Chapter 4

The Relationship Between HRM Practices and Organizational Commitment in NGOs in Turkey[9] 🔓

Yaman Alhasan[10]

Dr. Mehmet Seyhan[11]

Abstract

To boost the productivity of their staff organization, the purpose is to encourage employee commitment. This commitment is greatly determined by how satisfied employees, with their jobs. Highlighted Research the importance of HRPM and its impact on employee loyalty within organizations. Nonetheless, previous studies in governmental organizations (NGOs) in Turkey have commonly missed a deep understanding of how HRM practices affect employee loyalty. This research aims to create a model that explores the roles of organizational support and job satisfaction in the link between HR practices and employee dedication in NGOs in Turkey. The main goal is to examine how HR practices shape employee loyalty and whether this connection is influenced by employees' perceptions of support and job satisfaction. A study involving 360 staff members working at NGOs in Turkey revealed a significant correlation between HR practices perceived organizational support and employee dedication. Moreover, it was observed that perceived organizational support played a mediating role between HR practices and employee commitment while no mediating role was identified for job satisfaction in the relationship, between HR practices and employee commitment.

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Introduction

The realm of managing resources (HRM) has always been seen as an element, in the success of organizations encompassing various strategies and policies aimed at enhancing the effective use of human talent. Within this framework the significance of commitment has come to the forefront referring to how employees understand and are dedicated to their organization.

In times scholars have started delving into how HRM practices impact commitment taking into account factors like organizational support and job satisfaction that play mediating roles. This review delves into frameworks and empirical studies that illuminate these connections particularly focusing on governmental organizations (NGOs), in Turkey as a distinctive setting.

To meet the demands of globalization, modern organizations need proactive, disciplined, and responsible individuals. The effective performance of an organization depends on good management and supervision of human resources, according to researchers and experts. The essence of success lies in the efficiency and effectiveness of employees, and this comes through human resources management practices that can adapt to rapid changes, ensuring the organization's continuity and competitiveness.

Creating a stimulating organizational environment and updating human resources policies in the areas of pay, promotion and training is essential for the well-being and occupational safety of employees. Maintaining efficient human resources is the greatest management challenge, which includes attracting, integrating, and directing individuals towards effective performance.

Organizational commitment becomes crucial in this context of intense competition for human talent. Organizations need to adjust their human resource management systems to reinforce this commitment, reflecting employees' embrace of the organization's values and goals. Lack of commitment can lead to negative consequences such as employee attrition.

Organizational commitment of employees is an indicator of the success of the organization and requires attention and development. As understanding employee needs and perceptions becomes increasingly important, personnel policies and indicators that reflect employees' understanding of the organization are becoming increasingly important.

In Turkey, local organizations face competitive challenges that lead to talent outflow, highlighting the need for effective human resource management practices that enhance organizational commitment. These issues form the core of our current study.

The main aim of this study is to investigate how perceived support, from both the organization and job satisfaction mediate the relationship, between human resource management (HRM) practices and organizational commitment in governmental organizations (NGOs) based in Turkey. The study Endeavors to discover how HRM practices shape strength of commitment employees have towards their NGO and how this loyalty is shaped by their understanding of support and their job satisfaction ranks.

In terms this study aims to investigate how NGOs approach, to employee management influences their staff's loyalty to their job. It explores into whether employees' sense of support from the NGO and satisfaction with their job contribute to their commitment, to the organization. This holds significance as a workforce can enhance an NGOs effectiveness in accomplishing its objectives within Turkeys competitive nonprofit landscape.

This study is mainly to understand the relationships among HRM practices and organizational commitment, with perceived organizational support and job satisfaction as mediation variables. Three research questions are formulated as follows:

1. Do HRM practices within NGOs have a relationship with organizational commitment?

2. Does perceived organizational support mediate the relationship between HRM practices and organizational commitment in NGOs in Turkey?

3. Does job satisfaction mediate the relationship between HRM practices and organizational commitment within the context of NGOs in Turkey?

