

**The impact of human resource management practices and organizational commitment on organizational excellence by applying to small and medium-sized enterprises (SMEs ) in the Arab Republic of Egypt**

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**Abstract**

The purpose of the study is to investigate the impact of human resource management practices on organizational excellence and the role of organizational commitment as a mediator in this relationship. The study was based on the positivism philosophy and the deductive approach. Primary data are collected through a questionnaire distributed to employees in small and medium enterprises (SMEs) and the sample is 400 questionnaires that are analyzed by regression analysis and structural equation modeling (SEM). The results concluded that there is a significant relationship between human resource management practices and organizational excellence (partially supported), there is a significant relationship between human resource management practices and organizational commitment (partially supported), and there is a significant relationship between organizational commitment and organizational excellence (partially supported). The effect of organizational commitment in the relationship between human resource management practices and organizational excellence is fully supported (entirely supported).

**Keywords:** the impact of human resource management practices, organizational excellence, and the role of organizational commitment, structural equation model.

**1- Introduction**

The changes that are happening in our world today as a result of the emergence of globalization and the resulting emergence of new concepts such as economic openness and market expansion, as well as changes related to the use of technology and information systems, led to a radical change in the business environment, which is reflected in the continuous and rapid change of competition and the impact on development sustainable global economy. In order to keep pace with these rapid

changes, institutions must pay attention to the development and application of human resource management practices, and they must also pay attention to achieving organizational excellence and enhancing their organizational capabilities. (Arbab and Mahdi, 2018).

Human resources considered one of the most important resources of the modern era for both developed and developing countries. However, it is of particular importance in developing countries that aim to eliminate its economic and social problems and increase its growth rates (Mohammed, 2019). Technological developments in the recent period have also led to a change in the concept of human resources. As human resources have become the most important resource within the organization, with its members carrying knowledge of the outcome of its contact with the work environment. Thus, the human resource management function was considered as one of the most important functions within the organization, whose presence and success leads to the success of the organization and ensures its continuity (Al-Hawary at al., 2016).

The concept of human resource management appeared since the beginning of the industrial revolution. Despite the qualitative development achieved by this revolution, it led to the emergence of many problems related to human resources. As the importance of machines increased to replace the worker inside the factory, the worker was treated as a commodity to be sold and bought. However, the emergence of the scientific management movement led by Frederick Taylor from 1890 until the beginning of the First World War led to the emergence of the importance of the field of human resource management (Mazouz and Shuaib, 2016).

Opinions differ on defining a specific concept of human resource management. Whereas those with the traditional view see that people management is just a routine activity that depends on operational aspects only. As for those with a modern view, human resources management is one of the basic functions of the organization, as it is no less important than the functions of production, marketing and finance. This is due to the importance of the human element and its ability to achieve the productive efficiency of the organization (Mazouz and Shuaib, 2016).

Human resource management can be defined as that process carried out by every executive manager in the organization, through which the human element is managed in a positive and effective manner through some activities and functions, which achieves the interest of the employees, the organization and society as a whole. It can also be defined as the process of organizing, planning, directing and controlling the recruitment and selection processes, developing, integrating, rewarding and maintaining human resources in order to achieve the goals of the organization (Boubaker Al-Siddiq, 2017).

Human resource management practices can be defined according to Frederick Taylor as the process involved in selecting and hiring the right employees for the right jobs and supporting them through appropriate training processes. And even the establishment of a system for evaluating their

performance and a fair system of rewards and compensation. These four criteria chosen by Frederick Taylor (recruitment and selection, training and development, performance appraisal and compensation and benefits) are still valid and are still used in defining human resource management practices (Aladwan et al., 2015).

There are many HRM practices which are information sharing, safety and health and employee relations (Quansah, 2013) (Al Wahshi and Afaf Hameed, 2020).

Organizational commitment is defined as the emotional commitment and employee attachment to the organization. It also reflects the intent to rotate within the organization i.e. the intent to stay or leave the organization. It also reflects the extent of social and cultural adaptation with the goals of the organization (Iqbal et al., 2014). It was also defined by (Yiing and Ahmad, 2009) as the extent of the employee's belief in the organization and its objectives, the extent of his loyalty to it and his desire to remain as a member in it. There are three main components of organizational commitment, namely emotional commitment, normative commitment and ongoing commitment. Many studies confirm that there is a strong influence by human resource management practices on organizational commitment, especially on emotional commitment (Paşaoğlu, 2015).

Organizational excellence can be defined as the way in which the performance of the enterprise is evaluated, which qualifies it to improve its performance and the efficiency of the products and services it provides and thus maintain its competitive position in the market (Al-Dhaafri and Alosani, 2020). Organizational excellence has four criteria, namely human resources and service provided excellence, human excellence, and product excellence (Mohammed, 2019).

