

Investigating The Role Of Feedback Mechanisms In Shaping Employees' Commitment And Loyalty To The Organization

Manzar Rehman*¹, Tong Zelin*², Nurudeen Olalekan Orunbon³, Muhammad Abdullah Khan⁴, Dr. Faisal Shafique Butt⁵, M Asjad Abbasi⁶, Tariq Rafique⁷, Shabana Naz⁸

¹International Business School of Hainan University, 570228 P.R China, Email: manzar.rehman@icloud.com

²International Business School of Hainan University 570228 P.R, China, Email: Leotong@126.com

³Lecturer II, Educational Management, Lagos State University, Lagos, Nigeria, Email: nurudeen.orunbon@lasu.edu.ng

⁴Department of Applied Economics, Hunan University, China, Email: Bhutta090@gmail.com

⁵Assistant Professor, Department of Computer Science, COMSATS University Islamabad, Wah Campus Email: faisalbutt@ciitwah.edu.pk

⁶Department of management science, Preston University kohat Islamabad Campus Email: asjad.abbasi@gmail.com

⁷Assistant Professor Dadabhoy Institute of Higher Education, Karachi, Pakistan E mail: dr.tariq1106@gmail.com

⁸Crop Reporting Service, Agriculture Department Sargodha, Govrenment of Punjab shabananaaz104@gmail.com

*Corresponding author

ABSTRACT

Objective:

To develop a tool assessing employees' organizational commitment levels and their perceptions of specific human resource policies influencing this commitment.

Methods:

- **Participants:** 706 individuals (580 men, 126 women).
- **Questionnaire Structure:** Two parts - ad hoc section (pertaining to policy perceptions) and an adjusted section (based on Porter's Organizational Commitment O.C.Q.).

- **Analysis Techniques:**

- Exploratory and confirmatory factor analyses.
- Internal consistency measured via Cronbach's alpha.

Results:

The model, derived from the questionnaire, encompasses five key factors: management style, organizational commitment, professional training, corporate communication and recognition and compensation. Both the overall questionnaire and its components demonstrated strong internal consistency.

Keywords: organizational commitment, structural equations, assessment, opinion of human resource practices, psychometric characteristics.

INTRODUCTION:

Any organization nowadays is pressured to participate in a continuous, knowledge-forced revolution. To be original and involved, you should show that as a manifestation of your talent. The amount of work managers must put forth to recruit, nurture, and keep the talent their firms need to remain competitive is growing. The company will eventually impact the society it is a part of once innovation is achieved through new products and services. Uncertainty, ambiguity, globalization, and constant change will challenge stable and conservative environments, forcing any organization to consider strengthening the connections between its people management policies and organizational commitment [1].

This commitment, which is a psychological tie, will then translate into a stronger sense of identification and participation of the individual with his organization. An organization engaged in continuous improvement must also assess how its employees feel about its people management practices to gauge their commitment level. In a strict sense, satisfaction, commitment, and motivation are not H.R. policies; instead, they are more closely related to the effects of the organizational practices that have been put in place. The policies are what you need to change if you want to manage these problems [2].

As a result, a relationship is created in which each party, in addition to placing their own implicit, reciprocal, and reciprocal expectations at the center of the relationship outside of the formal contract of the employment relationship, must also do so with their Responsibility: the worker in his

commitment, and the coworker in the part of the treatment that corresponds to them. Nevertheless, "the organization, like the other party to the relationship, provides the context for the creation of the psychological contract, but itself in return cannot have a psychological contract with its members" Since an organization may only interact with and negotiate on behalf of itself through its representatives, managers and executives are also the other party to the employment contract [3].

From such a viewpoint, ordinary interactions' words, writings, inferences, and happenings manifest as reliable indicators of future intents. In general, two factors are at play: external messages, the primary mechanism being people management policies and the meanings that each person assigns to them. "Understanding employee perceptions about mutual obligations can be at least as important as creating a contractual relationship with a particular set of clauses," the authors write. "When the employer does not duly meet employees' expectations, their extra-role engagement and behaviour suffer, resulting in reactions that will lead to decreased trust, commitment, and performance in the workplace" [4].

We must consider how organizational and societal circumstances affect employee engagement in light of those above. What, for instance, enables some workers to display little dedication in their home country while displaying an opposing attitude in another? Thus, if we extrapolate Bernárdez's research with Mexican migrant workers to the United States to the group of emigrants regardless of the place of destination, we conclude that a worker immersed in a social structure that does not excite him or provide him with obvious growth opportunities, who responds positively to social pressure, is more likely to be successful than one who is not [5].

When, despite being rootless and unable to communicate, you are met with expectations of economic progress and more effective work systems, you change your behaviour by decreasing your contribution and efforts and focusing your energies and resources on moving to a different country. According to this viewpoint, the organization's responsible for offering a suitable environment for employees to feel engaged. After choosing appropriate employees, the business should develop policies that support the right environment for fostering this engagement with the organization [6].

It's common to overlook the systemic aspect of performance issues based on worker conduct and accomplishments (their primary precursors). The challenges he encounters that lead to losing his original dedication are frequently not considered. When people are made to work in a problematic system, their motivation, desire, and commitment generally decline. The only way the company can directly affect the employee is by strengthening its people management practices and, most importantly, by creating effective communication plans. This will prevent the employee from working in a setting that causes him to lose interest in the company [7].

In an organization, the question is not if we can change this or that behaviour feature, but rather, which approaches are most likely to produce the desired outcomes. Most people care about doing well at work because they possess the necessary abilities, drive, and dedication. Except for a small minority, people tend to know a lot about how they do at work. Thus, their motivation and ability should only be considered a potential cause of issues after exploring other options for improving the information. Tools that are presented, the incentives and performance are correctly aligned, and expert training is available [8].

Therefore, you must concentrate on enhancing the environment that the company produces for its employees to assist workers in increasing their engagement, effectiveness, and performance (figure 1).

