

The Relationship between High-Involvement Human Resource Management Practices and Organizational Commitment: A Study on Employees Working in Garments Industry in Bangladesh

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Abstract: *In the age of globalization, organizations are endeavoring hard to attract and retain the knowledgeable and committed employees to attain competitive advantage with a view to survive in the challenging market. Organizational commitment indicates the level of attachment felt by an employee towards the organization where he is working. The study attempt to examine the relationship between high involve human resource management practices (HRM) and organizational commitment of employees' working in garments industry operating in Dhaka division of Bangladesh. Data for this study has been collected from full time employees by using purposive sampling method. A total of 384 questionnaires were distributed among the respondents from which 153 questionnaire were usable. For analyzing data the study used SPSS software. Findings of the study revealed that, high involve HRM practices is positively and significantly related with each dimension of organizational commitment. Finally, the limitations of the study and suggestions for future research have also been presented.*

Key Words: *High Involve Human Resource Management Practices, Commitment, Garments Industry, Bangladesh.*

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I. Introduction

Nowadays, organizations consider their employees as a critical source of competitive advantage (Gottschalk & Zollo, 2007) and see them as an important factor of performance (Beck & Wilson, 2000; Parker et al., 2003; Zheng, Morrison & O'Neil, 2006). As a result, a number of challenges are confronted by organizations to effectively and efficiently implement and manage their HRM practices (Anakwe, 2002). Regardless of few exceptions, Guest (1992) contends that in order to maximize employee commitment several organizations adopt human resource management practices. Moreover, the relationship between human resource management practices and organizational commitment of employees' should be examined extensively (Meyer and Allen, 1997). Therefore, additional research is required to determine the antecedents allied with the multiple domains of employees' organizational commitment.

In order to attract future qualified employees, it is vital for management to retain its best workers and make them committed to the organization. Therefore, researchers in their studies of employment, organizations, and related fields should give prime focus on this concept (Scarpello, Ledvinka, & Bergman, 1995). In many studies the concept of organizational commitment has been examined and proven to be a consequence of human resource management (DeCotiis & Summers, 1987; Mathieu & Zajac, 1990). However, there are still enough space for additional research to be conducted to comprehend the probable variations among countries and firms with regards to organizational commitment (Wasti et al., 2016). The call for future studies regarding organizational commitment has become necessary because earlier studies were either carried out in the liberal market economies of North America or welfare economies of northern Europe with no much attention to institutions in Asia. For example, Cohen and his associates have intensively studied the predictors of employees' commitment as well as organizational commitment influence on employee intention to leave mainly among Jewish and Israeli Arabs employees (Cohen, 1998; Cohen, 1999; Cohen, 2007; Cohen, 2010; Cohen & Liu, 2011). Within the context of Bangladesh it appears no attention has been given to high involve HRM practices and organizational commitment.

Although several studies have been conducted about organizational commitment, ambiguity still exists about the factors affecting the development and promotion of it (Beck & Wilson, 2001). Empirical studies are still needed to factors affecting the organizational commitment. Therefore, based on the paucity of the prior

research, the current study attempts to add a valued work to explain the causal linkage between high involve HRM practices and employees' affective, normative, and continuance commitment, supplemented with more appropriate statistical methods to conduct this causal reasoning.

The current study focus on specific human resource management practices namely high involve HRM practices, many of which have seldom or have never been investigated in relation to organizational commitment. Once high involve HRM practices are implemented, these practices are likely to lead to increase product or service quality, greater innovation, greater commitment, lower employee absenteeism and turnover, stronger employee motivation and lower cost but higher speed production (Lawler, 1986, 1992, 1996; Lawler, Ledford, & Mohrman, 1989; Leana & Florkowski, 1992). The primary objective of the present study is to explore the underlying processes and the mechanisms by which high involve HRM practices exert influence on employees' organizational commitment. Moreover, this study aims at extending the existing research on organizational commitment by conducting it in a non-western work context focusing on the Garment sector of Bangladesh.

