



THE IMPACT OF HUMAN RESOURCE MANAGEMENT PRACTICES ON AFFECTIVE COMMITMENT IN ORGANIZATIONS SITUATED IN LUSAKA, ZAMBIA

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Abstract

The research study focused on the impact of human resource management practices on affective commitment in organizations situated in Lusaka Zambia. Based on the conceptual framework developed, the following hypotheses were generated: a) there is a significant relationship between recruitment and affective commitment; b) there is a significant relationship between training and development and affective commitment; c) there is a significant relationship between performance appraisal and affective commitment; d) there is a significant relationship between compensation and affective commitment. Descriptive survey was used to generate the data. The sampling frame comprised of 10,077. A total of 200 organizations were selected through simple random sampling technique, to participate in the research study. The 200 organizations were each given 3 questionnaires to be completed by 3 different managers; hence the total sample of respondents was 600. A self-administered questionnaire with mostly structured questions which contained a 7 point likert scale ranging between (1) representing

strongly disagree and (7) representing strongly agree was used. One theoretical model was formulated and tested using structural equation modeling (SEM). Latent variables partial least-squares (LVPLS) was employed. Two of the hypotheses were supported: there is a significant relationship between recruitment and affective commitment, and there is a significant relationship between training and development and affective commitment. Three hypotheses were not supported: there is a significant relationship between performance appraisal and affective commitment, there is a significant relationship between compensation and affective commitment and there is significant categorical moderating effect of firm size on the relationship among model constructs.

Keywords: Recruitment, Training and Development, Performance Appraisal, Compensation, Affective Commitment, Lusaka, Zambia

INTRODUCTION

Human resource management (HRM) practices and organizational commitment (OC) have been identified as a basis for achieving sustained competitive advantages, particularly for organizations operating in challenging and rapidly changing international competitive environments (Jeet et al. 2014:69). HRM practices relate to specific practices, formal policies, and philosophies that are designed to attract, develop, motivate, and retain employees who ensure the effective functioning and survival of the organization (see also Asamany et al, 2018; Neha et al. 2015; Warsame, 2015).

Organizational commitment is a feeling of dedication to one's employing organization, willingness to work hard for that employer, and the intent to remain with that organization (Meyer & Allen, 1997:1). Meyer and Allen (1997:1) further proposed that, there are three components to organizational commitment: Affective, Continuance, and Normative Commitment (ibid). Affective commitment, according to Jeet et. al. (2014:70), is an emotional attachment to the organization, whilst Continuance commitment is characterized by a more rational analysis of the costs of staying versus leaving the organization, and Normative commitment is a sense of moral obligation to stay with the organization. Nonetheless, various authors have been instrumental in identifying types of employee commitment as critical constructs in understanding the attitudes and behaviors of employees in an organization (Neha et al. 2015; Pasaoglu, 2015; Warsame, 2015; Jeet et. al. 2014).

There are two dominant conceptualizations of organizational commitment in sociological literature, i.e., employee's loyalty towards the organization and employee's intention to stay with

the organization. Loyalty is an affective response to, and identification with, an organization based on a sense of duty and responsibility (Jeet et. al. 2014). It is believed that affectively committed employees continue working with great devotion on voluntary basis, continuance commitment ensures that employees retain their organizational membership, however those who are normally committed usually feel obligation on their part to stay in the organization (Asamany, et al. 2018; Neha et al. 2015; Pasaoglu, 2015; Warsame, 2015; Jeet et. al. 2014; Meyer & Allen 1997;).

This paper focused on the relationship between human resource management practices and affective commitment. Section one of this paper discusses the background to the study and a brief history of Zambia's socio-economic and labour market, section two discusses the empirical evidence of the research study together with the theoretical and conceptual framework. Section three highlights on the research methodology used for the study. Section four elaborates on the findings of the research study. Section five outlines the conclusions and recommendations for further research studies.

Brief History of the Zambia's Socio-Economy and Labour Market

Zambia is one of the most prosperous countries in sub-Saharan Africa. It is one of the Southern African economies with the highest per capita income in the region. Zambia got its independence in 1964 (Carmody 2009:397). During the same time, the Zambian economy was booming because of the copper industry which contributed over 90% of the export revenues. In addition, the world copper prices were favourable to the economy of Zambia at that time (Jansen 1988:8).

Currently, various industries are also contributing to the economy of Zambia in addition to the copper industry. Examples of such industries include, the agriculture sector, wholesale and retail, trade industry and the community sector, social and personal services sector etc (UNDP Report: 2016:4). Statistics reveal that 23 percent of the Zambian workforce are employed in the agriculture sector. 8.8 percent are in the wholesale and retail sector, 7.3 percent are employed in the community, social and personal services sector and 3.2 percent are in the manufacturing sector. Unfortunately statistics reveal that only 1.8 percent of the Zambian workforce are in the Mining sector. This is very ironical because the mining sector is the backbone of the Zambian economy. Other industries that have contributed to the Zambian economy include construction, hotels and restaurants, transport and storage, and financial and insurance services. These sectors account for only 2 percent of the Zambian workforce (Musonda 2017:32).