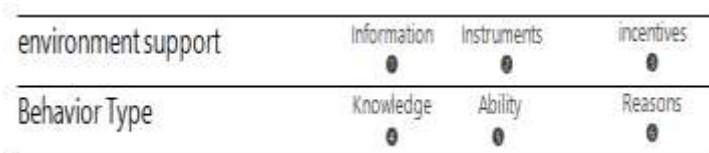


Figure 1: shows performance development

Gilbert contends that the sequence shown in Figure 1 is the most effective because, in most cases, assisting in overcoming deficiencies in the aspects indicated is less expensive (avoiding the loss of commitment) and can achieve, indirectly, the same effect. Gilbert does not discount the importance of motivations in favour of information, tools, incentives, or knowledge. Therefore, knowing how employees view people management rules can help us comprehend how these policies enhance organizational engagement. The policies manifested in the definition of such policies would be viewed through the eyes of two mediators: the boss himself,

with his unique management style, and the top management [9].

It will be crucial to maintain organizational commitment because, according to studies by numerous writers, it is a prerequisite for higher performance and outcomes. It will also improve their expression to foster a positive environment and surround the best with a talent network within the company. We can determine the success of a company's policies and what may be done to enhance them by assessing engagement inside that organization. As a result, and by the preceding, it will reflect how people management policies are seen while also becoming a model for improved performance [10].

OBJECTIVE OF THE INVESTIGATION:

This effort aims to create a tool that may be used in future assessments to gauge how committed employees are to the corporation and how they feel about specific H.R. policies that have been established. For this reason, the psychometric properties of a questionnaire were developed and compared, allowing the execution of particular people management policies intended to increase employees' level of commitment based on improving their perception of the policies above. The goal was to increase productivity and job satisfaction rates and, as a result, lower absenteeism and staff turnover rates, which would lower the high direct and indirect costs [11].

To show the scale's internal consistency and construct validity, we used alpha coefficients and component analysis to examine its reliability and validity. According to the intended questionnaire structure, the exploratory factor analysis (nobleman rotation) should first reveal a five-component structure, which we anticipate will subsequently be validated by the confirmatory factor analysis [12].

By offering information on the factor structure, reliability, and validity of these people management policies, we want to create a valuable tool for researching the Impact employees' perceptions of these policies have on their degree of organizational commitment [13].

METHOD:

Participants

The survey was completed by 706 employees of the security firm Securitas who were dispersed throughout Spain and had an average age of 42, a maximum period of 64, and a minimum

age of 20. The age groups with the highest percentages of respondents were those between 20 and 39 (35.98%) and those over 50 (27.90%). Table 1 shows that 580 men (82.2%) and 126 women (17.8%) make up the gender distribution [14].

Table 1: shows the sample's socio-employment distribution broken down by gender.				
Function in the company	H	M	Total	Ratio H/m
managers	28	9	37	3,1
Middle managers	71	11	82	6,5
Personnel without Responsibility for third parties	481	106	587	4,5
TOTAL	580	126	706	4,6
Source: self-made.				

As shown in Table 1, we observe the absence of female executive personnel (a situation that could be characterized as "classic" in the sense of what was common in the corporate environment until relatively recently); and that still exists today in some organizations, and in a more accentuated way in security organizations, because heirs of some beginnings - the decade of the 1970s and 1980s of the last century in which the presence of managerial cadres coming from female backgrounds was prevalent; The previous dysfunction persists even though this is no longer the case because the current directive of origin does not correspond to the prior extraction [15].

It also manifests itself, in an even more accentuated way, in middle management, a task that is achieved with promotion, and to a lesser extent, but still significantly, in personnel without Responsibility towards third parties, which reflects the vision one has of an activity that continues to be perceived as masculine. The corporation emailed the questionnaire to the staff, who filled it out privately and anonymously throughout May 2017 [16].

TOOL AND VARIABLES:

The survey questionnaire is divided into two sections (see Table 2). The first (P-1) seeks to learn how employees see the following personnel management practices:

- Management approach. Relates to how the worker views the boss regarding the manager's performance.

- Communication and information. This aims to ascertain the worker's assessment of the information and communications received and the suitability of the same.

- Expert instruction. Centred on learning how employees feel about the resources and tools provided and the ongoing training they receive for its constant upgrading and recycling.

- Paycheck. The employee's perception of their pay structure. Additionally, in the second (P-2):

- The organization's dedication. This assesses whether a person wants to continue putting forth significant effort and accept the organization's beliefs and goals. High ratings from the employee are consistent with his enthusiastic views of the business, with which he identifies and wants to stay. Low scores show us that employees are not engaged [17].

(P-1)

item	Management style
1.	My boss regularly informs me of the mission, objectives, and responsibilities of my current job.
2.	I know, through him, what is expected of me, as well as how my work will be valued.
3.	You have informed me, at work, what behaviors and actions are considered appropriate.
4.	My boss is correct in the forms.
5.	Comply with what was previously agreed.
6.	He attends and listens to any proposal or suggestion that is made and tries to put it into effect.
7.	He is fair in his actions.
8.	He is involved in the development of the people who work with him.
9.	It is an example of conduct in defense of company ethics.
Information and communication	
10.	I receive information about the future plans of the company.
11.	I receive information about its evolution.
12.	The company encourages those of us who work in it to propose improvements that favor performance and the work environment.
13.	If, as a consequence of a proposal, improvement is obtained, it is rewarded.
14.	The information flows regularly, so it cannot be considered an exceptional event.
Professional training	
15.	My work 'tools' are appropriate.
16.	The work procedures are adequate.
17.	I receive appropriate technical training.
18.	I receive training in relationship skills with clients, colleagues, collaborators... (Conflict resolution, negotiation, emotional intelligence...).
19.	negotiation, emotional intelligence...).
20.	The office, office or workplace where I carry out my activity is cozy and pleasant.
retribution	
21.	My remuneration is adequate compared to what my work colleagues receive.
22.	My remuneration is adequate compared to what is given in other companies in the sector for a similar task.
23.	The relationship between what I contribute to the organization and what I receive from it seems correct to me.
24.	The company has established clear criteria for internal promotion.
25.	It is the company's policy to reward those who perform their work excellently.

