation of F	ddl1	ddl2	Sig. Change in F
1	,448	,201	,145	3,35269	,201	3,591	10	143	,000
2	,559	,312	,243	3,15474	,111	5,627	4	139	,000

Source: Authors, 2020

With an R-two of 0.201, the explanatory power of the first model involving only the control variables is 20.1%. It has a p-value of less than 0.05 and is therefore significant. After introducing HRM practices, the explanatory power of the second model is 31.2%. The introduction of the explanation variable improved the model by 11.1%. This variation is statistically significant (p-value = 0.000 < 0.05).

Table 9: Table of coefficients of the practical HRM model with continuity commitment per sacrifice

Variables	Model 1				Model 2			
	Non-standardised coefficients		t	Sig.	Non-standardised coefficients		t	Sig.
	B	Standard error			B	Standard error		
(Constant)	17,022	2,082	8,174	,000	10,267	2,495	4,115	,000
Diploma_2	-,466	,265	-1,761	,080	-,169	,266	-,637	,525
Age_2	-,739	,484	-1,527	,129	-,450	,462	-,973	,332
GENRE_2	-,501	,600	-,835	,405	-,533	,567	-,941	,348
ANC_POSTE_2	-,221	,356	-,621	,536	-,345	,340	-1,013	,313
ANC_STE_2	1,731	,608	2,844	,005	1,703	,578	2,946	,004
CSPchefdet	-1,700	,992	-1,714	,089	-1,654	,942	-1,755	,081
CSPchefser	-,337	,773	-,436	,663	-,897	,742	-1,208	,229
CSPagma	,302	,898	,337	,737	,330	,851	,388	,699
CSPagex	2,451	1,051	2,332	,021	1,490	1,016	1,466	,145
CSPaut	1,090	1,455	,749	,455	,389	1,386	,281	,779
PGRH_DEV					,232	,085	2,736	,007
PGRH_REMU					-,015	,105	-,147	,883
PGRH_EVA					,153	,070	2,181	,031
PGRH_COM					-,067	,076	-,887	,377

Source: Authors, 2020

In the first model, the variables that have a significant influence are seniority in the company and the PSC executive. Concerning the variation of the commitment calculated by sacrifice, 173.1% is explained by the seniority in the company and 245.1% by the CSPagex. Furthermore, it is found in the 2nd model that the variables with a significant influence are company seniority, competence development practice and evaluation practice. Company seniority explains 170.3% of the variation in commitment calculated by employee sacrifice. As for the mobilising practices, 23.2% of the variation in this commitment is explained by the company's training activities and 15.3% by the evaluation of employees.

The influence of HRM practices on the commitment to continuity through lack of alternatives or calculated

The following table summarises this multiple linear regression model.

Table 10: Summary of the practical HRM model with the calculated continuity commitment

Model	R	R-two	R-two adjusted	Standard error of the estimate	Editing statistics				
					Variation of R-two	Change in F	ddl1	ddl2	Sig. Change in F
1	,518	,268	,217	4,53462	,268	5,233	10	143	,000
2	,590	,348	,282	4,34052	,080	4,269	4	139	,003

Source: Authors, 2020

With an R-two of 0.268 the explanatory power of the first model involving the control variables is 26.8%. It has a p-value of less than 0.05 and is therefore significant. After introducing HRM practices, the explanatory power of the second model is 34.8%. The introduction of this explanatory variable improved the model by 8%. This variation is statistically significant (p-value = 0.003 < 0.05).

Table 11: Table of coefficients of the practical HRM model with the calculated commitment

Variables	Model 1				Model 2			
	Non-standardised coefficients		t	Sig.	Non-standardised coefficients		t	Sig.
	B	Standard error			B	Standard error		
(Constant)	11,099	2,816	3,941	,000	3,808	3,433	1,109	,269
Diploma_2	-,837	,358	-2,337	,021	-,357	,366	-,976	,331
Age_2	,475	,655	,726	,469	,872	,636	1,372	,172
GENRE_2	,171	,812	,210	,834	,042	,780	,053	,958
ANC_POSTE_2	-,462	,482	-,959	,339	-,610	,468	-1,302	,195
ANC_STE_2	1,731	,823	2,103	,037	1,748	,795	2,198	,030
CSPchefdet	-1,653	1,342	-1,232	,220	-1,792	1,296	-1,382	,169
CSPchefser	-2,926	1,045	-2,800	,006	-3,475	1,021	-3,403	,001
CSPagma	-1,343	1,214	-1,106	,270	-1,222	1,170	-1,044	,298
CSPagex	1,985	1,422	1,396	,165	,846	1,398	,605	,546
CSPaut	-,217	1,968	-,110	,913	-,669	1,907	-,351	,726
PGRH_DEV					,178	,117	1,528	,129
PGRH_REMU					,309	,144	2,144	,034
PGRH_EVA					,118	,097	1,227	,222
PGRH_COM					-,165	,104	-1,581	,116