Lusaka, the capital city of Zambia is one of the fastest growing cities in Africa. The main contributors to this growth are the construction, transportation and service sectors. In addition, investors from both local and foreign locations have immensely contributed to the rapid growth and expansion of Lusaka, which is the capital city of Zambia. The public sector also employs a large workforce in Lusaka Zambia (UNDP Report 2016:43). Zambia is also affiliated to the Common Market for Eastern and Southern Africa (COMESA) and the Southern African Development Community (SADC). These two sub-regional economic communities have immensely contributed to the economy of Zambia (UNDP Report 2016:55).

Available statistics show that Zambia has experienced exceptional growth rate in the region. However, most of the Zambian workforce has remained in marginal employment, indicating that the sectors of high economic growth have not significantly raised the levels of production employment of the Zambian economy (UNDP 2016:69).

EMPIRICAL REVIEW

Empirical studies by various scholars from various geographical scopes have been reviewed to establish the relationship between human resource management practices and affective commitment. A group of scholars, i.e., Asamany et al. (2018), Neha et al. (2015), Pasaoglu (2015), Warsame (2015), Jeet et al. (2014) and Salleh et al. (2013) focused on the relationship between performance appraisal and organizational commitment which included affective commitment as one of its components. Most scholars in the empirical studies i.e. Silva et al. (2016), Pasaoglu (2015), Warsame (2015), Suifan (2015), Jeet et al. (2014), Scheible et al. (2013) and Asma et al. (2012) focused on the relationship between training and organizational commitment which includes affective commitment as one of its components. Another set of scholars i.e. Kalaiti et al. (2016), Pasaoglu (2015), Warsame (2015), Suifan (2015) and Asma et al. (2012) have also focused their studies on the relationship between compensation (*reward management*) and organizational commitment which incorporates affective commitment as one of its components.

Asamany et al. (2018), conducted research studies to establish the ripple effects of performance appraisal on employees perception and affective commitment among small and medium enterprises (SMEs) in Ghana. From the result, performance management had a positive significant relationship with employees' perceptions and affective organizational commitment. One interesting aspect of their research was the mediating role of both employees' perceptions and affective commitment on performance management towards operational performance, it was revealed that both variables positively mediated the relationship between performance management and organizational performance of the SMEs in Ghana. This

indicated that SMEs in Ghana saw the need for implementing proper performance management systems based on their own capabilities to ensure effectiveness in meeting the organizational objectives (Asamany et al. 2019:55).

In another study carried out by Silva et al. (2016) in evaluating the impact of organizational training on the degree of organizational commitment of employees, and the impact of organizational commitment on turnover intentions, on the private security sector in Portugal, the results supported the existence of a direct and positive relationship between organizational training and the three components of organizational commitment (*affective, normative and continuance*). Results also showed a direct and negative relationship between affective and continuance organizational commitment and turnover intentions.

Contrary, an intriguing study by Kalaiti et al. (2016) investigating the relationship between reward management strategies and organizational commitment in the banking industry in Bayelsa State in Nigeria, focusing on the objectives to determine if there was a relationship between the dimensions of reward management strategies (*pay structures and employee benefits*) and the indicators of organizational commitment (affective commitment and continuance commitment). The findings revealed a positive relationship between reward management strategies and organizational commitment. The study thus concluded that, the implementation of pay structures and employee benefits significantly enhanced organizational commitment (*affective and continuance*) within the Nigerian “work environment and the banking Industry to be specific. Hence the recommendations that managers in the Nigerian banking industry should reward employees’ performance at all times and should choose specific rewards that they could afford. Kalaiti et al. (2016:114) thus reiterated that, rewards distributed must be valued by employees of the industry; this would ensure a long lasting commitment on their part.

In a publication by Neha et al. (2015) on the results of research to establish the effect of performance appraisal system on job satisfaction and organizational commitment in the service sector in India, it was concluded that the employees who were satisfied with the performance appraisal system of their organization were also satisfied with their job and were committed to their organization.

Contrary to the study by Neha et al. (2015) and Kalaiti et al. (2016), Pasaoglu (2015), Warsame (2015), Sulfan (2015), Jeet et al.(2014) and Asma et al. (2012) all had research studies on the relationship of human resources practices on organizational commitment in different geographical environs. Pasaoglu (2015) strategically analyzed the effects of human resources management practices on organizational commitment. The data was gathered from 304 participants from different banking institutions in Eskişehir. The findings supported the variables (*i.e., choice, training, performance evaluation, promotion, performance-based*

rewards, information sharing, job security and human resources management system) and these variables are also supported by findings of previous studies. This opened new horizons in discussions that defend the unification of human resources management practices in the banking industry in Eskişehir.