II. Organizational Commitment

With the passes of time a number of scholars' have attempted to provide a conceptualized model to study the concept of organizational commitment within institutions. However, the three component model (TCM) of Meyer and Allen (1991) has become the predominant theory for understudying the concept (Klein, Molloy, & Brinsfield, 2012) among all the numerous theories for conceptualizing organizational commitment. To authors like Fischer and Mansell (2009), Meyer and Herscovitch (2001), Üsdiken and Wasti (2009) and Meyer et al. (2012), three component model have been widely adopted and deployed across several contexts. This suggests that the model appropriateness across various geographical contexts have been widely confirmed and greatly accepted by all.

Accordingly, the current study for its theoretical framework adopts Allen and Meyer's (1990) three components model. Meyer, Becker and Vandenberghe (2004) stated that commitment is a bond that attaches an individual or entity to a social or non-social group or to a particular course of action. According to Wasti et al. (2016) this emotional link can be experienced in different forms such as, might take the form of an affective attachment to an entity that is affective commitment, a consciousness of the costs related with discontinuing involvement with an entity that is continuance commitment and a felt obligation towards an entity or social group that is normative commitment.

Regarding affective commitment (AC), Cho and Huang (2012) stated that it is an internalization and emotional attachment of an individual towards his or her organization. Individual in an organization enjoys membership and voluntarily eager to utilize effort on that organization's behalf. Thus, individual who have strong affective commitment want to stay remain with an organization. In addition to that, organization can develop affective commitment through ensuring free flow of communication, enhancing employees' access to information and providing employees' the chance to participate in decision making and problem solving of the department or firms (Suma & Lesha, 2013).

The second dimension of organizational commitment is continuance commitment. According to Meyer & Allen, (1991) continuance commitment (CC) refers to the commitment which involves appraisals of individual investments related to his or her current employment and the availability of employment options. Employees who have greater level of continuance commitment may continue their employment relationship because it delivers them with expected personal outcomes that they are not willing to give up or they feel a lack of employment opportunities anywhere else (Riveros & Tsai, 2011; Cho & Huang, 2012). Such kind of commitment assert that an employee continue his/her membership with a social entity or organization as a way to preserve his amassed benefits and opportunities or for fear about non-availability of job opportunities in the job market.

Besides, affective and continuance commitment another dimensions of commitment is normative commitment. According to Sayğan, (2011) normative commitment indicates the commitment which takes place when an individual feels that he/she has to be with an organization predominantly because of what the institution has contributed for him through organizational benefits and support programs. Likewise, Huang (2012), stated that normative commitment express the perceived obligations to continue employment relationships with an organization or a social entity mostly because of what an organization has contributed to an individual during the period. Therefore, employees feel obliged to reciprocate with their commitment and loyalty for their employment (Meyer & Herscovitch, 2001). Moreover, normative commitment is more closely related with social exchange theory which is grounded on the reciprocity principles within social exchange relationships. Thus, it argues that individual who get socio-emotional and economic benefits from their respective organization feel compelled to respond in kind or stay with their employer or organization (Eisenberger, Huntington, Hutchison, & Sowa, 1986; Rhoades & Eisenberger, 2002).

Based on the review of literature it can be said employees' organizational commitment is important for the organization. Therefore, Meyer and Allen, (1997) focused on the importance of organizational commitment

due to the fact that organizations employing committed employees who are more efficient because committed employee strongly identify themselves with the organization's goals and objectives to a greater extent than their less committed counterparts and they show higher attachment to the organization.

III. High Involve HRM practices

With the evolution of HRM practices, during the last few decades different authors used different sets of approaches to explain the term HRM practices to discuss its relationship with individual and organizational outcomes. Different sets of approaches namely high performance HRM practices (Delaney & Huselid, 1996), high commitment HRM practices (Arthur, 1994), high involvement HRM practices (Lawler, 1986), or "innovative" HRM practices (Agarwala, 2003). The term HRM best practices used by Coaker (2011) to specify high performance work practices (HPWPs), high commitment HRM (HCHRM), high performance work systems (HPWSs), and universal HRM practices considering that the basic theme of these HRM approaches aims to utilize human prospective for organizational success. The present study approaches HRM as high involve HRM practices which specifically object to escalate organizational effectiveness by impelling employee commitment.