Source: Authors, 2020

In the first model, the variables with a significant influence are seniority in the company and the UMC Head of Department. 173.1% of the variation in commitment calculated by lack of alternatives is explained by company seniority. In addition, 292.6% is negatively explained by the SPC Head of Department. In the 2nd model, the variables that exert a significant influence are company seniority, UMC Head of Department and company pay practice. In addition, the results show that 174.8% of the variation in the EOC_MA is explained by company seniority and 30.9% by company pay practice.

The influence of HRM practices on normative engagement

The following table summarises this multiple linear regression model.

Table 12: table of the HRM practice model with normative commitment

Model	R	R-two	R-two adjusted	Standard error of the estimate	Editing statistics				
					Variation of R-two	Change in F	ddl1	ddl2	Sig. Change in F
1	,433	,188	,131	7,85085	,188	3,302	10	143	,001

2	,560	,313	,244	7,32008	,126	6,372	4	139	,000
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Source: Authors, 2020

The first model introducing only the control variables has an explanatory power of 18.8% and displays a significant p-value of 0.001. The explanatory power of the second model after introducing HRM practices is 31.3%. The table shows that the introduction of this explanatory variable improved the model by 12.6%, which represents a statistically significant variation ($p\text{-value} = 0.000 < 0.05$).

Table 123: Table of coefficients of the practical HRM model with normative commitment

Variables	Model 1				Model 2			
	Non-standardised coefficients		t	Sig.	Non-standardised coefficients		t	Sig.
	B	Standard error			B	Standard error		
(Constant)	18,543	4,876	3,803	,000	1,367	5,789	,236	,814
Diploma_2	,153	,620	,248	,805	,760	,617	1,232	,220
Age_2	-,506	1,133	-,447	,656	,254	1,073	,237	,813
GENRE_2	2,429	1,406	1,727	,086	2,229	1,315	1,695	,092
ANC_POSTE_2	,215	,834	,257	,797	-,077	,789	-,098	,922
ANC_STE_2	3,778	1,425	2,652	,009	3,357	1,341	2,504	,013
CSPchefdet	-4,658	2,323	-2,005	,047	-4,656	2,186	-2,129	,035
CSPchefser	-3,465	1,809	-1,915	,057	-4,811	1,722	-2,794	,006
CSPagma	-1,063	2,102	-,506	,614	-,399	1,974	-,202	,840
CSPagex	6,172	2,461	2,508	,013	4,605	2,358	1,953	,053
CSPaut	-,199	3,407	-,058	,953	-1,396	3,216	-,434	,665
PGRH_DEV					,265	,197	1,348	,180
PGRH_REMU					,153	,243	,630	,530
PGRH_EVA					,386	,163	2,367	,019
PGRH_COM					,190	,176	1,080	,282

Source: Authors, 2020

In the first model, the variables with a significant influence are seniority in the company, the UMC Head of Department and the UMC Executive Officer. 377.8% of the variation in normative commitment is explained by the employees' seniority in the company, 617.2% by the PSCagex and 465.8% negatively explained by the PSCHead. In the second model, the variables that have a significant influence are seniority in the company, the PSC Head of Department and the evaluation practice. The results show that 481.1% of the variation in the EON is negatively explained by PSCChief. In addition, 335.5% is explained by seniority and 38.6% by the evaluation practice that is frequently performed.

The analysis of the results obtained confirmed the influence of the company's HRM practices on employees' organisational commitment and its sub-dimensions. As a result of the data analyses, several significant associations were obtained. Firstly, the case of skills development. Referring firstly to the Pearson correlation, it is found that it reveals a significant and positive association between training practice and the three dimensional model of organisational commitment. Secondly, in the case of remuneration, Bentein, Stinglhamber and Vandenberghe (2000) refer to the salary increase as a factor that elicits all three dimensions of commitment, the one that is most affected by this practice according to the results obtained is the commitment calculated by lack of alternatives of the employees. When it is highlighted, this type of commitment increases by 30.9%, which is clearly significant. Reasonably, in order to develop better organisational commitment, in this case affective commitment, which is the ideal for any company to improve this compensation practice. Thirdly, in the case of appraisal, Trudel, Saba and Guérin (2005) mainly mention an impact of this practice on the affective and moral commitment of employees. The results obtained from the analysis confirm this assertion, while adding the observation of an influence on one of the sub-dimensions of continuity commitment. Evaluation is a lever for affective commitment and increases it when it is highlighted. This situation is explained by the fact that the employee, being evaluated, realises the usefulness of this practice and the positive changes that it could bring. Finally, in the case of communication, if Tremblay, Guay and Simard (2000) put forward an affective impact of this practice on organisational commitment, the results of the study confirm this theory. Indeed, the results show that the appreciation of the communication practice within the company increases the affective commitment of

employees. By knowing the company's mission and values, they identify more with it and therefore develop a greater affection for it. Overall, the hypothesis of the influence of HRM practices on organisational commitment is confirmed.