Similarly, Warsame (2015) investigated the relationship between human resource management practices and organizational commitment. The difference with this study compared with that of Pasaoglu (2015) was that, it was focused more on the practices particularly addressed six dimensions: *Reward; Compensation; Selection; Training; Information Sharing and Performance Appraisal* on three telecommunication companies in Somalia. The findings showed that there was significant and positive correlation between six dimensions of human resource practices toward Organizational commitment. Suifan (2015), on the other hand, utilized a sample size of 500 randomly selected from employees working for public and private organizations in various industries in Amman in Jordan reported that, out that all HR practices examined (*training, person-organization fit, and rewards*) were significantly and positively associated with organizational commitment. The study by Jeet et al. (2014) examined and analyzed the level of human resource management practices and organizational commitment in self-financed professional institutions in India. The results indicated that, training practices and performance appraisal showed significant positive correlation with affective commitment. Normative commitment was significantly positive, with high positive correlation in compensation and performance appraisal. Asma et al. (2012) also examined the impact of human resource practices on the organizational commitment of the service sector employees of Pakistan. The study operationally defined human resource practices as perceived organization support, communication training and development, compensation, organizational climate, work life policies, career development opportunities, empowerment. The results showed the positive relationship of above mentioned HRM practices with organizational commitment.

Salleh et al. (2013), on the other hand, examined the perception of public servants towards the fairness of performance appraisal and its effect on organizational commitment. The study also examined the intermediary effects of satisfaction in these two relationships. A sample of 425 employees of government agencies was used. The findings showed that perceived fairness of performance appraisal influenced their commitment towards organizations through the mediating factor of satisfaction. The results were recognized to be consistent with the efforts by the government to establish a more transparent and more accountable decision-making process in an organization. The conclusion drawn was that, to improve performance evaluation to be more effective in influencing organizational commitment, satisfaction of the civil servants as well as fair performance management within the organization should be given priority.

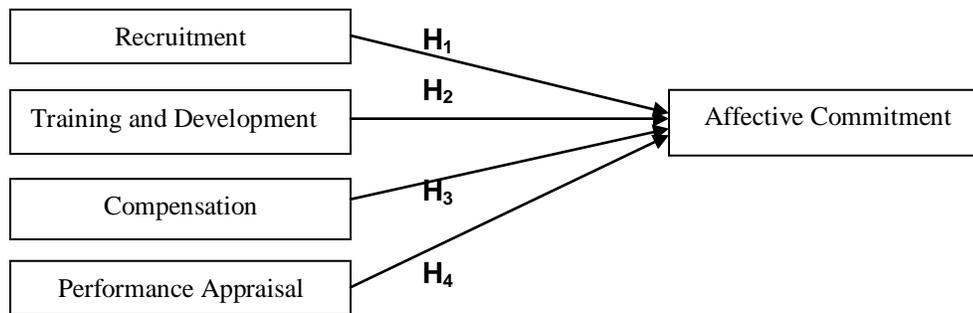
Scheible et al. (2013) published a unique study that sought to understand how the employee perceptions of human resource management practices influence both organizational affective commitment and entrenchment. The study represented advancement towards discriminant validity of the linkages that developed between individuals and the organizations they worked for. The researchers used a survey of 307 participants in an Information Technology Company in Brazil. It was found that affective commitment had a strong and positive relationship with perceptions of HRM practices, while entrenchment had a very weak correlation with perceptions of HRM practices. Training and development practices however, showed better fit with the expected results of such practices in the organization studied, strongly affective commitment, but not enhancing entrenchment. Even if not generalizable, these results strengthen the research stream that defends that commitment and entrenchment are separate constructs.

The literature reviewed above revealed the extensive and serious empirical studies being conducted on organizational commitment and HRM practices. However, it was realized that, very little research had been performed on human resource management practices in relation to affective commitment. Similarly, it was also observed that there is also insufficient knowledge on organisations situated in Lusaka Zambia, hence the relevance of the study. The next section discusses the theoretical framework underlying the relationship between human resources management practices and affective commitment

Conceptual Framework

The conceptual framework of the study was underpinned by Herzberg's two-factor model theory which states the difference between motivation factors and hygiene factors that influence job satisfaction (Mohammed et al. 2017:12), Fredrick Taylor'sⁱ seminal scientific management theory that focused on maximization of profits and employee motivation was considered (Gull 2017:68), Victor Vroom's expectancy theory that states that, human beings are motivated if they believe that effort put in results to good performance which later leads to the desired rewards (Stephania, 2015:19), and Stacy Adams equity theory which states that, employees compare their inputs, i.e., education, time, experience, commitment and effort, to outcomes (i.e., promotion, recognition and increased pay against the perceived inputs and outcomes of other employees (Omondi et al. 2015:401). In addition to the theories highlighted above, the extensive literature discussed herein in the documentation guided the conceptualization of the study. The framework conceived purported that, there are possible significant relationships between *training and development, recruitment, performance appraisal, and compensation on affective commitment* (see Figure 1).