(P-2)

organizational commitment	
26.	I am willing to go to great lengths to contribute to the success of the organization.
27.	When I talk to my friends I tell them that my organization is a great place to work.
28.	I am loyal to this organization.
29.	I would accept almost any type of assignment to continue working here.
30.	I believe that my values and those of the organization's leadership are very similar.
31.	I am proud to say that I am part of this organization.
32.	If the type of work in another organization were similar, I would prefer to continue in the current one.
33.	The management of the organization contributes to my feeling motivated in the performance of my work.
34.	In my current circumstances, I would be quite upset if I had to leave this organization.
35.	I am delighted that I chose this organization to work for and not others I considered joining at the time.
36.	Yes, it is worth staying working in this organization indefinitely.
37.	I almost never disagree with the organization's policy on employee-related matters.
38.	I care a lot about the future of this organization.
39.	For me this is the best possible organization to work for.
40.	Definitely, the decision to work in this organization has been a success on my part.

Figure 2: V-1 of the Questionnaire P-2,

A Spanish translation of Porter's O.C.Q., in which the items of the negative expression have been adapted to others which, maintaining the same intention, present affirmatives, the difficulty of reversing the recommended qualifying way of doing so. This questionnaire was created ad hoc for the current study. Both viewpoints are provided on a Likert-style answer scale, which ranges from strongly disagree (1) to agree (5) strongly. The questionnaire's initial version (V-1) has a structure of 40 items, of which the first 25 are the ad hoc portion, and the latter 15 are Porter's OCQ-adapted portion [17, 18].

DATA ANALYSIS:

The dimensionality of the questionnaire was investigated using exploratory factor analyses, and a second-order factor analysis served as the foundation for a proposal for confirmatory factor analysis. The total Cronbach's alpha coefficient and each subscale were calculated before conducting an exploratory factor analysis using the Oblimin-type oblique rotation method to determine the structure of the factors extracted from the questionnaire. A second-order factor analysis was conducted to observe how the system changed and served as the foundation for confirmation, reaffirming the discovered form. Finally, the reliability coefficient was computed for the final questionnaire using Cronbach's alpha, and each factor was derived using factor analyses [19].

The statistical program utilized for this first section was SPSS_24. Using the statistical program S.P.S.S. Amos 25, a confirmatory factor analysis was conducted based on its findings. The following criteria were used to assess the Model's goodness of fit: the R.M.S.E.A. index (Approximation of the square root of the error), which, despite being proposed for some time, has only recently been recognized as one of the indices that offer more information on covariance structures, where values lower than 0.08 indicate significance; the index $2(\chi^2)/D.F.$ (in A.M.O.S.: CMIN/DF), since to reduce the dependence of 2 on the sample size, it is divided among the degrees of freedom; and the index 2 [20].

RESULT:

The validity of the general survey. V-1

Using Cronbach's alpha coefficient, the questionnaire's reliability was examined. A value of 0.971 was obtained, above the applied research minimum (0.90-0.95), validating the

questionnaire's internal solid consistency. Additionally, each subscale's reliability indices were calculated and ranged from 0.83 to 0.96, confirming the subscales' high internal consistency (Table 2).

Table 2: Shows each subscale's Cronbach's alpha.					
subsc ale	mana gerial style	Informat ion and commun ication	Professi onal training	retrib ution	Organizat ional Commit ment
Cronb ach's Alpha	0,9 59	0 , 9 3 9	0 , 8 7 7	0, 82 6	0 , 9 5 0
Source: Own elaboration based on statistical treatment with S.P.S.S. 24.					

Table 3 displays the essential univariate data for the 40 survey questions and the overall items' adjusted association. The most excellent average was achieved for item 28 (4.401), followed by items 26, 38, and 32, all scoring over four, demonstrating how the top standards correspond to the organizational commitment subscale. Although item 13 has the lowest score (2.055), the information and communication subscales and the remuneration subscale have the lowest averages. It should be observed that the information and communication subscale is entirely asymmetric-positive. The variables show some asymmetry, with the majority being asymmetric-negative [21].

The distributions are all practically normal if we look at the mean and median, which show that they are similar or nearly equal in most elements; It does indicate that item 28 earns a score of 5 in 440 of the 706 potential occurrences, which is 62.32% of the total, and given the value anticipated by the median (5) for items 28 and 38. 38, 357, likewise 50.57% of the total, is the case. The author established the limits in absolute value, which allow us to determine if the behaviour of a distribution is similar or not to that of a distribution regarding compliance with the criterion of normality of the scale variables. Average [22].

According to these authors, skewness values between 0 and 2 and kurtosis values between 0 and 7 exhibit characteristics of a normal distribution. As a result, after consulting the descriptive table, it is possible to confirm that each variable has indices consistent with the trend of a normal distribution. All of the variables' asymmetry indices are less than 2 in absolute value, with item 28 having the worst deal at 1.71. It should be observed that the organizational commitment scale has the highest importance in the table, specifically items 26 (1.40), 28 (1.71), and 38 (1.37); the remainder has indices below or extremely close to 1 [22, 23].

All of the kurtosis indices' values are less than 7, with item 28's value of 2.80 representing the worst situation. It should be noticed that the three organizational commitment scale items with the highest values in the table are 26 (1.66), 28 (2.80), and 38 (1.35), followed by two management style factor items: 2 (1.35) and 8 (1.34); the rest of the items have indices that are less than or extremely close to 1. In conclusion, it should be noted that only two variables (26 and 28) on the organizational commitment scale, out of a total of 40 items and with a much more restrictive criterion: 1 would be clearly above this criterion (26: +0.66 and 28: +1.80), though always within the initially reported values [24].

Elements that capture the emotions of the organization in which the study is conducted because it is, if not the most important in the sector in Spain, then one of the two most important, which encourages the existence of a solid organizational commitment because all expectations of a change of the company will materialize, both on its initiative and through subrogation of personnel, evoking a worse corporate situation [25].