This study aims to identify the relationship between human resource management practices in its dimensions: information exchange, safety and health, relations between employees and organizational excellence in its dimensions: human resources, service provided excellence, human excellence, and product excellence through the mediating role played by organizational commitment.

## **2- Previous studies**

The practices of human resource management play a major role in the organizational commitment of the organization as well as in the organizational excellence within it, which is reflected positively on the organization's performance and sustainability. These effects will be discussed and identified through the following studies:

- The relationship between human resource management practices and organizational excellence as mentioned by (Hashemy et al., 2016) is a positive relationship, as a random sample of 195 employees was selected and questionnaires were distributed to them. The results indicated that there is a positive relationship between human resource management practices and organizational excellence among the employees of Gilan University Hospitals.

- The moral relationship between human resource management practices and organizational excellence, as mentioned by (Al-Dhaafri and Alosani, 2020), is a positive relationship, as the research sample included the directors of the senior management of the Dubai Police within the United Arab Emirates. Which numbered 565 departments, whether in the departments or police stations in Dubai. The results showed that there is a positive relationship between human resource management practices and organizational excellence.
- The relationship between human resource management practices in its dimensions (information exchange, safety and health, and employee relations) and organizational commitment as mentioned by (Alkalha et al., 2012) is positive relationship, as a questionnaire was distributed to the banking sector in Jordan. The results indicated that there is a positive relationship between human resource management practices in their dimensions and organizational commitment.
- The relationship between human resource management practices and organizational commitment as mentioned by (Ullah, 2013) is a significant relationship, as a questionnaire was distributed to a number of employees in different banks in Islamabad and Rawalpindi in Pakistan. The results showed that human resource management practices appear to be significantly related to organizational performance.
- The relationship between organizational commitment and organizational excellence as mentioned by (Antony and Bhattacharyya, 2010) is considered a statistically significant relationship where, a questionnaire was used for the study population represented in small and medium enterprises in India. The questionnaires were distributed to 230 enterprises within India. The results revealed a statistically significant relationship between organizational commitment and organizational excellence.
- The relationship between organizational commitment and organizational excellence as mentioned by (Alserhan and Shbail, 2020) is a positive relationship, where a questionnaire was made where the study population was from 22 private universities in Jordan. The results indicated a positive relationship between organizational commitment and organizational excellence.

### **3- Research Methodology**

(Kumar, 2018) defines methodology as a process with a method through which the researcher collects different ideas, concepts and theories and thus the researcher can link them to a specific field. This study aims to test the impact of human resource management practices and organizational commitment on organizational excellence, which will help improve the performance of the organizational and then adopted the classical philosophy to reach the goal of the study, and the inductive approach was used, which corresponds to the classical philosophy to achieve the goal of the study. The quantitative approach was relied upon in data collection, analysis, presentation of results and writing the final report, because the quantitative

approach is appropriate and compatible with the nature and subject matter of the study. It is compatible with both the philosophy used, which is the classical one, and the method used, which is the inductive method.

Figure 1 shows the study model for this study. The study variables are as follows:

- The independent variable: human resource management practices, including: (Polarization and selection, training and development, employee performance evaluation, administrative empowerment, and total quality management).
- Dependent variable: organizational excellence, including (leadership excellence, service provided excellence, human excellence, and product excellence).

Mediator: organizational commitment.

Figure 1: Suggested Study Model		
<b><u>human resource management practices</u></b>	H1	
Polarization and selection		Leadership Commitment
Training and development		The service provided Excellence
Employee performance evaluation	H2 organizational commitment H3	Human excellence
Administrative Empowerment		Product excellence
Total Quality Management		

The study sought to examine the following hypotheses:

- **The first main hypothesis: There is a statistically significant relationship between human resource management practices and organizational excellence**
  - First sub-hypothesis: There is a statistically significant relationship between human resource management practices and leadership excellence.
  - Second sub-hypothesis: There is a statistically significant relationship between human resource management practices and service provided excellence.
  - Third sub-hypothesis: There is a statistically significant relationship between human resource management practices and human excellence.
  - Fourth sub-hypothesis: There is a statistically significant relationship between human resource management practices and product excellence.
- **The second main hypothesis: There is a statistically significant relationship between human resource management practices and organizational commitment**
- **The third main hypothesis: There is a statistically significant relationship between organizational commitment and organizational excellence**
  - First sub-hypothesis: There is a statistically significant relationship between organizational commitment and leadership excellence.