Figure 1: Conceptual Framework



Therefore the following hypotheses are proposed:

Hypothesis 1: There is a significant relationship between recruitment and affective commitment.

Hypothesis 2: There is a significant relationship between training and development and affective commitment.

Hypothesis 3: There is a significant relationship between compensation and affective commitment.

Hypothesis 4: There is a significant relationship between performance appraisal and affective commitment.

Hypothesis 5: There is significant categorical moderating effect of firm size on the relationship among model constructs.

METHODOLOGY

A positivist research strategy was adopted in this empirical research study. The sample frame constituted of 10,077 companies, all situated in Lusaka, Zambia. Out of the 200 companies that were randomly selected to participate in the research study, 99 companies responded.

Edgar et al. (2005, p.534) scale was adopted to measure strength of human resource management practices which include recruitment. A 16-item measurement developed by Allen et al., (1990, p.14) was adopted to measure affective commitment. Relational contract was measured using the 12 items scale by Coyle-Shapiro et al. (2005, p.781). A self-administered questionnaire containing mostly close-ended questions was used in the collection of data. The instrument comprised of several Likert-type scale ranging between (1) representing strongly disagree and (7) representing strongly agree was used.

One structural model was formulated and tested using structural equation modeling (SEM) using latent variables partial least-squares (LVPLS) with SmartPLS3.

ANALYSIS AND RESULTS

After examining the outer loadings for all latent variables, the 1 indicator (AC5) is removed because its outer loading is smaller than the 0.4 threshold level (Hair et al., 2013). Meanwhile, 9 indicators (C4, C5, PA2, R3, R5, TD3, TD5 and AC3, RC1) are found to have loadings between 0.4 to 0.7. A loading relevance test is therefore performed for these 9 indicators to see if they should be retained in the model. In a loading relevance test, problematic indicators should be deleted only if their removal from the PLS model leads to an increase of AVE and composite reliability of their constructs over the 0.5 thresholds. None of these indicators are removed from the PLS model as the latent constructs' Average Variance Extracted (AVE) and composite reliability are above 0.5 and 0.7 respectively to maintain content validity. The resulting path model estimation is presented in Figure 2 and the outer loadings of various constructs are shown in Table 1.