Table 3: Adjusted total item univariate statistics and correlation coefficient.							
subscale	Item	Half	Median	Standard deviation	Asymmetry	kurtosis	Corrected item-total correlation

Management Style	1	2,956	3,000	1,0417	0,015	-1,275	0,722
	2	2,806	3,000	1,0452	0,140	-1,346	0,753
	3	3,323	3,000	1,0378	-0,362	-1,069	0,654
	4	3,654	4,000	1,0336	-0,707	-0,637	0,654
	5	3,370	4,000	1,0414	-0,390	-1,136	0,728
	6	3,218	3,000	1,0393	-0,268	-1,167	0,732
	7	3,180	3,000	1,0364	-0,210	-1,132	0,756
	8	3,038	3,000	1,0442	-0,053	-1,339	0,776
	9	3,248	3,000	1,0443	-0,325	-1,201	0,762

			0	3			
Information and Communication	10	2,320	2,000	1,300	0,567	-0,856	0,692
	11	2,377	2,000	1,286	0,491	-0,920	0,697
	12	2,470	2,000	1,307	0,438	-1,097	0,731
	13	2,055	2,000	1,087	0,848	-0,225	0,682
	14	2,394	2,000	1,243	0,444	-0,864	0,758
Professional training	15	3,139	3,000	1,274	-0,241	-0,989	0,608
	16	3,106	3,000	1,205	-0,210	-0,891	0,680
	17	3,061	3,000	1,302	-0,136	-1,040	0,668
	18	2,769	3,000	1,303	0,119	-1,172	0,629

			0 0	4 7			
	1 9	3, 09 9	3 , 0 0 0	1 , 3 5 1	- 0,184	- 1,13 2	0,50 0
	2 0	2, 82 2	3 , 0 0 0	1 , 3 0 1	0,043	- 1,08 9	0,69 9
Retribution	2 1	2, 92 4	3 , 0 0 0	1 , 2 8 2	- 0,039	- 1,00 8	0,47 9
	2 2	3, 25 4	3 , 0 0 0	1 , 2 3 9	- 0,279	- 0,77 1	0,38 0
	2 3	2, 60 6	3 , 0 0 0	1 , 2 6 3	0,276	- 0,97 1	0,67 5
	2 4	2, 39 2	2 , 0 0 0	1 , 2 7 0	0,443	- 0,90 1	0,67 2
	2 5	2, 10 8	2 , 0 0 0	1 , 2 0 0	0,744	- 0,48 3	0,68 2
Commitment organizational	2 6	4, 17 8	4 , 0 0 0	1 , 0 2 3	- 1,400	1,66 4	0,52 3
	2 7	3, 52	4 , ,	1 , ,	- 0,494	- 0,72	0,74 7

	5	0	2		6	
	0	0	5			
	0	0	7			
28	4,401	5,	0,	-1,713	2,800	0,513
		0	9			
		0	2			
		0	7			
29	2,868	3,	1,	0,056	-1,047	0,506
		0	3			
		0	2			
		0	4			
30	3,208	3,	1,	-0,245	-0,999	0,743
		0	3			
		0	0			
		0	8			
31	3,756	4,	1,	-0,794	-0,420	0,747
		0	2			
		0	9			
		0	0			
32	4,016	4,	1,	-1,112	0,487	0,642
		0	1			
		0	7			
		0	0			
33	2,761	3,	3,	0,152	-1,174	0,819
		0	3			
		0	5			
		0	5			
34	3,755	4,	1,	-0,775	-0,451	0,575
		0	2			
		0	9			
		0	1			
35	3,799	4,	1,	-0,780	-0,236	0,724
		0	1			
		0	9			
		0	8			
3	3,	4	1	-	-	0,71

	6	82	,	,	0,790	0,38	2
		4	0	2		8	
			0	4			
			0	2			
	3	3,	3	1	-	-	0,61
	7	15	,	,	0,150	0,92	8
		9	0	2		8	
			0	7			
			0	2			
	3	4,	5	1	-	1,34	0,56
	8	16	,	,	1,365	5	1
		3	0	0			
			0	7			
			0	7			
	3	3,	4	1	-	-	0,66
	9	46	,	,	0,506	0,72	9
		9	0	2		0	
			0	8			
			0	4			
	4	3,	4	1	-	-	0,72
	0	82	,	,	0,806	0,12	4
		4	0	1		7	
			0	7			
			0	2			
Source: Own elaboration based on statistical treatment with S.P.S.S. 24.							

Except for variables 21 and 22, which exhibit weights of 0.48 and 0.38, the adjusted item-total correlation is shown with consequences greater than 0.50 in all items. However, it was decided to include it when it presented a load greater than 0.35, a value above which a correct element-total correlation is regarded as statistically significant above 1%. This shows that everyone contributes to measuring what the questionnaire measures and does so in the same direction [26].

FACTOR STRUCTURE:

The Kaiser-Meyer-Olkin index and Barlett's sphericity test were used to determine whether the ability to do factor analyses was adequate (K.M.O. = 0.969; Chi-squared = 25491.345; df = 780; Sig = 0.000). Using principal components as the extraction method, five factors were found by exploratory factor analysis. According to Kaiser's rule (1958), these factors displayed an eigenvalue more significant than one and an oblique rotation

of the Oblimin type. The assumption that the components are interrelated led to the implementation of this strategy. This allowed for identifying five distinct and easily distinguished factors from the component matrix, which explained the total variation of 69.308% and fell within the range (60% to 70%) that social scientists deem appropriate [27].

Table 4: Matrix of rotated factors with explained variance and eigenvalues. rotational oblivion					
items	component				
	ED	CO	CCR	RE	CP
1	0,700				
2	0,881				
3	0,849				
4	0,665				
5	0,675				
6	0,817				
7	0,780				
8	0,839				
9	0,895				
10			0,816		
11			0,733		
12			0,667		
13			0,844		
14			0,767		
15					- 0,818
16					- 0,762
17					- 0,604
18					- 0,553
19					- 0,773
20					- 0,670
21				0,863	
22				0,901	
23				0,564	
24			0,515		

25			0,569		
26		0,60 6			
27		0,48 2			
28		0,81 0			
29		0,75 2			
30		0,66 4			
31		0,79 9			
32		0,74 5			
33			0,362		
34		0,87 7			
35		0,82 1			
36		0,85 0			
37		0,48 1			
38		0,69 5			
39		0,78 5			
40		0,82 0			
variance (%)	4681 2	9,32 3	5,116	3,878	3,148
Eigenvalue s: Explained	16,02 1	4,78 5	2,047	1,551	1,259
Accumulat ed (%)	45,70 3	56,16 6	64,26 2	65,26 0	70,30 8
Source: Own elaboration based on statistical treatment with SPSS_24.					