According to MacDuffie (1995) and Huselid (1995) HRM practices generates better performance only when three conditions are fulfilled: when employees possess well-developed skills, when employees are inspired to apply their skills and when routes are provided for employees to contribute their labors. These three conditions are known as high-involvement HRM practices and have been confirmed to greatly increase individual (Batt, 2002), operational (MacDuffie, 1995), firm (Huselid, 1995) and supply chain (Fu et al., 2013) performance. Batt (2002) explicitly pointed out that high-involvement HRM practices included a set of HRM practices that aimed at advancing employee skills, enhancing employee incentives and improving employee participation. In this study, we follow Batt (2002) and use employee skills, incentives and participation to manifest the high-involvement HRM system.

The importance of high-involvement HRM practices are highly supported by the resource-based view (RBV). As per the resource based view (RBV) companies can increase their competitive advantage by attaining valuable, rare and inimitable resources and capabilities (Barney, 1991; Peteraf, 1993). Both implicit (i.e. organization culture or information) and explicit (i.e. funds or equipment) resources are included with these resources. The RBV posits that implicit resources are better placed to produce competitive advantage than tangible resources because they are tougher to imitate (Conner, 1991; Coates and McDermott, 2002; Barratt and Oke, 2007). Through the adoption of high-involvement HRM practices, a classical intangible resource, the human capital, can be developed as it assist to build a workforce embracing committed employees with an indeep tacit knowledge that are very difficult to transfer or imitate. Thus, the resources created by high-involvement HRM practices are expected to generate competitive advantage (Batt, 2002; Richey, Tokman and Wheeler, 2006). Moreover, Batt (2002) recommends that high involvement HRM practices generally includes 'relatively high skill requirements; work planned that enable employees to have both discretion and opportunity to utilize their skills in association with other workers; as well as an incentive structure that increases commitment and motivation. Although there is still a lack of consensus regarding which specific HR practices should be bundled together into such a system of high-involvement HRM practices, the following practices namely: (1) information sharing and employee participation, (2) job security, (3) performance management and (4) training are frequently included in high involve HRM practices (Huselid 1995; Ichniowski, Shaw and Prenzushi 1997; Delery 1998; Boselie, Dietz and Boon 2005). Empirical evidence suggests that a significant impact of these aligned combinations of HR practices on organizational commitment (Al Adresi and Darun, 2017). In addition there is more detailed evidence of the relationship between high involve HRM practices and organizational commitment.

IV. Relationship between High Involve HRM and Commitment

The overarching purpose of this study is to understand the effect of high-involvement HRM practices on organizational commitment and determine how high-involvement HRM practice enabling the various dimensions of commitment. High-involvement HRM practices are highlighted because they consist of a set of practices that enhance employee skills, incentives and participation (Batt, 2002) and have been proved to shape employee behavior and improve employee performance (Huselid, 1995; Batt, 2002). In addition, high-involvement HRM practices represent relationship-based strategies and focus on employee development (McAfee et al., 2002), which companies have widely adopted due to the fierce competition for talent.

Hence, this high-involvement HRM framework clarifies the human resources available to improve organizational commitment in the current business environment. Furthermore, this high-involvement HRM framework and commitment may vary across different countries and industries with different cultures and operations emphases. Therefore, this study wants to provide a comprehensive understanding about high involve HRM practices and organizational commitment. This study contributes to the HRM-commitment interface

literature by investigating the interface between a set of high-involvement HRM practices and organizational commitment and exploring the individual role of each practice in influencing organizational commitment.