This research specifically studies the relationship between perceived organizational support, job satisfaction, organizational commitment, and HRMP (human resource practices and policies) within NGOs in Turkey, focusing exclusively on employees with permanent positions. The study seeks to explore the impact of perceived organizational support and HRPM on enhancing job satisfaction and organizational commitment. It aims to offer valuable insights for organizations on strategies to bolster these aspects and foster a supportive workplace culture. Understanding these mechanisms can enable organizations to take on measures that elevate employee engagement, retention, and performance.

Furthermore, the study's participants consist entirely of Syrian and Turkish individuals employed in NGOs with full-time roles. Given the sampling method employed, the findings might not extend to different geographical

contexts or be relevant to workers engaged in different types of employment contracts. Additionally, this investigation utilizes a purely quantitative methodology, gathering data solely through self-reported measures.

Definition of the Key Terms

Human Resource Management (HRM) practices

Ploscaru et al. (2023), defined the human resource management (HRM) practices as a set of policies and actions used by organizations to capable manage their people. This enters engaging employees in the decision-making procedure, providing chances for professional development, effectively managing work relations, and supporting variety and inclusion, with the target of increasing employee commitment and developing a positive organizational culture.

Organizational Commitment

Employee loyalty, within a organization is defined by the depth of their mental investment in the organization their dedication to advancing its goals and their preference to continue working Jex & Britt 2014). It captures the connection an employee has with their workplace influencing their choice to remain part of it. Employee loyalty is categorized into three components; loyalty (EL) which reflects the sentimental bond with the organization; practical loyalty (PL) which considers the repercussions of leaving; and ethical loyalty (OL) which entails a sense of duty to stay. Among these EL has shown to have the negative relationship, with the inclination to depart from the company suggesting that all aspects of employee loyalty are linked inversely to turnover intentions (Meyer & Allen 1991).

Perceived Organizational Support

Perceived organizational support refers to employees' overarching perception regarding the extent to which their employer values their contributions and genuinely cares for their well-being (Eisenberger et al., 1986).

Job Satisfaction

Defined within the context of a study on high school teachers, job satisfaction encompasses the individual's perceived accomplishments and sense of achievement in their professional role. This concept is intrinsically linked to both the enhancement of personal well-being and the augmentation of workplace productivity. It entails deriving pleasure from

one's occupational responsibilities, excelling in those duties, and receiving due recognition for one's efforts. Job satisfaction is characterized by a state of enthusiasm and contentment with one's vocational endeavors, which is fundamental to attaining accolades, potential earnings, opportunities for advancement, and the realization of personal goals (Babu, Gemeda, & Nefa, 2022).

LITERATURE REVIEW

Human Resource Management (HRM) practices

Human Resource Management (HRM) represents a distinct employment management strategy aimed at encouraging competitive advantage by strategically development a workforce that is both highly committed and skilled. Beer and colleagues (1984) explain HRM as a strategic method for human resource management covering all management decisions and practices that effect to the relationship of organization's employee. Armstrong (2006) describes HRM as a strategic, comprehensive, and integrated method for handling and developing an organization's human resources, certifying full addition of all sides of the process into the organization's overall management. Schuler and Jackson (1987) further elaborate on the strategic HRM model by associating HR practices with a framework of competitive strategies, enabling an organization to secure a competitive edge.

The chosen strategic direction of a company's leadership is believed to have an impact, on how employees behave. Through this approach in human resource management (HRM) has faced criticism for not paying attention to employee wellbeing legal responsibilities and the cultural, social and ethical norms that shape its operations. According to Legge (1995;115) and Budhwar and Debrah (2001;500) this approach is labeled as the 'hard HRM model,' which contrasts with the 'soft HRM model' that emphasizes an HR commitment strategy. The shift towards this commitment strategy is linked to the influences that propelled Japan's economic success giving it a competitive advantage from the late 1970s to 1980s. When examining these viewpoints on HRM a common thread emerges, the direction of management practices. These viewpoints highlight how various HRM functions—such, as recruitment, selection, compensation, training, performance appraisal and strategic planning—are aligned with the organizations' goals. Consequently, strategic HRM is seen as an approach that aligns objectives with broader strategic management goals (Sparrow et al., 2004).

These definitions collectively suggest that Human Resource Management (HRM) is a complex and multifaceted concept, making the establishment of a universally accepted definition challenging.