- Second sub-hypothesis: There is a statistically significant relationship between organizational commitment and service provided excellence.
  - Third sub-hypothesis: There is a statistically significant relationship between organizational commitment and human excellence.
  - Fourth sub-hypothesis: There is a statistically significant relationship between organizational commitment and product excellence.
- **The fourth main hypothesis: organizational commitment affects the relationship between human resource management practices and organizational excellence**

Primary data was used in this study, where data is collected by means of a questionnaire in order to achieve the objective of the study, which is to study the impact of both human resource management practices and organizational commitment on organizational excellence, which will help improve the performance of the institution, and the study population here is represented in employees in small and medium enterprise. Therefore, a sample was chosen to represent the study community as a whole, as 400 questionnaires were distributed to a sample of workers in these enterprises.

From the study (Zouzel, 2015) a questionnaire table was used to measure both polarization and selection, employee performance evaluation, training and development, administrative empowerment and total quality management as practice variables for human resource management, and measuring leadership excellence as one of the variables of organizational excellence. and others, 2018) to measure organizational commitment, and the questionnaire table from my studies (Sheikh and Abdul Rahim, 2017) (Safaeimanesh et al., 2021) was used to measure the service provided excellence as one of the variables of organizational excellence, and the study also relied on the questionnaire from the study (Sabreen, 2018). To measure human excellence as one of the study variables, the study relied on measuring product excellence from the questionnaire used in the study (Gallab, 2009).

#### **4- Field study**

In this section, the research hypotheses under study are tested, as it will analyze the regression between the variables using the structural equation model.

Table 2 illustrates the analysis of the structural equation model to show the effect of the research variables.

**Table 1: Structural Equation Model Among Study Variables**

			Estimate	P	R <sup>2</sup>
organizational commitment	<---	Polarization and selection	.120	.042	.667
organizational commitment	<---	training and development	.205	.005	
organizational commitment	<---	Employee performance evaluation	-.014	.781	
organizational commitment	<---	Administrative Empowerment	.190	***	
organizational commitment	<---	Total Quality Management	.363	***	
Leadership Commitment	<---	Polarization and selection	-.005	.951	.579
Leadership Commitment	<---	training and development	.307	***	
Leadership Commitment	<---	Employee performance evaluation	.054	.402	
Leadership Commitment	<---	Administrative Empowerment	.210	***	
Leadership Commitment	<---	Total Quality Management	.072	.343	
Leadership Commitment	<---	organizational commitment	.414	***	
the service provided Excellence	<---	Polarization and selection	.097	.068	.789
the service provided Excellence	<---	training and development	.329	***	
the service provided Excellence	<---	Employee performance evaluation	.114	.013	
the service provided Excellence	<---	Administrative Empowerment	.211	***	
the service provided Excellence	<---	Total Quality Management	.240	***	

			Estimate	P	R <sup>2</sup>
the service provided Excellence	<---	organizational commitment	.170	.009	
Human excellence	<---	Polarization and selection	.051	.439	.526
Human excellence	<---	training and development	.133	.104	
Human excellence	<---	Employee performance evaluation	.117	.041	
Human excellence	<---	Administrative Empowerment	.079	.152	
Human excellence	<---	Total Quality Management	.232	***	
Human excellence	<---	organizational commitment	.248	.002	
Product excellence	<---	Polarization and selection	.072	.242	
Product excellence	<---	training and development	.294	***	
Product excellence	<---	Employee performance evaluation	.138	.010	
Product excellence	<---	Administrative Empowerment	.112	.031	
Product excellence	<---	Total Quality Management	.144	.023	
Product excellence	<---	organizational commitment	-.050	.516	

Table 3 shows that the statistically significant results are: The results indicated that the modified or weighted (chi)2 statistic with degrees of freedom is 1.248. In addition, the Goodness of fit index is 0.918 and the Adjusted Goodness of Fit Index is 0.901, the Comparative fit index is 0.991, these are acceptable indicators; because it is suitable for comparing the quality of the scales with the difference in sample size from one study to another. The square root of the Residual Mean Square - RMSEA is 0.024, which is the value that expresses the amount of errors in the model that cannot be explained, and it is an acceptable value because it is less than 10%.

**5. Findings, Recommendations and Limitations of the research:**

This section attempts to determine whether the research objectives and hypotheses have been achieved or not. Additionally, this section covers how this research can respond to these objectives. The first objective of this study is to investigate the impact of human resource management practices on organizational excellence (the first hypothesis). The second objective is to investigate the impact of human resource management practices on organizational commitment (the second hypothesis), the third objective is to investigate the impact of organizational commitment and organizational excellence (the third hypothesis). The fourth objective is to investigate the mediating role of organizational commitment in the relationship between human resource management practices and organizational excellence (the fourth hypothesis).