The matrix of rotational factors, eigenvalues, and variance explained by each factor individually and collectively is shown in Table 4. It can be shown that no element in it, despite the

usage of oblique rotation, has saturations more than 0.40 in any factor other than load. As can be seen, the first component comprises nine items that relate to the management style subscale of the questionnaire and emphasize participative management and job-well-done acknowledgment. Therefore, "Management Style (E.D.)" shall continue to be the name of this element [28].

All fourteen items that comprise the second factor agree with Porter's O.C.Q. Except for item 33, the questionnaire represents the maximum saturation in factor three. Therefore, "Organizational Effort (O.C.)" will continue to be the name of this element. Eight items comprise the third factor, of which the five with the highest weights relate to the subscale we previously referred to as information and communication. The following two items with the highest scores are 25 with a weight of 0.57 and 24 with a weight of 0.52, which in the initial questionnaire were in the subscale that we had previously referred to as remuneration, and which now present their maximum saturations in this factor three [29].

Last but not least, item 33, initially discovered on the scale of commitments and which, as we have already mentioned, has a factor of three and a weight of 0.36 but no saturation. Since three of the eight items (12, 13, and 25) refer to the corporate value of acknowledging both improvement proposals, which promote a good climate and performance, such as a job well done, we refer to this factor as "Corporate Communication and Recognition (C.C.R.)" in light of these results [30].

The fourth factor comprises three items: 22 with a weight of 0.90, 21 with a weight of 0.86, and 23 with a weight of 0.56. Initially, these three items were among the five that made up the subscale of the remuneration system, a name we continue to use for this factor because the three elements that define it refer to the three traditional requirements for a wage system: that it be internally fair, externally competitive, and motivating. "Remuneration (RE)" was the name of it [31].

The sixth factor, professional training, comprises six items equivalent to the six items in the professional training subscale. These items include work tools and procedures, ongoing technical and professional training, and the development of social skills required for the job position and, ultimately, the workplace. We continue to refer to this aspect as "continuing professional education in its broadest sense, covering various areas of knowledge (P.C.)" as a result [32].

After this initial study, a second-order factor analysis was carried out to clarify and simplify the structure produced by the initial research and further comprehend the resulting groupings. Four factors are identified through second-order factor analysis that accounts for all variance (see Table 5 for the matrix of second-order factors rotated using the Oblimin rotation method and the variance explained by each factor's contribution to conflict). the reality); Except the C.P. factor, which has items that start to spread their saturations in the C.C.R. (items 17, 18, and 20), RE (items 16 and 19), and E.D. (item 15) factors, all are identical to those found in the first order factor [33].

From a logical standpoint, it makes sense that items 17 and 18 in C.C.R. are saturated because technical and social skill training for employees is a component of communication, and item 20 is soggy because when a company uses planning, it avoids technological obsolescence and promotes the recognition of a job well done. It seems sense that RE dominates items 16 and 19, which are concerned with the suitability of practices, sites, offices, or workplaces, as it is a factor that alerts to circumstances that may serve as motivators for employees, such as, for instance, having adequate structures and processes in place [34].

As a necessary good for the completion of the task, the work tools presuppose a reason for a habitual relationship with the respective boss, so their management style will influence the worker has the perception of how his needs must be met with the proper means. Item 15, which reports the adequacy of the standards with which the staff is equipped, weighs on the E.D. factor.

Table 5: Factor rotation matrix of second order. Variance that each component explains. rotational oblivion				
items	component			
	CO	CCR	ED	RE
1			0,971	
2			0,932	
3			0,949	
4			0,982	
5			0,936	
6			0,917	
7			0,930	

8			0,987	
9			0,993	
10		0,954		
11		0,982		
12		0,977		
13		0,950		
14		0,946		
15			0,629	
16				0,659
17		0,726		
18		0,831		
19				0,727
20		0,711		
21				0,862
22				0,957
23				0,930
24		0,837		
25		0,979		
26	0,916			
27	0,998			
28	0,976			
29	0,973			
30	0,931			
31	0,997			
32	0,960			
33		0,796		
34	0,977			
35	0,953			
36	0,979			
37	0,989			
38	0,979			
39	0,983			
40	0,972			
Explained	36,98	27,98	22,76	9,87
variance (%)	23.65	54.89	78.66	100
Accumulated (%)				
Source: Own elaboration based on statistical treatment with S.P.S.S. 24.				

The generalized least squares method, which exhibits the same properties as the maximum likelihood method under less strict multivariate normality conditions and which becomes more appropriate as the sample size increases, was used to conduct confirmatory factor analysis based on the findings of the previous first- and second-order factor analyses. The items that did not enter the measurement submodel meet that load, which is the minimal allowed weight of an indicator about its construct, a factorial bag of 0.70, eliminating as much collinearity between variables as possible [35].

Seven entries have been removed from the C.O. factor: 29, 30, 31, 32, 34, 35, and 37. Information in entry 27: "When I talk to my friends, I tell them that my organization is a great place to work," I would pick myself up in entry 31: "I am proud to say that I am part of this organization." Points 29, 32, and 35 read, "I would accept almost any type of assignment to continue working here; If the type of work in another organization were similar, I would prefer to continue in the current one; and I am happy that I chose this organization to work and not others I had thought about joining at the time," and point forty, "unquestionably, the decision to work in this organization was a wise move on my part."

For those of 34 and 36, it is worthwhile to continue working in this organization indefinitely since I care deeply about the future of this organization. At the same time, for those of 38, it would hurt me significantly to quit this organization, given my current circumstances. At points 26, 28, and 39, I am willing to go to great lengths to contribute to the success of the organization; I am loyal to this organization; at points 30 and 37, I believe that my values and those of the management of the organization are very similar; I rarely disagree with the organization's employee policy. This is the best possible organization to work for [36].