Previously a number of researchers have paid their interest to show the relationship between information sharing (communication) and OC for many years (Warsame, 2015). Information sharing with employees is one of the important organizational strategies that can be employed to encourage employees' involvement which enhance OC. They assert that employers can use communication such as "increase information flow down the organization" to involve employees. The social information processing theory suggests that practices of communication that promotes open communication within the organization and open access to information, and frees information sharing, can increase effective OC (Warsame, 2015). Information sharing is suggested to have direct influence on the variable associated with the effective commitment by enhancing trust (Meyer and Allen, 1997). Mayfield (2000) state that organization loyalty and attachment are best nurtured when communication practices take place in an organization. They also add leader communication skills and practices help to generate organization commitment and loyalty.

The term job security refers to the "right of working until the time of retirement" (Araabi and Kamali 2000, p. 88) which is mentioned by Mosaybian and Jafari (2017) in their study. The feeling of security is based on the ability of individual to save what he/she has and also the insurance about the ability of making earning in future. Job security is also argued to enhance organizational commitment. Boon, Den Hartog, Boselie&Paauwe (2011) stated that there is a significant positive relationship between job security and organizational commitment. Mosaybian and Jafari (2017) determined the positive association between job security and organizational commitment. Job security directly enhances commitment as it makes people feel less vulnerable and as offering security can be seen as a strong signal of the organization's benevolent intentions.

Performance management is understood as an integrated process in which managers work with their employees to set expectations, measure and review results, and reward performance, in order to improve employee performance (Den Hartog, Boselie and Paauwe 2004). Performance management provides a mechanism of communicating to employees what is expected of them and what they can expect in return. The transparency generated by a structured performance management process should enhance employees' sense of control over their situation and, hence, lead to a reduced sense of vulnerability. Yu and Egri (2005) found that a well-conceived performance management system enhances employees' organizational commitment. An accurate performance management system demonstrates that management is skilled in managing the workforce (ability). In addition, they suggest that using systems demonstrating that managers want to recognize and reward employees' contributions signals that management cares about their interests (i.e. benevolence).

Training has long been associated with the organizational commitment (Gould-Williams, 2003, Yu & Egri, 2005). Investment in training and development can be seen by employees as a manifestation of an organizations' benevolence and competence as it is targeted to improve employees' skills and career opportunities and to increase their employability (Waterman, Waterman and Collard 1994). From an exchange perspective, training can be seen as an investment in the employee which employees may reciprocate by remaining with the firm (Tsui, Pearce, Porter and Tripoli 1997). Investing in training may signal to employees that the organization can be committed to help their development and thus cares about them and their career. Opportunities for training enable employees to meet their employers' expectations and are tangible evidence of the organization's commitment to the employee.

V. Conceptual Framework

Based on the discussion above the current study is intended to determine the relationship between high involve HRM practices (Information Sharing, Job Security, Performance Management, Training) and organizational commitment from the context of garment industry in Bangladesh. Based on the objective and hypotheses development the following conceptual framework is proposed:

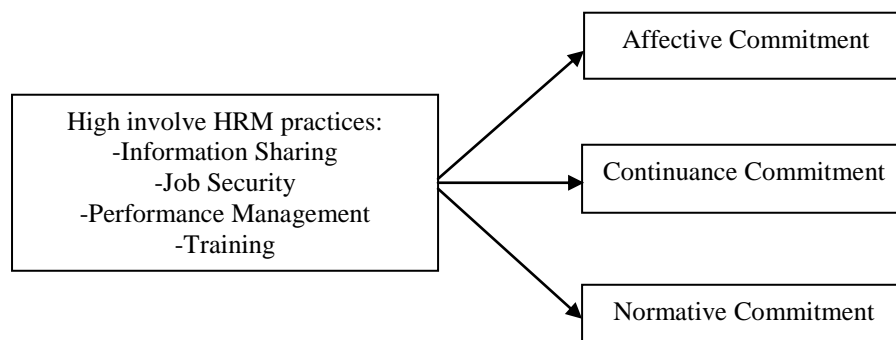


Figure-1: Conceptual Framework

Hypotheses of the Study

The study is conducted to test the following hypotheses:

H1: There is a positive and significant relationship between high involve HRM practices and employees affective commitment.