Figure 2: PLS Path model estimation

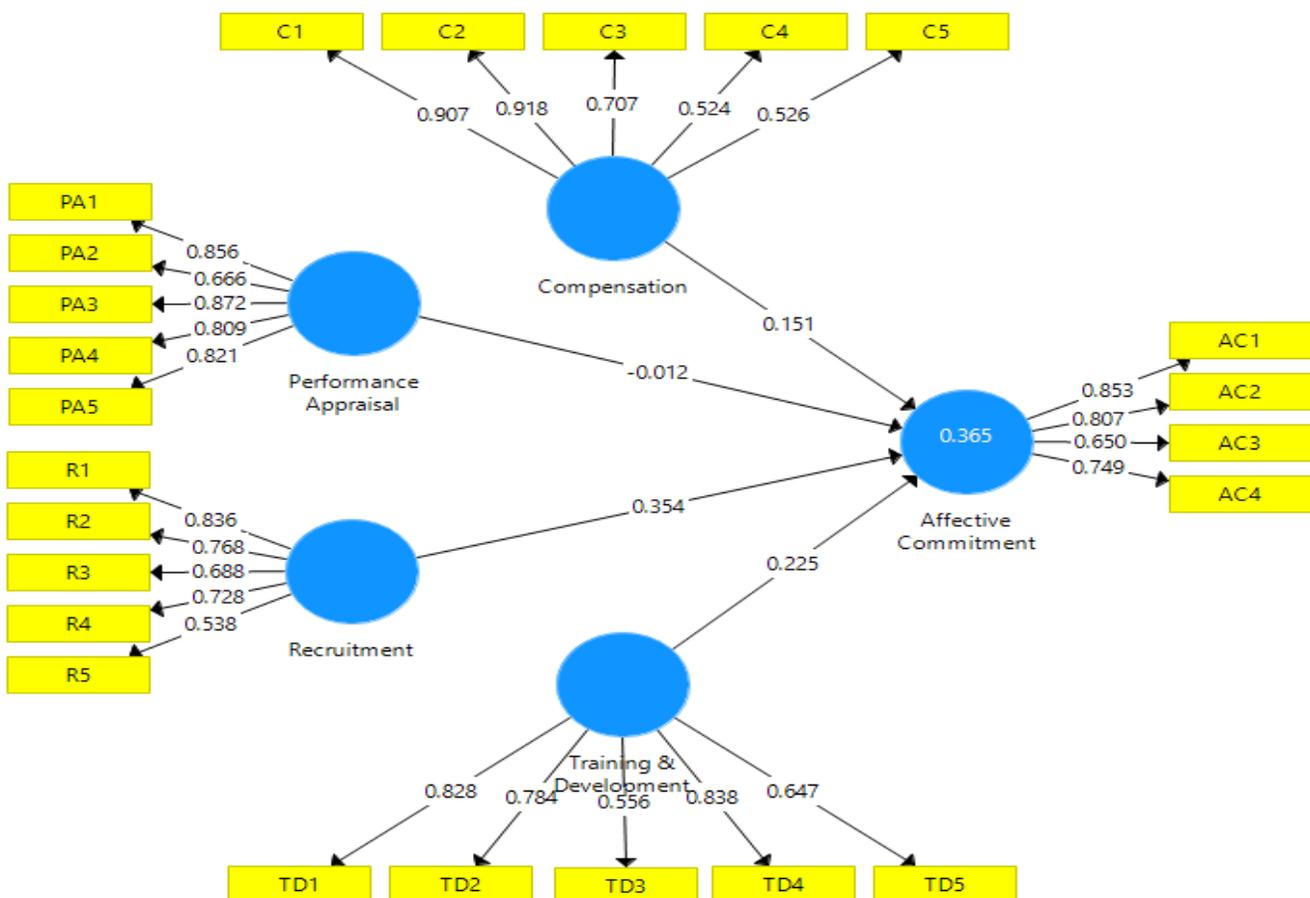


Table 1: Outer Loadings

	AFFECTIVE COMMITMENT	COMPENSATION	PERFORMANCE APPRAISAL	RECRUITMENT	TRAINING & DEVELOPMENT
AC1	0.853				
AC2	0.807				
AC3	0.650				
AC4	0.749				
C1		0.907			
C2		0.918			
C3		0.707			
C4		0.524			
C5		0.526			
PA1			0.856		
PA2			0.666		
PA3			0.872		
PA4			0.809		
PA5			0.821		
R1				0.836	
R2				0.768	
R3				0.688	
R4				0.728	
R5				0.538	
TD1					0.828
TD2					0.784
TD3					0.556
TD4					0.838
TD5					0.647

Internal Consistency Reliability

The composite reliability for the constructs AFFECTIVE COMMITMENT, COMPENSATION, PERFORMANCE APPRAISAL, RECRUITMENT and TRAINING & DEVELOPMENT are shown to be 0.851, 0.849, 0.903, 0.839 and 0.855 respectively, indicating high levels of internal consistency reliability (Nunnally & Bernstein, 1994). Prior research suggests that a threshold level of 0.60 or higher is required to demonstrate a satisfactory composite reliability in exploratory research (Bagozzi and Yi, 1988) but not exceeding the 0.95 level (Hair et al., 2013).

Convergent Validity

The AVE for the latent construct AFFECTIVE COMMITMENT, COMPENSATION, PERFORMANCE APPRAISAL, RECRUITMENT and TRAINING & DEVELOPMENT are 0.591, 0.543, 0.653, 0.516 and 0.52 respectively, all are above the required minimum level of 0.50

(Bagozzi and Yi, 1988). Therefore, the measures of the four reflective constructs can be said to have high levels of convergent validity.

Discriminant Validity

Table 2 and Table 3 clearly shows that discriminant validity is met because the square root of AVE for AFFECTIVE COMMITMENT, COMPENSATION, PERFORMANCE APPRAISAL, RECRUITMENT and TRAINING & DEVELOPMENT are much larger than the corresponding LVC and the indicator's loading to its latent construct is higher than that of other constructs.

Table 2: Fornell-Larker Criterion

	AFFECTIVE COMMITMENT	COMPENSATION	PERFORMANCE APPRAISAL	RECRUITMENT	TRAINING & DEVELOPMENT
AFFECTIVE COMMITMENT	<i>0.769</i>				
COMPENSATION	0.457	<i>0.737</i>			
PERFORMANCE APPRAISAL	0.411	0.565	<i>0.808</i>		
RECRUITMENT	0.549	0.575	0.592	<i>0.718</i>	
TRAINING & DEVELOPMENT	0.472	0.483	0.565	0.508	<i>0.739</i>