Price (2000) points out a significant oversight in scholarly work, highlighting the neglect of the human element in HRM, where individuals are merely classified as 'resources' comparable to inanimate objects like tables and desks. Price (2000) asserts that treating humans as mere equipment is inappropriate. The 'human' side of HRM emphasizes the employer-employee relationship, drawing from the human relations movement and Walton's (1985) development of high commitment work practices. Consequently, HRM should be integrated into management strategies that encompass decisions, strategies, principles, operations, and practices focusing on the governance of individuals as employees in any organizational setting (Steering Committee for HRM Standards & Qualifications in South Africa, 1999).

Budhwar and Sparrow (2004:7) suggest that HRM can be effectively implemented at three distinct levels: the national level, addressing factors like the external labor market and national culture; contingent variables, which include business type, ownership, and organizational age; and organizational strategies that focus on HR functions and the internal labor market. These dimensions provide a comprehensive framework for understanding HRM practices, particularly in the context of Nigeria. However, it's essential to apply this model with care, as it was initially developed to explore HRM issues across various countries, indicating the need for contextual adaptation.

Effective management of resources requires a diverse approach as suggested by Price (2000). This method should focus on offering real world solutions to challenges by integrating theories and management techniques. Human Resource Management (HRM) is seen as a philosophy, in overseeing people based on the belief that human capital plays a role in achieving long term business prosperity. By leveraging their workforces' skills and aligning them with objectives companies can gain a competitive advantage (American Management Association, 2000). The role of management is essential in attracting and retaining employees, which's increasingly vital, in today's intricate business environment and significantly contributes to the success of an organization.

Organizational Commitment

Mayer and Allen created a model of commitment consisting of three elements, It is widespread in contemporary studies (Allen and Meyer 1990;

Meyer and Allen 1991, 1997) and constitutes the cornerstone and starting point for many studies.

They conceive of the components of their model as "mindsets" that predispose individuals to various attitudes and behaviors toward their organization.

Particularly, effective commitment is defined by an emotional connection with the organization; The commitment to progression arises from the perceived costs related with departure the organization; Normative commitment reflects a sense of responsibility or obligation toward the organization (Mayer et al., 2001). In spite of the distinct nature of these attitudes, they converge in enhancing the employee's decision to endure within the organization.

Crewson (1997) outlines a straightforward explanation of commitment defining it as an individual's connection and involvement, in an organization. This commitment comprises three elements; an agreement with the organization's values and goals; a willingness to work hard for the organization; and a lasting desire to remain part of the organization. Moreover, numerous studies have shown that organizational commitment is strongly linked to improved performance (Larson and Fukami 1984; Van Maanen, 1975). Additionally, it is negatively associated with behaviors, like absenteeism, lateness and turnover rates that result in costs (Koch and Steers 1976).

Perceived Organizational Support

In the literature review, for this study it's important to investigate into the concept of perceived support (POS) as outlined by Eisenberger and colleagues in 1986. They suggest that perceived organizational support boosts an employee's commitment to the company reinforcing the belief that hard work towards goals will be rewarded appropriately. The influence of perceived support on an employee's work dedication is influenced by their exchange ideology. This ideology emphasizes a give and take perspective, where an employee's willingness to give their best at work depends on the expectation of receiving both symbolic rewards in return. This suggests that the strength of an employee's exchange ideology, which values an exchange of effort for rewards plays a role, in determining how much they engage with their work duties. perceived organizational support can encourage increased work effort and engagement. This perception proposals a nuanced understanding of the dynamics at play in the employee-organization relationship, importance the relationship

between organizational support, individual belief systems, and their collective impact on work behavior.

These double facets of POS underline an inclusive framework within which organizations can encourage a supportive and development environment. By appreciating staff aids and caring for their well-being, organizations can substitute a positive organizational culture that not only improves employee loyalty and satisfaction nonetheless also drives higher levels of productivity and engagement. This separated approach to understanding POS offers critical perceptions into the instruments through which organizations can support their employees, thereby promoting a mutually helpful relationship between the employee and the organization.