Two components of the C.C.R. factor have been removed: 24 and 25. Details about both goods The company encourages those of us who work for it to propose improvements that favour performance and the working environment; if an edit is obtained as a result of a proposal, it is rewarded. The company has established clear criteria for internal promotion. The company typically rewards those who excellently do their job. Finally, items 16, 18, and 19 in the C.P. factor were dropped. The information on items 16 and 19 - "the work procedures are adequate; the office, office, or workplace where I conduct my business is welcoming and

pleasant" - indicates that I am qualified for employment with company 15 and that "my work tools are adequate."

I receive training in interpersonal relationships with clients, coworkers, and collaborators, which is item 18 in the checklist, would be incorporated into item 17, "I receive adequate technical training." No element was cancelled in the E.D. or RE factors.

Model 1 and Model 2 were compared and contrasted. Model 1, which matches the outcome of second-order factor analysis, contains four factors (C.O., C.C.R., E.D., and RE). In contrast, Model 2 suggests a five-factor structure (E.D., CO, C.C.R., RE, and C.P.), which matches the first-order exploratory factor analysis outcome [37].

The saturation of item 33 (number 23 in Table 3), which switches from saturation in C.C.R. to P.C., is then modified while considering the modification indices. Additionally, the errors of items 7, 8, and 9 (numbers 14, 15, and 16 in Table 3) are correlated. The basis for this relationship is because "the errors between two redundant elements cannot be independent, since... the answers continue to be correlated by the similarity of content"; this is the case with the following elements: In addition to being ethical in his behaviours, he also takes an active role in the professional growth of those with whom he interacts at work. When the declarations of the ideals of justice, implication, and exemplarity seem to be redundant. The Model fit indices are shown in Table 6.

Table 6: shows the two proposed models' goodness-of-fit indices.						
Factorial Model	R.M.S.E.A.					
	χ^2/DF	L.O. 90		HI 90	GFI	PGFI
Model 1. Four factors.	3,590	0,057	0,061	0,064	0,875	0,741
Model 2. Five factors.	3,279	0,053	0,057	0,061	0,887	0,743

Model 2 Modified.	2,789	0,047	0,050	0,054	0,905	0,751
source: Own elaboration						

The "modified model 2" has the best indexes, indicating a significant improvement and adjustment compared to models 1 and 2 in all of its indices and within the range of values deemed sufficient. The suggested Model is still represented in Table 3, displaying its standard solution [38].

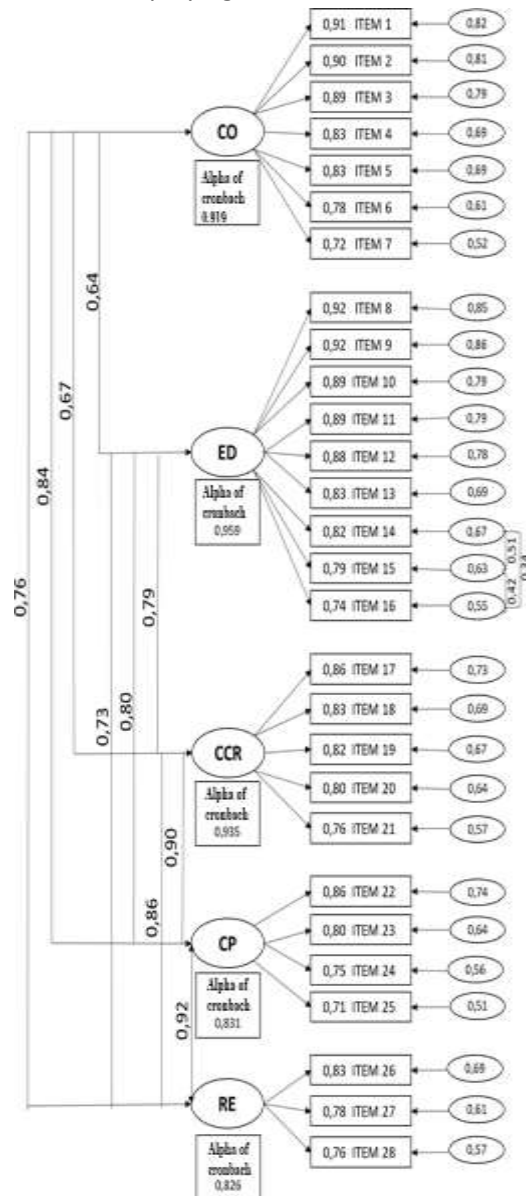


Figure 3: Modified M2 standard solution

According to Table 7, the loading factors for the C.O. factor, E.D., C.C.R., P.C., and RE are all between 0.72 and 0.91, 0.74

and 0.92, 0.76 and 0.86, and 0.71 and 0.86, respectively. The commitment has correlations with the other factors of 0.84 with CP, 0.76 with RE, 0.67 with C.R.C., and 0.64 with E.D. The correlations between the elements are all significant at 1%. The remaining components have a maximum correlation coefficient of 0.92 between P.C. and RE and a lowest correlation coefficient of 0.73 between RE and E.D. [39].

It is essential to draw attention to the agreement between the results of the second-order factor analysis, which found that the other factors absorb the factor C.P.; three of its components, 17, 18, and 20, saturate in C.C.R.; two, 16, and 19, in D; and 15, in E.D.; and the correlations discovered in the subsequent confirmatory factor analysis, where P.C. correlates with C.C.R.: 0.90 and with RE: 0.92; doing so to a lesser extent with E.D.: 0.80.

Additionally, the validity of the adjusted V2 (0.962) and its five elements was investigated. The coefficients for these factors ranged from 0.83 for RE and CP to 0.96 for E.D., demonstrating the excellent internal consistency of the characteristics and the entire questionnaire [40].

These findings provide empirical support for the proposed structure, leaving questionnaire V-2 with the components and questions listed below, ranked from highest to lowest by factor load (Figure 4). Table displaying the final questionnaire's structure, each factor's alpha, and the overall questionnaire's alpha [39].