Table 3: Cross loadings

	AFFECTIVE COMMITMENT	COMPENSATION	PERFORMANCE APPRAISAL	RECRUITMENT	TRAINING & DEVELOPMENT
AC1	0.853	0.362	0.313	0.436	0.456
AC2	0.807	0.306	0.343	0.468	0.464
AC3	0.650	0.342	0.281	0.372	0.171
AC4	0.749	0.410	0.326	0.407	0.305
C1	0.416	0.907	0.497	0.488	0.464
C2	0.510	0.918	0.616	0.583	0.514
C3	0.232	0.707	0.290	0.356	0.244
C4	0.078	0.524	0.188	0.336	0.097
C5	0.084	0.526	0.178	0.239	0.111
PA1	0.469	0.395	0.856	0.539	0.440
PA2	0.079	0.300	0.666	0.285	0.330
PA3	0.367	0.591	0.872	0.513	0.537
PA4	0.233	0.486	0.809	0.468	0.525
PA5	0.263	0.482	0.821	0.478	0.434
R1	0.525	0.524	0.573	0.836	0.459
R2	0.367	0.489	0.476	0.768	0.353
R3	0.355	0.275	0.449	0.688	0.463
R4	0.419	0.436	0.305	0.728	0.223
R5	0.228	0.288	0.271	0.538	0.343

TD1	0.466	0.367	0.494	0.399	0.828
TD2	0.282	0.339	0.374	0.324	0.784
TD3	0.130	0.222	0.414	0.281	0.556
TD4	0.460	0.471	0.454	0.490	0.838
TD5	0.172	0.325	0.385	0.335	0.647

Table 3...

Evaluation of the Structural Model in PLS-SEM: Collinearity Assessment

In addition to checking the measurement model, the structural model has to be properly evaluated before drawing any conclusion. Collinearity is a potential issue in the structural model and that variance inflation factor (VIF) value of 5 or above typically indicates such problem (Hair et al., 2011).

The collinearity assessment results are summarized in Table 4. It can be seen that all VIF values are lower than five, suggesting that there is no indicative of collinearity between each set of predictor variables.

Table 4: Collinearity Assessment

	AFFECTIVE COMMITMENT
COMPENSATION	1.735
PERFORMANCE APPRAISAL	1.939
RECRUITMENT	1.839
TRAINING & DEVELOPMENT	1.619

Coefficient of Determination (R^2)

A major part of structural model evaluation is the assessment of coefficient of determination (R^2). In this model, AFFECTIVE COMMITMENT is the main construct of interest. From the PLS Path model estimation diagram (see Figure 2), the overall R^2 is found to be a weak to a moderate one. Threshold value of 0.25, 0.5 and 0.7 are often used to describe a weak, moderate, and strong coefficient of determination (Hair et al., 2013). In our case, it suggests that the four constructs COMPENSATION, PERFORMANCE APPRAISAL, RECRUITMENT and TRAINING & DEVELOPMENT can jointly explain 36.5% of the variance of the endogenous construct AFFECTIVE COMMITMENT. The R^2 value is 0.365.

Path Coefficient

From Table 5, it can be seen that two of the four of the structural model relationships are significant, confirming two hypotheses about the construct relationships. The PLS structural model results enable us to conclude that RECRUITMENT has the strongest effect on AFFECTIVE COMMITMENT (0.354), followed by TRAINING & DEVELOPMENT (0.225) and

COMPENSATION (0.151). PERFORMANCE APPRAISAL showed a negative relationship contrary to the positive hypothesized sense of the relationship.

Table 5: Significance Testing Results of the Structural Model Path Coefficients

	Mean	Std dev	t-statistic	p-value
COMPENSATION→AFFECTIVE COMMITMENT	0.163	0.105	1.432	0.153
PERFORMANCE APPRAISAL→ AFFECTIVE COMMITMENT	-0.012	0.123	0.094	0.925
RECRUITMENT→ AFFECTIVE COMMITMENT	0.360	0.114	3.111	0.002
TRAINING & DEVELOPMENT→ AFFECTIVE COMMITMENT	0.236	0.093	2.410	0.016

Predictive relevance (Q^2)

An assessment of Stone-Geisser's predictive relevance (Q^2) is important because it checks if the data points of indicators in the reflective measurement model of endogenous construct can be predicted accurately. This can be achieved by making use of the blindfolding procedure in SmartPLS. AFFECTIVE COMMITMENT is the only endogenous construct in the model so it is selected for running the Blindfolding Algorithm.

The following table summarizes the results. It is observed that the proposed model has good predictive relevance for AFFECTIVE COMMITMENT. Chin (1998) suggests that a model demonstrates good predictive relevance when its Q^2 value is larger than zero (see Table 6).

Table 6: Predictive relevance (Q^2)

Endogenous Latent Variable	R^2 Value	Q^2 Value
AFFECTIVE COMMITMENT	0.365	0.170

The f^2 Effect Size

The final step in structural model evaluation is to assess the effect of a specific exogenous construct on the endogenous construct if it is deleted from the model. This can be achieved by examining the f^2 effect sizes.