H2: There is a positive and significant relationship between high involve HRM practices and employees continuance commitment.

H3: There is a positive and significant relationship between high involve HRM practices and employees normative commitment.

VI. Methodology of the Study

Sampling Procedure

The study has been conducted on the employees of RMG industry working at mid-level at Dhaka division in Bangladesh. The unit of analysis was determined the employees who are working full time. The data were collected through survey method form 384respondents who have at least three years job in their respective factory. Current study adopted purposive sampling technique where one judgmental criteria were imposed as employees' should have at least three years of working experience in the respective factory. A cross sectional survey design was adopted to collect the data and a self-reported structured questionnaire was used in this purpose. G power has been used to determine the sample size as there is no exact number of population. According to G power the sample size should be 129 for this study. Besides, Kothari (1996) mentioned that the minimum sample size would be 384 to perform the statistical analysis whenever the population size is unknown. Therefore, a total of 384 questionnaires were distributed from which only 153 questionnaires were returned where response rate was calculated as 39%. Respondents demographic profile showed that majority of the participants are male (71%) where only 29% are female. Almost 62% respondents are from the age group 25-35 and 20.9% are from the age group 35-45 where only 11.8% respondents belong to the age group 45-55. Profile also revealed that 68.2% respondents are married and rests of the respondents (31.8%) are unmarried.

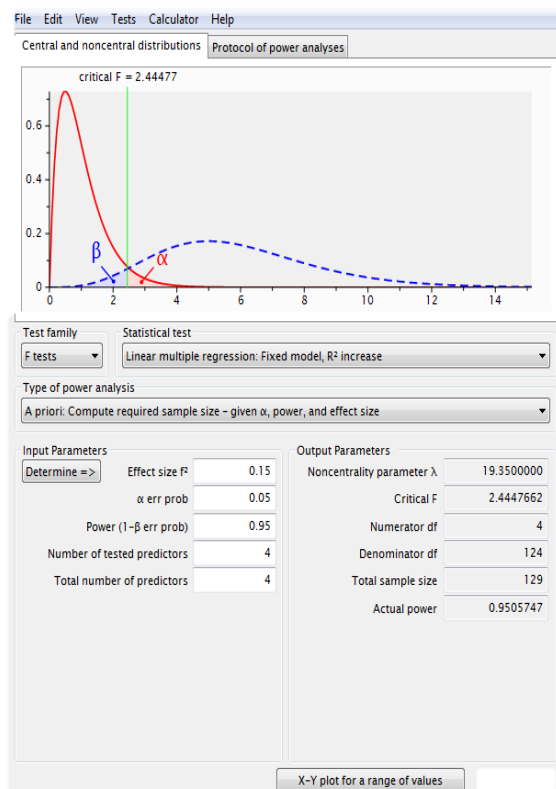


Figure-2: G Power Analysis

Instruments

The items of the questionnaire have been adapted from previously developed and used by the different research scholars in their studies. The study used 5-point Likert scale for getting the respondents perceptions regarding the statements from strongly disagree to strongly agree because it is easy construct, appealing design, adaptable and relatively reliable (Babbie, 1990; Nunnaly, 1978). The total number of items is 21 where 12 items are related to organizational commitment, and remaining 9 items are related to high involve HRM practices. For measuring organizational commitment a total of 12 items were used which were originally developed by Meyer, Allen, and Smith (1993) and used byGiauque, Resenterra and Siggen (2010). High involve HRM practices has been measured by adapting 9 items from Searle et al., (2011).The reported Cronbach’s α for the variables are as for High involve HRM practices 0.772, for affective commitment 0.760, for continuance commitment 0.742 and for normative commitment 0.704.

Analytical Strategy

For analyzing the data statistical package for social science (SPSS-version 22) was used. In order to conduct data analysis various statistical techniques were used, particularly descriptive statistics, factor analysis, correlation analysis and regression analysis were employed.