CONCLUSIONS:

This study aimed to create a questionnaire enabling future surveys to assess how employees perceive specific people management practices that were hypothetically linked to organizational commitment. This commitment would manifest as a result of a psychological perspective recognizing that extra-role behaviours result from an emotional bond that motivates us to exert the most effort to perform well.

To gather information about the effect that different people management policies have on the organizational commitment of the organization's employees and to establish strategies, as necessary, to improve it, it is crucial to have a tool with these qualities that is valid and reliable. A five-factor model is suggested as a consequence of exploratory and confirmatory factor analyses: - Organizational commitment is the proactive approach an individual adopts to uphold high levels of commitment to the organization and the desire to remain there and accept its aims and ideals.

- Management style refers not only to a type of participatory management and its involvement in the development of people in their team but also to continuously providing feedback on behaviours expected of the employee at work.

- It also includes how employees perceive the management style of their direct superior. In other words, a management approach that fosters environments of trust, accountability, and involvement, enabling team members to contribute to the fullest extent feasible.

- Communication inside the company and praise, which relates to how the employee feels his informational and communicational needs are addressed, and recognition for a job well done.

- Professional training includes how staff members view the ongoing technical and technological training they receive, the social skills required for better performance in the job position, the tools available to them, and the procedures to follow.

- Remuneration, which addresses the traditional expectations of a wage system, including that it be internally equitable, externally competitive, and employee-motivating.

The Model predicted that organizational commitment would be related to professional training, compensation, corporate communication and recognition, and management style through the numerous analyses that were conducted, both exploratory and confirmatory. Compared to the logical approach to designing the original questionnaire, this new form offers a higher capacity for explanation. When developing and implementing human resource strategies aimed at strengthening levels of commitment to increasing productivity levels, improving job satisfaction, retaining talent, and, ultimately, reducing external turnover and absenteeism rates, with the consequent reduction of the high direct and indirect labour costs, personnel managers in businesses must have a thorough understanding of the factors that can affect the improvement of the degree or level of organizational commitment of workers.

For this information, structural equation models offer the best methodology to separate the pertinent variables and ascertain their influence on the examined phenomenon within the theoretical models. It cannot be assumed that the independent variables of the models with good fit cause causation, even though structural equation models offer an

excellent methodology for studying causal relationships and, consequently, for obtaining empirical evidence for manipulating variables with some guarantees of success. It can be said that the associations the researcher hypothesized are most existent in the data examined (2007: 420–421).

With this goal in mind, we investigated whether employees' perceptions of a company's management style (E.D.), company communication and recognition (C.C.R.), compensation (RE), and professional training (P.C.) were related to their level of organizational commitment (O.C.). Since all of the correlations in Table 7 have significance levels of alpha 1%, it was determined that these factors correlate with the level of organizational effort (C.O.). Therefore, We may assume that by implementing human resource management practices that support the employees' perceptions of the policies above, we will significantly increase their organizational commitment.

In conclusion, the questionnaire presented here is valuable for evaluating how employees perceive personnel management practices that affect their organizational commitment. To plan and build regulations that allow the worker to adopt behaviours that go far beyond what is deemed a strict responsibility, it is therefore offered as a valuable instrument in future research on this subject.

REFERENCES:

1. Agarwala, T., Innovative human resource practices and organizational commitment: An empirical investigation. *International journal of human resource management*, 2003. **14**(2): p. 175-197.
2. Manuti, A. and M.L. Giancaspro, People make the difference: An explorative study on the relationship between organizational practices, employees' resources, and organizational behaviour enhancing the psychology of sustainability and sustainable development. *Sustainability*, 2019. **11**(5): p. 1499.
3. Ong, J.F.B., et al., Impact of quality work life and prosocial motivation on public health practitioners' organizational commitment and turnover intent. *Review of Integrative Business and Economics Research*, 2019. **8**: p. 24-43.
4. Suleman, A.-R., et al., Job rotation practices and employees performance: do job satisfaction and organizational commitment matter? *SEISENSE Business Review*, 2022. **2**(1): p. 13-27.
5. Vásquez-Torres, M.D.C., A.T. Salazar, and J.G.F. López, Analysis of the Impact of training on the performance of

- Small and Medium-sized enterprises in Northwest Mexico, by applying the Structural Equations Statistical Technique (SEM-PLS). *Management*, 2021. **25**(1): p. 75-98.
6. Suárez-Albanchez, J., et al., Organizational support and turnover intention in the Spanish I.T. consultancy sector: Role of organizational commitment. *Cogent Social Sciences*, 2022. **8**(1): p. 2051790.
 7. Ficapal-Cusí, P., M. Enache-Zegheru, and J. Torrent-Sellens, Linking perceived organizational support, affective commitment, and knowledge sharing with prosocial organizational behaviour of altruism and civic virtue. *Sustainability*, 2020. **12**(24): p. 10289.
 8. Donkor, F. and D. Zhou, Organizational commitment influences the relationship between transactional and laissez-faire leadership styles and employee performance in Ghanaian public service environments. *Journal of Psychology in Africa*, 2020. **30**(1): p. 30-36.
 9. Yang, T., et al., Perceived social support and presenteeism among healthcare workers in China: the mediating role of organizational commitment. *Environmental health and preventive medicine*, 2019. **24**(1): p. 1-9.
 10. Kim, M.-J. and B.-J. Kim, The performance implications of job insecurity: The sequential mediating effect of job stress and organizational commitment, and the buffering role of ethical leadership. *International journal of environmental research and public health*, 2020. **17**(21): p. 7837.
 11. Alkadash, T.M., Mediating role between authentic leadership, organizational commitment on talents turnover intention: In Palestine higher education. *TEST Engineering & Management*, March-April, 2020.
 12. Fragkos, K.C., P. Makrykosta, and C.C. Frangos, Structural empowerment is a strong predictor of organizational commitment in nurses: A systematic review and meta-analysis. *Journal of Advanced Nursing*, 2020. **76**(4): p. 939-962.
 13. Alserhan, H. and M. Shbail, The role of organizational commitment in the relationship between human resource management practices and competitive advantage in Jordanian private universities. *Management Science Letters*, 2020. **10**(16): p. 3757-3766.
 14. Gajić, T., et al., Women's role in organizational commitment and job satisfaction in the travel industry—evidence from the urban setting. *Sustainability*, 2021. **13**(15): p. 8395.
 15. Mailool, J., et al., The Effects of Principal's Decision-Making, Organizational Commitment and School Climate on Teacher Performance in Vocational High School Based on Teacher Perceptions. *European Journal of Educational Research*, 2020. **9**(4): p. 1675-1687.