Following Cohan's (1988) guideline which states that f^2 values of 0.02, 0.15, and 0.35 are interpreted as small, medium, and large effect sizes, respectively, it can be said that COMPENSATION and TRAINING & DEVELOPMENT have small f^2 effect sizes on AFFECTIVE COMMITMENT; RECRUITMENT has a small to medium f^2 effect size on AFFECTIVE COMMITMENT and PERFORMANCE APPRAISAL has no f^2 effect on AFFECTIVE COMMITMENT (see Table 7).

Table 7: Results of Effect Size (f^2)

	AFFECTIVE COMMITMENT	STATUS
AFFECTIVE COMMITMENT		
COMPENSATION	0.021	SMALL
PERFORMANCE APPRAISAL	0.000	NO EFFECT
RECRUITMENT	0.108	SMALL TO MEDIUM
TRAINING & DEVELOPMENT	0.049	SMALL

Multi-group Analysis (PLS-MGA) – Firm Size

The dataset for the study comprise of small firms and large firms in Lusaka (based on the number of employees). Hence, a multi-group analysis (PLS-MGA) is conducted using the parametric approach as suggested by Keil et al., (2000), which involves a modified two independent-sample t test to compare path coefficient across two groups of data. With the help of bootstrapping, the standard deviation of the path coefficient can be calculated. This way, we can explore if there is any categorical moderating effect of firm size (i.e., small = group 1; large = group 2) on the research findings. This kind of concern is understandable because heterogeneity may exist to show significant differences in model relationships. Becker, Rai, Ringle, & Völckner (2013) advise that researchers who failed to consider this potential issue may draw incorrect conclusions.

In the dataset, there were 55 small firms and 44 large firms. The main idea is to check if the variances of the PLS parameter estimates (i.e. path coefficients) differ significantly across the two groups. Table 8 is a summary of the output from the PLS_MGA analysis.

Table 8: Results of the Multi-group Analysis (PLS-MGA)

	Path Coefficient Diff (Firm size 1 – Firm size 2)	p-value (Firm size 1 vs Firm size 2)
Compensation → Affective Commitment	0.179	0.813
Performance Appraisal → Affective Commitment	0.113	0.663
Recruitment → Affective Commitment	0.238	0.162
Training & Development → Affective Commitment	0.127	0.274

As revealed in Table 8, none of the relationship differs significantly across the two groups (p -value > 0.05). The lack of heterogeneity in the path relationships leads us to reject the fifth hypothesis (H5) about the categorical moderation role of firm size in the model.

Summary of Hypothesis Testing

Two of the hypotheses are supported, and their results are summarized in Table 9. RECRUITMENT and TRAINING & DEVELOPMENT are found to have significant impact on AFFECTIVE COMMITMENT. However, there is no significant effect of COMPENSATION and PERFORMANCE APPRAISAL on AFFECTIVE COMMITMENT so the last two hypotheses are rejected. There is no significant categorical moderating effect of firm size in the model so the last hypothesis (H_5) is rejected.

Table 9: Summary of Hypothesis Testing

Hypotheses	Supported not Supported (Yes/No)
H ₁ There is a significant relationship between recruitment and affective commitment.	Yes
H ₂ There is a significant relationship between training and development and affective commitment.	Yes
H ₃ There is a significant relationship between compensation and affective commitment.	No
H ₄ There is a significant relationship between performance appraisal and affective commitment.	No
H ₅ There is significant categorical moderating effect of firm size on the relationship among model constructs	No

H₁: There is a significant relationship between Recruitment and Affective Commitment

Table 9 shows that recruitment is significantly related to affective commitment. The result is in agreement with the findings of Warsame (2015) which evidenced that there was significant and positive correlation between six dimensions of human resource management practices (Reward; Compensation; Selection; Training; Information Sharing and Performance Appraisal) toward Organizational commitment (OC).

The result of the hypothesis therefore implies that recruitment strategies and policies that are formulated and adopted by organizations situated in Lusaka Zambia should continue to be linked to the affective commitment of employees.

H₂: There is a significant relationship between Training and Development and Affective Commitment

Table 9 shows that training and development is significantly related to affective commitment. The findings are in agreement with the findings of Pasaoglu (2015) which supported the variables (choice, training, performance evaluation, promotion, performance-based rewards, information sharing, job security and human resources management system) and these