VII. Data Analysis Process

Descriptive Analysis

The mean, standard deviation and inter-correlations for each factor were computed for determining the variability and interdependence of the scale derived from the factor analysis (see Table 1). It is important to mention that responses to all items of the study variables were in the form of Likert scale of 1 to 5, where 1 indicates ‘strongly disagree’ and 5 indicates ‘strongly agree’. Mean score specify the level of agreement of the variables, where any score lower than midpoint (3) may be considered as low agreement, score in between 3.01 to 4.00 can be regarded as moderate agreement and score above 4.01 can be count as strongly agree. In this study the mean score of High involve HRM practices is 4.00 which indicates that employees are moderately agree on effect of High involve HRM practices on organizational commitment (affective, continuance and normative). In case of dependent variable, organizational commitment, respondents indicated that they did a moderate and higher degree of commitment. The variation for organizational commitment is not great because the standard deviation for organizational commitment is (affective = 0.765, continuance = 0.526, and normative=0.506).

Table 1: Descriptive Statistics

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
HIHR	153	2.22	4.89	4.0000	.50678
AC	153	1.50	5.00	3.6160	.76521
CC	153	2.50	5.00	4.3088	.52626
NC	153	2.00	5.00	4.2042	.50608
Valid N (listwise)	153				

Multicollinearity Test

It is also necessary to assess the multicollinearity of the predictors. Multicollinearity was done by examining the tolerance and variance Inflation factor (VIF). The range tolerance value is in between 0 and 1. A value of 0 indicates that the variable is perfectly correlated and the value of 1 indicates that the variable is not correlated. According to Hair, Anderson, Tatham and Black (1998) the standard cutoff value of VIF is 10. The current study satisfies the cutoff point of VIF suggested by Hair et al (1998) (see Table 2). Any value that is less than threshold point indicates that multicollinearity is not a problem. In this study, No value of VIF is higher than 10. Therefore, multicollinearity is not a problem.

Table 2: CollinearityStatistics^a

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-.981	.321		-3.052	.003		
	AVE_HIHR	1.149	.080	.761	14.418	.000	1.000	1.000

a. Dependent Variable: AVE_AC

In addition, to assess the independence of the error terms, the Durbin-Watson statistics were used. Table 3, 4, 5 shows the Durbin-Watson statistics. Durbin-Watson statistics indicates that a value between 1.50 to 2.50 is considered as the independence of the error terms is not violated. In this study, Durbin-Watson statistics indicated that a value 1.713 for affective commitment, 1.674 for continuance commitment and 2.019 for normative commitment, which lies within the range of 1.50 to 2.50.

Table 3: Durbin-Watson statistics for Affective Commitment

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.761 ^a	.579	.576	.49800	1.713

a. Predictors: (Constant), AVE_HIHR

b. Dependent Variable: AVE_AC

Table 4: Durbin-Watson statistics for continuance Commitment

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.453 ^a	.205	.200	.47073	1.674

a. Predictors: (Constant), AVE_HIHR

b. Dependent Variable: AVE_CC

Table 5: Durbin-Watson statistics for normative Commitment

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.195 ^a	.038	.032	.49798	2.019

a. Predictors: (Constant), AVE_HIHR

b. Dependent Variable: AVE_NC

Table 6: Assessment of Coefficient of Determination (R²)

Name of dimension	R ²
Affective commitment	.579
Continuance commitment	.205
Normative commitment	.038

Factor Analysis

For determining the construct validity factor analysis was used. More specifically, the study employed exploratory factory analysis to determine the structure of the latent variables a in this study. Principle component analysis (PCA) was deployed for conducting factor analysis. Principle component analysis is suitable for finding the maximum variance extracted from the variables. Therefore, for determining the interrelationships among the items used to measure organizational commitment (affective, continuance, normative), high involve HRM practices with varimax rotation was used. In order to verify the suitability of factor analysis various statistical information were observed. Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy is one of them. The minimum acceptable value of KMO is 0.50 or above as suggested by Hair et al., (1998). Besides, Bartlett's Test of Sphericity generates a significant chi-square value. This study satisfied the criteria suggested by Hair et al., (1998).