**The first main hypothesis: There is a statistically significant relationship between human resource management practices and organizational excellence**

- **The first sub-hypothesis of the first main hypothesis "there is a statistically significant relationship between human resource management practices and leadership excellence"**

The researcher analyzed the structural equation model where there is no significant effect of polarization and selection on leadership excellence, whereas, the significance level is greater than 0.05. There is a significant effect of training and development on leadership excellence, as the significance level is less than 0.05. There is no significant effect of employee performance appraisal on leadership excellence, as the significance level is greater than 0.05. There is a significant effect of administrative empowerment on leadership excellence, as the significance level is less than 0.05. There is no significant effect of total quality management on leadership excellence, as the significance level is greater than 0.05.

Based on the previous results, it can be noted that the first sub-hypothesis of the first main hypothesis "**there is a statistically significant relationship between human resource management practices and leadership excellence**" is partially acceptable.

- **The second sub-hypothesis of the first main hypothesis "there is a statistically significant relationship between human resource management practices and the service provided excellence"**

The researcher analyzed the structural equation model where there is no significant effect of polarization and selection on the excellence of the service provided, as the significance level is greater than 0.05. There is a significant effect of training and development on the excellence of the service provided, as the significance level is less than 0.05. There is a significant effect of evaluating the performance of employees on the excellence of the service provided, as the significance level is less than 0.05. There is a significant effect of administrative empowerment on the excellence of the service provided, as the significance level is less than 0.05. There is a significant effect of total quality management on the excellence of the service provided, as the significance level is less than 0.05.

Based on the previous results, it can be noted that the second sub-hypothesis of the first main hypothesis "**there is a statistically significant relationship between human resource management practices and the service provided excellence**" is partially acceptable.

- The third sub-hypothesis of the first main hypothesis "**there is a statistically significant relationship between human resource management practices and human excellence**"

The researcher analyzed the structural equation model where there is no significant effect of polarization and selection on human excellence, as the significance level is greater than 0.05. There is no significant effect of training and development on human excellence, as the significance level is greater than 0.05. There is a significant effect of employee performance appraisal on human excellence, as the significance level is less than 0.05. There is no significant effect of administrative empowerment on human excellence, as the significance level is greater than 0.05. There is a significant effect of total quality management on human excellence, as the significance level is less than 0.05.

Based on the previous results, it can be noted that the third sub-hypothesis of the first main hypothesis "**there is a statistically significant relationship between human resource management practices and human excellence**" is partially acceptable.

- **The fourth sub-hypothesis of the first main hypothesis "There is a statistically significant relationship between human resource management practices and product excellence"**

The researcher analyzed the structural equation model where there is no significant effect of polarization and selection on product excellence, as the significance level is greater than 0.05. There is a significant effect of training and development on product excellence, as the significance level is less than 0.05. There is a significant effect of employee performance appraisal on product excellence, as the significance level is less than 0.05. There is a significant effect of administrative empowerment on product excellence, as the significance level is less than 0.05. There is a significant effect of total quality management on product excellence, as the significance level is less than 0.05.

Based on the previous results, it can be noted that the fourth sub-hypothesis of the first main hypothesis "**There is a statistically significant relationship between human resource management practices and product excellence**" is partially acceptable.

Therefore, the first hypothesis "**There is a statistically significant relationship between human resource management practices and organizational excellence**" is partially acceptable.

- **The second main hypothesis: There is a statistically significant relationship between human resource management practices and organizational commitment**

The researcher analyzed the structural equation model where there is a significant effect of polarization and selection on organizational commitment, as the significance level is less

than 0.05. There is a significant effect of training and development on organizational commitment, as the significance level is less than 0.05 (significance level = 0.005). There is no significant effect of employee performance appraisal on organizational commitment, as the significance level is greater than 0.05. There is a significant effect of administrative empowerment on organizational commitment, as the significance level is less than 0.05. There is a significant effect of total quality management on organizational commitment, as the significance level is less than 0.05

Based on the previous results, it can be noted that the second hypothesis "**There is a statistically significant relationship between human resource management practices and organizational commitment**" is partially acceptable.

- **The third main hypothesis: There is a statistically significant relationship between organizational commitment and organizational excellence**

The researcher analyzed the structural equation model where there is a significant effect of organizational commitment on the excellence of the service provided, as the significance level is less than 0.05. There is a significant effect of organizational commitment on human excellence, as the significance level is less than 0.05. There is no significant effect of organizational commitment on product excellence, as the significance level is greater than 0.05.