variables were also supported by findings of previous studies. As findings from this study depicted, human resources management practices have an effect on organizational commitment both singly and systematically. Similarly, the results by Silva et al. (2016) supported the existence of a direct and positive relationship between organizational training and the three components of organizational commitment (affective, normative and continuance). Silva et al. (2016) also supported the existence of a direct and positive relationship between organizational training and the three components of organizational commitment (affective, normative and continuance). Warsame (2015) showed evidence that there was significant and positive correlation between six dimensions of human resource management practices (Reward; Compensation; Selection; Training; Information Sharing and Performance Appraisal) toward Organizational commitment (OC). The results by Suifan (2015) pointed out that all HR practices examined (training, person-organization fit, and rewards) were significantly and positively associated with organizational commitment. The study by Jeet et al. (2014) also revealed that training practices and performance appraisal showed significant positive correlation with affective commitment. Normative commitment was significantly positive, with high positive correlation in compensation and performance appraisal. Scheible et al. (2013) found that affective commitment had a strong and positive relationship with perceptions of HRM practices, while entrenchment was also related, but in a very weak fashion. Training and development practices showed better fit with the expected results of such practices in the organization studied, strongly affective commitment, but not enhancing entrenchment. The results by Asma et al. (2012) showed the positive relationship of perceived organization support, communication training and development, compensation, organizational climate, work life policies, career development opportunities, empowerment with organizational commitment. The result of the hypothesis implies that training and development of employees in organizations based in Lusaka Zambia, positively contribute to the affective commitment of the same employees. Organizations in Lusaka Zambia should continue to train and develop their employees in order to boost the affective commitment of these employees.

H₃: There is a significant relationship between Compensation and Affective Commitment

Table 9 shows that compensation is not significantly related to affective commitment. The result is not in agreement with the findings of the findings by Kalaiti et al. (2016) which revealed a positive relationship between reward management strategies and organizational commitment. The findings also contradict the findings of Warsame (2015) which showed evidence that there was significant and positive correlation between six dimensions of human resource management practices (Reward; Compensation; Selection; Training; Information Sharing and

Performance Appraisal) toward Organizational commitment (OC). Similarly the results by Suifan (2015) which pointed out that all HR practices examined (training, person-organization fit, and rewards) were significantly and positively associated with organizational commitment, were also contradicted. The results also contradicted the findings by Pasaoglu (2015) which supported the variables (choice, training, performance evaluation, promotion, performance-based rewards, information sharing, job security and human resources management system). The results also contradicted the results by Asma et al. (2012) which showed a positive relationship of perceived organization support, communication training and development, compensation, organizational climate, work life policies, career development opportunities, empowerment with organizational commitment.

The result of the hypothesis implies that management of organizations based in Lusaka Zambia should strategise to improve their compensation policies in order to create more effective and efficient organizations as a result of increasing employees' affective commitment. Hence, managements should make use of both monetary and non-monetary incentives in order to enhance affective commitment of employees.

H₄: There is a significant relationship between Performance Appraisal and Affective Commitment

Table 9 shows that performance appraisal is not significantly related to affective commitment. The findings are not in agreement with the findings of Asamany et al. (2018), which revealed that both performance appraisal and affective commitment positively mediated the relationship between performance management and organizational performance of the SMEs in Ghana. The results also contradict the findings of Neha et al. (2015) which concluded that the employees who were satisfied with the performance appraisal system of their organization were also satisfied with their job and were committed to their organization. The findings by Salleh et al. (2013) which showed that perceived fairness of performance appraisal influenced their commitment towards organizations through the mediating factor of satisfaction were also contradicted. The findings also contradicted the findings of the study by Jeet et al. (2014) which revealed that training practices and performance appraisal showed significant positive correlation with affective commitment. Normative commitment was significantly positive, with high positive correlation in compensation and performance appraisal. The results also contradicted the findings of Pasaoglu (2015) who supported the variables (choice, training, performance evaluation, promotion, performance-based rewards, information sharing, job security and human resources management system). The results also contradicted the findings by Warsame (2015) which showed evidence that there was significant and positive correlation

between six dimensions of human resource management practices (Reward; Compensation; Selection; Training; Information Sharing and Performance Appraisal) toward Organizational commitment (OC).

The result of the hypothesis implies that the methods used to appraise employees in organizations based in Lusaka Zambia, do not positively contribute to the affective commitment of the employees.

H₅: There is significant categorical moderating effect of firm size on the relationship among model constructs

Table 9 also shows that no significant categorical moderating effect of firm size is observed in this research, so the same conclusion can be drawn for both small business and large businesses. In other words, firms in Lusaka, Zambia do not need to run different human resource programmes to influence organizational performance (productivity). Since there is a positive relationship between recruitment and training and development and affective commitment, organizations based in Lusaka, Zambia should implement strategic recruitment and training and development policies in order to increase productivity and hence become more competitive in the market place.

CONCLUSION AND RECOMMENDATIONS

There is a significant relationship between recruitment and affective commitment, and training and development and affective commitment. There is no significant relationship between compensation and affective commitment, and performance appraisal and affective commitment. Organizations situated in Lusaka Zambia should embark on aggressive human resource management practices which will result to affective commitment by employees. This research study recommends that future research studies should focus on other human resource management practices in addition to the four human resource management practices. Future research studies should also widen the geographical scope of the study and include other areas beyond Lusaka.

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