The next step is to determine the number of factors to extract. Various criteria were used to determine number of factors. The latent root criteria is dominant among them. As per this criteria factor having eigenvalues or latent root higher than 1 are considered significant. According Hair et al. (1998) for factor loadings, the ground rule is that factors having loading ± 0.50 and above is considered as sufficient.

Table-7 shows the factor analysis result for high involve HRM practices. As depicted in Table 7, the Eigenvalues is 2.033 and the Kaiser-Meyer-Olkin (KMO) value is .718. All the items loading value is greater than 0.5. Therefore, a factor solution which described 59.89% of the variance was derived.

Table 7: Factor Analysis for High Involve HRM Practices

	Loadings
HIHR1	.777
HIHR2	.607
HIHR3	.854
HIHR4	.539

HIHR5	.522
HIHR6	.726
HIHR7	.734
HIHR8	.545
HIHR9	.687
KMO	.718
Eigen values	2.033
Total Variance	59.897

Table 8 shows the factor analysis for affective commitment. The Eigenvalues is 2.337 and the Kaiser-Meyer-Olkin (KMO) value is .724. All the items loading value is greater than 0.5. Therefore, a factor solution which described 58.42% of the variance was derived.

Table 8: Factor Analysis for Affective Commitment

	Loading
AC1	.526
AC2	.717
AC3	.746
AC4	.548
KMO	.724
Eigen values	2.337
Total Variance	58.429

Table 9 shows the factor analysis for continuance commitment. The Eigenvalues is 2.295 and the Kaiser-Meyer-Olkin (KMO) value is .749. All the items loading value is greater than 0.5. Therefore, a factor solution which described 57.378% of the variance was derived.

Table 9: Factor Analysis for Continuance Commitment

	Loadings
CC1	.628
CC2	.690
CC3	.583
CC4	.593
KMO	0.749
Eigen values	2.295
Total Variance	57.378

Table 10 shows the factor analysis for Empowerment. The Eigenvalues is 2.133 and the Kaiser-Meyer-Olkin (KMO) value is .728. All the items loading value is greater than 0.5. Therefore, a factor solution which described 53.33% of the variance was derived.

Table 10: Factor Analysis for Normative Commitment

	Loadings
NC1	.484
NC2	.633
NC3	.545
NC4	.571
KMO	0.728
Eigen values	2.133
Total Variance	53.33

Correlation Analysis

Correlation analysis was conducted to identify the strength of relationship between the variables involved in the study. Therefore, the inter-correlation coefficients (r) among the variables were measured by using Pearson’s Product Moment. The value of r ranging from +0.10 to 0.29 considered as low degree of correlation, +0.30 to +0.49 indicates as moderate degree of correlation and r ranging from +0.50 to +1.00 considered as high degree of correlation. The following table 11 shows correlation analysis.

Table-11: Correlation of Variables

		Correlations			
		1	2	3	4
AVE_HIHR	Pearson Correlation	1			
	Sig. (2-tailed)				
	N	153			
AVE_AC	Pearson Correlation	.761**	1		

	Sig. (2-tailed)	.000			
	N	153	153		
AVE_CC	Pearson Correlation	.453**	.305**	1	
	Sig. (2-tailed)	.000	.000		
	N	153	153	153	
AVE_NC	Pearson Correlation	.195*	.071	.097	1
	Sig. (2-tailed)	.016	.382	.235	
	N	153	153	153	153
**. Correlation is significant at the 0.01 level (2-tailed).					
*. Correlation is significant at the 0.05 level (2-tailed).					

Table 11 indicates that high involve HRM practices ($r= .76$, $p<0.01$), empowerment ($r= .45$, $p<0.01$), job security ($r= .19$, $p<0.01$), have statistically significant correlations with employee engagement. Training and empowerment have moderate degree of correlation and job security has lower degree of correlation. The internal consistency reliabilities of the research measure is shown in Table 12 where the Cronbach's Alphas for High involve HRM practices (0.772), affective commitment (0.760), continuance commitment (0.742) and normative commitment (0.704) satisfied the criteria.