In our review of literature, Eisenberger and colleagues (1986) delve deeper into the concept of Perceived Organizational Support (POS) by pinpointing two aspects. The first facet highlights how much an organization appreciates the contributions of its employees. This element of POS underscores the recognition. Gratitude, for the work and input given by employees strengthening their sense of significance and worth within the company. The second aspect looks at how care the organization shows for its employees' well-being. This includes not health but also the emotional and psychological support provided to employees ensuring a comprehensive approach, to employee welfare.

The combination of these two aspects of POS highlights a framework that enables companies to create a caring atmosphere. By recognizing the efforts of employees and looking out for their welfare companies can promote a work culture that boosts employee happiness and commitment while also increasing levels of involvement and efficiency. This dual strategy, in comprehending POS provides perspectives on how organizations can assist their employees ultimately fostering a beneficial bond, between the employee and the company.

Job Satisfaction

Defining job satisfaction is a task given the varying perspectives, on work and its importance in endeavors. Despite its usage in research and everyday conversations there is no consensus, on what exactly constitutes job satisfaction. This ambiguity highlights the nature of defining this concept without considering the context of work.

Job satisfaction is closely linked to employees' job performance (Judge, Thoresen, Bono, & Patton, 2001), serving as a significant predictor of turnover rates among employees (Mowday, Porter, & Steers, 1982). Beyond

these direct implications, job satisfaction plays a vital role in the development and validation of numerous theories and models that seek to explain various individual attitudes and behaviors within organizational contexts (Judge, Zhang, & Glerum, 2020). The extensive body of research surrounding job satisfaction underscores its fundamental importance in understanding and enhancing the workplace experience, indicating its integral role in fostering a productive and stable workforce.

Various authors have put forth definitions in their attempts to grasp the concept of job satisfaction highlighting its nature. One of the most influential perspectives, on this matter was presented by Hoppock (1935). According to Hoppock job satisfaction is a blend of physiological and environmental factors that lead an individual to express contentment with their work. This definition underscores that job satisfaction primarily stems from within even though external influences play a role. It suggests that fulfillment at work is a result of elements working together to create a sense of happiness. This viewpoint, on job satisfaction highlights the experience of employees. Recognizes how they internally perceive and respond to their work environment and circumstances.

Method

In this section segment, we delve into the methodology, presenting the research design, the model we propose, the chosen sample, and the techniques employed for data collection.

Research Design

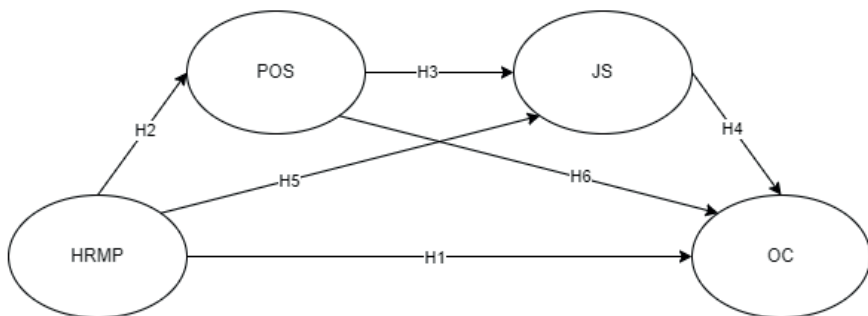The design of the study was outlined as follows:

*Figure 1. **The Proposed Model***

Therefore, the following hypotheses were tested.

H1: There is relationship between HRM practices and organizational commitment.

H2: There is relationship between HRM practices and Perceived organizational support.

H3: There is relationship between Perceived organizational support and Job satisfaction.

H4: There is relationship between Job satisfaction and organizational commitment.

H5: There is relationship between HRM practices and Job satisfaction.

H6: There is relationship between Perceived organizational support and organizational commitment.

H7: Perceived organizational support mediates the relationship between HRM practices and organizational commitment.

H8: Job satisfaction mediates the relationship between HRM practices and organizational commitment.

H9: Job satisfaction mediates the relationship between Perceived organizational support and organizational commitment.