16. Benkarim, A. and D. Imbeau, Organizational commitment and lean sustainability: Literature review and directions for future research. *Sustainability*, 2021. **13**(6): p. 3357.
17. Santi, M.W., N. Nandini, and G. Alfiansyah, The effect of burnout syndrome on turnover intention using organizational commitment as an intermediate variable. *Jurnal Administrasi Kesehatan Indonesia*, 2020. **8**(2): p. 109-122.
18. Ndlovu, T., E.S. Quaye, and Y.K. Saini, Predicting organizational commitment: The role of line manager communication, employee trust and job satisfaction. *South African journal of business management*, 2021. **52**(1): p. 11.
19. Geisler, M., H. Berthelsen, and T. Muhonen, Retaining social workers: The role of quality of work and psychosocial safety climate for work engagement, job satisfaction, and organizational commitment. *Human Service Organizations: Management, Leadership & Governance*, 2019. **43**(1): p. 1-15.
20. Shah, N.U., S.B. Naeem, and R. Bhatti, Digital data set management in university libraries: challenges and opportunities. *Global Knowledge, Memory and Communication*, 2023.
21. Mojtahedi, M. et al., Ranking the Factors Affecting the Retention of Human Capital with Organizational Support Approach (Case study: Mashhad University of Medical Sciences). *Future of Medical Education Journal*, 2022. **12**(2).
22. A.K.S.A.K.A.L., N.Y., A descriptive study on the work-life balance of Turkish employees in various sectors during covid-19 pandemic. *Journal of Research in Business*, 2021. **6**(2): p. 493-509.
23. Koschig, M., I. Conrad, and S.G. Riedel-Heller, Experiences and attitudes towards mental health problems in first-year German university students. *International Journal of Adolescent Medicine and Health*, 2021. **35**(1): p. 109-117.
24. De Carvalho, B.M.D.F., et al., G.O.H.A.I. and OHIP-EDENT Evaluation in Removable Dental Prosthesis Users: Factorial Analysis and Influence of Clinical and Prosthetic Variables. *Journal of Prosthodontics*, 2021. **30**(7): p. 581-589.
25. Ngaruiya, E., G. K'aol, and K. Njenga, Influence of Determining Strategic Direction on Organization Performance of Pharmaceutical Companies in Kenya. *The University Journal*, 2023. **5**(2): p. 150-161.
26. Hassan, M. and T.S. Jagirani, Employee turnover in public sector banks of Pakistan. *Market Forces*, 2019. **14**(1).
27. Gautam, P.K., Comprehensive reward system, employee motivation and turnover intention: evidence from Nepali banking industry. Gautam, P.(2020). Comprehensive Reward System, Employee Motivation and Turnover Intention: Evidence from Nepali Banking Industry. *Quest*

- Journal of Management and Social Sciences, 2019. **1**(2): p. 181-191.
28. Falahat, M., G.S. Kit, and L.C. Min, A model for turnover intention: Banking industry in Malaysia. *Asian Academy of Management Journal*, 2019. **24**: p. 79-91.
 29. Alparslan, A. and T. Saner, The Influence of Sustainable Talent Management on Job Satisfaction and Organizational Commitment: Moderating Role of In-service Training. *Revista de cercetare si interventie sociala*, 2020. **69**.
 30. Mosong, S.M., J. Komen, and J. Cheboi, Effect of talent management practices and employee engagement on commercial banks' perceived sustainable competitive advantage in Nairobi County, Kenya. *Nairobi Journal of Humanities and Social Sciences*, 2023. **7**(2).
 31. Lovely, S.N., M.K. Afzal, and Z. Alam, Impact of job satisfaction and organizational commitment on job performance of private bank employees in Bangladesh. *The U.S.V. annals of economics and public administration*, 2019. **19**(2 (30)): p. 112-123.
 32. Galvan-Vela, E., R. Ravina-Ripoll, and L.B. Tobar-Pesantez, A structural equations model of job disengagement from the constructs of organizational justice, job satisfaction, innovation and trust in the era of industry 5.0. *J. Legal Ethical & Regul. Issues*, 2021. **24**: p. 1.
 33. Kurniawaty, K., M. Ramly, R. Ramlawati, The effect of work environment, stress, and job satisfaction on employee turnover intention. *Management science letters*, 2019. **9**(6): p. 877-886.
 34. Malaysia, P., Internal corporate social responsibility practices and employees' job satisfaction in a Malaysian Banking company. *Jurnal Pengurusan*, 2019. **55**: p. 97-109.
 35. Zakirova, A., et al. Improvement of the procedure for assessing the personnel of the agricultural organization. In *E3S Web of Conferences*. 2019. EDP Sciences.
 36. Elian, S., et al., The Impact of career development, work-family conflict, and job satisfaction on millennials' turnover intention in the banking industry. *Journal of Business and Management Review*, 2020. **1**(4): p. 223-247.
 37. Sija, A., The influence of job satisfaction and its effect on employee turnover intention in the financial service industry of Malaysia. *European Journal of Economic and Financial Research*, 2021. **5**(1).
 38. Gerasimov, V.O., et al., Control in the human capital management system in the strategy of innovative development of a region. *Entrepreneurship and Sustainability Issues*, 2019. **7**(2): p. 1074.
 39. Wickramaratchi, D. and G. Perera, The Impact of talent management on employee performance: the mediating role

- of job satisfaction of generation Y management trainees in the selected public banks in Sri Lanka. 2020.
40. Alsafadi, Y. and S. Altahat, Human resource management practices and employee performance: the role of job satisfaction. *The Journal of Asian Finance, Economics and Business*, 2021. **8**(1): p. 519-529.