Table 2: Cronbach's Alpha

	Cronbach's Alpha
HIHR	0.772
AC	0.76
CC	0.742
NC	0.704

VIII. Regression Analysis

In order to achieve the objective of this study, simple and multiple regression analyses were conducted to predict the affective, continuance and normative commitment based on perceived high involve HRM practices implemented by organization. Regression analyses utilizing the enter method was conducted to test hypotheses 1, 2, 3. Hence, with organizational commitment (affective, continuance and normative commitment) as the dependent variable, high involve HRM practices as independent variable (information sharing, job security, performance management, training) were entered. The results of the regression analyses revealed the relationship between high involve HRM practices and organizational commitment (affective, continuance and normative commitment) are presented in Table 6. Table 6 shows that 57.9% ($R^2=.579$, $F=207.873$, $p<0.01$), 20.5% ($R^2=20.5$, $F=38.97$, $p<0.01$) and 38% ($R^2=38$, $F=5.98$, $p<0.01$) of the variance consecutively in affective, continuance and normative commitment was explained by high involve HRM practices. In fact, high involve HRM practices ($\beta=.761$, $t=14.418$; $p<.001$), were found positively associated with affective commitment, high involve HRM practices ($\beta=.453$, $t=6.243$; $p<.001$) were found positively associated with continuance commitment and high involve HRM practices ($\beta=.195$, $t=2.446$; $p<.001$), were found positively associated with normative commitment. Therefore, hypotheses 1,2 and 3 were supported.

IX. Discussion

The study aimed to identify the relationship between high involve HRM practices (information sharing, job security, performance management, and training) and organizational commitment of employees working in Garments industry operating in Dhaka division of Bangladesh. As expected to the hypotheses development, high involves HRM practices is positively and significantly related with affective, continuance and normative commitment. The result is consistent with the previous authors (Warsame, 2015; Meyer and Smith, 2000; Wright, Gardner and Moynihan, 2003; Kinnie, Hutchinson, Purcell, Rayton and Swart, 2005; Yu and Egri, 2005; Macky and Boxall, 2007; Sanders et al., 2008; Kwon, Bae and Lawler, 2010; Boon et al., 2011; Innocenti et al., 2011; Mendelson et al., 2011; Messersmith et al., 2011; Yang, 2012; Ang et al., 2013; Kehoe and Wright, 2013; Takeuchi and Takeuchi, 2013) who also found the similar relationship. The finding suggests that when employees 'perceives high involve HRM practices in their organization, employees' reciprocate it by engaging more organizational commitment. High involve HRM practices enhance the skills and capabilities as well as provide job security, better performance management and information sharing opportunity of employees for which they can perform their activities accurately and therefore, can set up their mind for greater organizational commitment.

X. Limitations and Direction for Future Research

Although current study contributes a lot to the literature of organizational commitment and high involves HRM practices, it is not far from some limitations. First of all the study had been conducted based on cross sectional survey design as the information were gathered at one point in time. Therefore future research in

this field is suggested to undertake a longitudinal study. Secondly, the study had been conducted in Garments sector of Bangladesh which is a pure manufacturing sector. Subsequent research can be conducted in private commercial banks or in some different types of organization. Finally, current study considers only high involve HRM practices as a bundle where research by undertaking other distinct HRM practices would be worthwhile which may provide different aspects of knowledge.

XI. Conclusion

Current study is the attempt to test the relationship between high involve HRM practices (information sharing, job security, performance management, training) and organizational commitment from the context of garments industry in Bangladesh. Statistical analysis found the positive and significant relationship between high involve HRM practice and all dimensions of organizational commitment (affective, continuance and normative) commitment. Organization should ensure high involve HRM practices in organization to increase organizational commitment. In addition to that, in order to enhance organizational commitment organization should ensure free exchange of information, better performance management, training facility and job security.

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