RESULTS AND ANALYTICS

In this part the results of the research are divided into three sections. First the analysis shows the findings using statistics of the participants and an overview of the variables observed. Next the study investigates into results using methods applied to the data collected, including correlation analysis hierarchical regression analysis and linear regression analysis, as well, as t tests and one way ANOVA. The last section of this chapter. Describes the results related to the tested hypotheses.

Research Sample

There are 360 participants who works in NGOs in Gaziantep participated in this study. The first sample of 50 respondents involved a face-to-face visit to the organizations where they physically work. They completed the data on paper, which I then recorded into an electronic form. The remaining respondents in the sample, totaling 310, answered the questionnaire using an online survey form created by using Google Forms on social media platforms such as WhatsApp, Facebook and Instagram.

Data Collection Instrument

The research applied a method by conducting a survey questionnaire to discover the study question using analysis. The study intensive on the NGOs' employees' demographics in Gaziantep, Turkey, where several non-governmental organizations (NGOs), such as United Nations (UN) agencies, local NGOs, and international non-governmental organizations (INGOs) are active. These organizations have been involved in aiding Turkish individuals in Turkey with funding from sources including UN agencies. The participants, in the study were staff members of these NGOs who are involved in decision-making processes.

In creating the questionnaire, for our study, we were inspired by two research works. Firstly, we included elements from Guchaits (2007) research, which explored the relationship between human resource practices, perceived support within organizations, and psychological agreements and how they affect commitment and desire to stay in a job. Additionally, we incorporated insights from Meyers (2016) thesis, which looked into how different levels of onboarding impact perceived usefulness, commitment to the organization, support from the organization, and satisfaction with one's job. By utilizing these, in-depth studies, our questionnaire aims to delve into the details of how employees perceive and experience aspects to our research goals.

Descriptive Analysis

This section provides an analysis of the study participants traits highlighting demographic information such, as gender, age, marital status, education level, job position, company size and length of tenure, at the organization. Additionally, Table 4.1 offers an overview of the sample populations characteristics by showing both the frequency and percentage of each trait.

This part provides Exhaustive overview of the characteristics participants, highlighting the respondents' demographic information such as age, gender, education level, marital status, , position, size of the organization and tenure with the organization.

Moreover, Table1 explains the characteristics of the sample population, itemizing the percentage and frequency of each point.

Table 1 showcases the results of a survey involving 360 individuals. It indicates that 57.2% of the participants are aged between 20 and 30 35.2%

fall, in the 31 to 40 age group 18.9% are between 41 and 50 years old and 4.7% are over the age of 51 with an age range variability of 0.750.

In terms of gender breakdown, the survey shows that 77.8% identified as male while 21.4% identified as female and a small percentage of 0.8% chose not to disclose their gender resulting in a gender diversity measure of 0. 425. Regarding education levels findings indicate that around.

5.3% have completed high school,64.2% hold university degrees, 27.5% have master's degrees,3.1% possess PhDs; with an educational diversity factor measuring at about.609.

The survey also investigated into the employment sectors characterized by these individuals revealing that; 2.5% work in UN Agencies,20.03 % work in International NGOs and a significant majority of 71.7 % are employed by National NGOs; showcasing a diversity score reaching around.793.

Additionally data suggests that on respondents work for NGOs with deviation indicating an average size, for these organizations at approximately1..858.The majority reported having 6 to10 years' experience working within the NGO sector with variations reflecting an experience deviation measuring roughly.777.

Table 1 Demographic Findings of Organization employees

Gender (n=360)	frequency	Percentage %
Female	77	21.4
Male	280	77.8
I prefer not to say	3	.8
Total	360	100
Missing	0	0
Age (n=360)	frequency	Percentage %
20-30	69	57,2
31-40	206	35,2
41-50	68	18,9
51 or more	17	4,7
Total	360	100,0
Education Level (n=360)	frequency	Percentage %
High school graduate	19	5.3
University degree	231	64.2
Master's degree	99	27.5
PhD degree	11	3.1
Type of NGO(n=360)	frequency	Percentage %
UN Agency	9	2.5
INGO	73	20.3
NGO	258	71.7