CONCLUSION

The research finds its strength in the fact that both HRM practices and organisational commitment are subjects in full effervescence. More particularly, it was carried out on the local territory and in particular on a large Malagasy company. The results obtained have made it possible to confirm the existence of links between HRM practices and organisational commitment. The impact of four HRM practices was particularly observed in reality: training, remuneration, evaluation and communication. As the four selected HRM practices are highly correlated, the fact that managers put aside one or some of them could have an impact on the whole organisational commitment of the employee.

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ANNEXES

HRMP component matrix table

	Extraction	Component			
		1	2	3	4
Item1 - The organisation gives me the opportunity to change jobs to better develop my skills	,768	,173	,831	,156	,155
Item2 - I have access to professional development activities that increase my employability in the labour market	,822	,219	,875	,027	,084
Item3 - I have access to training activities that increase my chances of promotion within my company	,599	,097	,654	,023	,402
Item6 - My pay reflects my performance at work	,794	,218	,218	,182	,816
Item7 - My salary is fair compared to what is paid on the external market for the same type of work	,650	,194	,219	,089	,746

Item10 - During my performance appraisal, my manager sets objectives with me for the following year	,744	,841	,105	,116	,111
Item11 - During my performance appraisal, my manager suggests ways to achieve the objectives we have set	,781	,822	,141	,118	,266
Item12 - My superior regularly reviews the objectives set for me during my last evaluation	,783	,800	,295	,208	,113
Item13 - I am well informed about the mission and values of the organisation	,802	,286	,265	,781	-,202
Item14 - I am well informed about the organisation's financial results	,707	,009	-,017	,740	,399
Item16 - I am well informed about the organisation's long-term strategies and objectives	,798	,174	,022	,858	,175

Source: Author, 2019

EO component matrix table

	Extraction	Component			
		1	2	3	4
Item26 - I am proud to belong to my organisation	,718	,189	,792	,054	,228
Item27 - I really feel the problems of my organisation as my own	,550	,020	,717	,012	,188
Item28 - I really feel a sense of belonging to my organisation	,720	,197	,824	,017	,043
Item31 - My organisation means a lot to me Item 32 - I would not want to leave my current organisation because I would have a lot to lose	,717 ,678	,182 ,200	,819 ,263	,056 ,210	,101 ,725
Item33 - For me personally, leaving my current organisation would bring more disadvantages than advantages	,732	,340	,221	,000	,754
Item34 - I continue to work for this organisation because I don't think I could get the same benefits elsewhere	,717	,072	,106	,427	,720
Item35 - I have no choice but to stay in my current organisation	,715	,223	,078	,805	,108
Item36 - I stay in my current organisation because I don't see	,810	,265	-,077	,853	,080

where else I can go					
Item37 - I feel my options are too limited to consider leaving my current organisation	,741	,202	,079	,786	,278
Item38 - It would not be morally right to leave my current organisation	,652	,696	,167	,192	,321
Item39 - It would not be right to leave my current company now, even if it was advantageous for me	,670	,724	,228	,009	,305
Item40 - I feel I would be guilty if I left my current organisation now	,704	,761	,193	,280	,097
Item41 - I would be betraying the trust placed in me if I left my current organisation now	,749	,812	,165	,245	-,047
Item42 - If I were offered a job in another organisation, I would not think it right to leave my current organisation	,617	,761	-,007	,150	,123
Item43 - I would not leave my organisation now because I feel I have obligations to some of the people who work there	,521	,545	,213	,330	,262

Source: Authors, 2020

Table of Cronbach's Alpha coefficients for HRMPs

Size of HRMPs	Cronbach's Alpha	Initial number of items	Number of items selected
Skills development	,795	4	3
Remuneration	,731	4	2
Evaluation	,842	4	3
Communication	,759	4	3

Source: Authors, 2020

Table of Cronbach's Alpha coefficients for the OE

Size of the EO	Cronbach's Alpha	Initial number of items	Number of items selected
Affective	,829	6	4
Continuity - Sacrifice	,759	3	3
Continuity - Lack of alternatives	,843	3	3
Normative	,876	6	6

Source: Authors, 2020