other	20	5.6
Size of the NGO(n=178)		
0-49 employees	62	17.2
50-99 employees	49	13.6
100-199 employees	46	12.8
200-299 employees	41	11.4
300-499 employees	65	18.1
500 or more	97	26.9
Current Position in the NGO(n=360)	frequency	Percentage %
Assistant	26	7.2
Officer	122	33.9
Coordinator	73	20.3
Department Manager	82	22.8
CEO	7	1.9
General Manager	4	1.1
Consultant	15	4.2
other	31	8.6
Experience in the current NGO(n=360)	frequency	Percentage %
1-2 years	135	37.5
3-5 years	95	26.4
6-10 years	116	32.2
11 or more	14	3.9
Experience in the NGOs (n=360)		
1-2 years	27	7.5
3-5 years	63	17.5
6-10 years	214	59.4
11 or more	56	15.6

Table2 Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Gender	360	1	3	1.79	.425
Age	360	1	4	2.09	.750
MaritalStatus	360	1	2	1.77	.424
EducationLevel	360	1	4	2.28	.609
Type of your Organiation	360	1	4	1.42	.793
size of your Org	360	1	6	3.80	1.858
your position	360	1	8	3.41	1.921
experience with your Org	360	1	4	2.03	.924
Your Experience	360	1	4	2.83	.777
Valid N (listwise)	360				

Conclusion & Limitations

Validity and Reliability

In this study, we checked the reliability of the measurement tools by running analyses on four scales using Cronbach's alpha coefficient as shown in Table 3. The organizational commitment scale, with 18 items, showed a Cronbach's alpha of .811, indicating consistency among the items and confirming that the scale is a dependable measure of organizational commitment for our research.

Similarly, the perceived organizational support scale, comprising 8 items, had a Cronbach's alpha of .851. This result also demonstrated consistency and verified the reliability of the scale in gauging employees' perceptions of organizational support.

The human resource management practices scale had a Cronbach's Alpha of .966 across 38 items signifying internal consistency. While this high value suggests consistency in measuring human resource management practices it prompts us to consider overlap among some items. We need to assess each item to ensure its contribution to measuring the constr0uct.

Moreover, the job satisfaction scale with 5 items showed a Cronbach's Alpha of .885. This robust alpha value reinforces the reliability of the scale, in assessing participants job satisfaction levels.

Together these strong alpha values, for features highlight the strength and reliability of the assessment tools used in this research. The measures for commitment to the organization perceived support from the organization, human resources management practices and satisfaction with work all show consistency within themselves strengthening their relevance, to the goals of this study.

Table 3 Reliability Analysis of Scales

	Cronbach's Alpha	N of Items
Organizational Commitment	.811	18
Perceived Organizational Support	.851	8
Human Resource Management Practices	.966	38
Job Satisfaction	.885	5

Conclusion and Limitations

First of all, it should be noted this paper is part of an ongoing research and it is beyond of completion but still gives hints about the relation between HRMP and organizational climate.

In conclusion, the study delved into the intricate relationship between HRM practices, perceived organizational support, job satisfaction, and organizational commitment within Non-Governmental Organizations (NGOs) in Turkey. Through a thorough examination of existing literature and empirical analysis, it has been established that HRM practices significantly influence organizational commitment, mediated by both perceived organizational support and job satisfaction.

The findings underscore the importance of fostering a supportive organizational culture and implementing effective HRM practices tailored to the unique needs of NGOs. By nurturing a climate of trust, recognition, and support, NGOs can enhance employees' perceptions of organizational support, thereby increasing their job satisfaction and commitment to the organization's mission and goals.

This study contributes theoretical domain right now and practical domain when it's completed by offering insights into the mechanisms through which HRM practices impact organizational commitment in the context of NGOs in Turkey. It emphasizes the pivotal role of perceived organizational support and job satisfaction as mediating factors in this relationship, providing a roadmap for HR practitioners and organizational leaders to optimize employee engagement and commitment within NGOs.

Moving forward, future research could explore additional contextual factors and organizational variables to further refine our understanding of the intricate dynamics shaping organizational commitment in NGOs. Additionally, longitudinal studies could provide valuable insights into the evolution of these relationships over time, enabling organizations to adapt their HRM strategies accordingly and foster sustainable employee engagement and commitment.

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