Based on the previous results, it can be noted that the third hypothesis "**There is a statistically significant relationship between organizational commitment and organizational excellence**" is partially acceptable.

- **The fourth main hypothesis: Organizational Commitment affects the relationship between human resource management practices and organizational excellence**

The researcher analyzed the structural equation model, where there is a significant effect of both training and development, and administrative empowerment on leadership excellence in the presence of organizational commitment, so the organizational commitment mediates the relationship between training and development, administrative empowerment and leadership excellence in part. There is a significant impact of training and development, employee performance evaluation, administrative empowerment, and total quality management on the excellence of the service provided in the presence of organizational commitment, so the organizational commitment mediates the relationship between training and development, employee performance evaluation, administrative empowerment, total quality management and service excellence partially. Accordingly, there is a significant effect of both employee performance evaluation and total quality management on human excellence in the presence of organizational commitment, so organizational commitment mediates the relationship between employee performance evaluation, total quality management and partially human excellence.

Based on the previous results, it can be noted that the fourth hypothesis “**Organizational Commitment affects the relationship between human resource management practices and organizational excellence**” is partially accepted.

**5-1 Recommendations:**

The study provides some recommendations for decision-makers in various sectors, and these recommendations are as follows:

- 1) The necessity of giving workers in small and medium enterprises an opportunity to participate in decision-making.
- 2) Maintaining the continuity, and encouragement of workers in small and medium enterprises, the opportunity for proposal and improvements that they deem appropriate.
- 3) Creating training courses for workers in small and medium enterprises and reviewing the training plans and programs that have been implemented to ensure their effectiveness and their compatibility with the needs and requirements of the work.
- 4) Seeking to empower workers in small and medium enterprises to make decisions in a good and fast manner.
- 5) Spreading the culture of organizational excellence and holding seminars and courses on the importance of organizational excellence.
- 6) Focusing on the culture of human resources through holding seminars and courses to increase awareness of the importance of human resources in small and medium enterprises, as they are a source of competitive advantage.

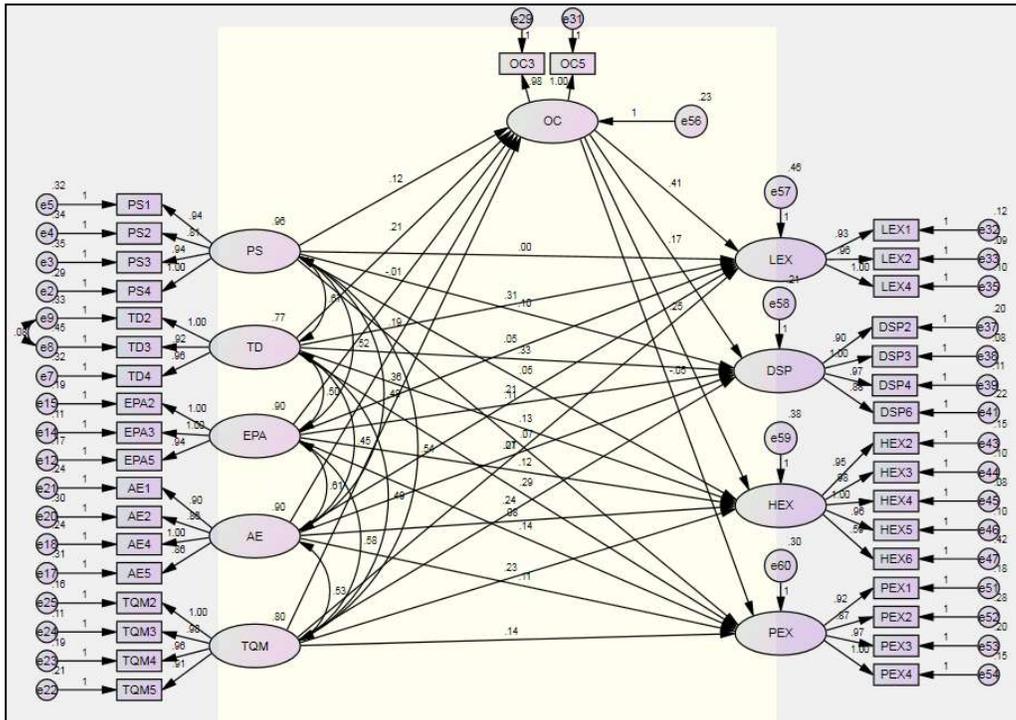
**5-2 Research Limitations:**

Like all researches, this research has many limitations with the study covered. First, however the fact that the researcher collected data from one country representing Egypt, the research was limited to taking into account more countries rather than one country. The third limitation was the small number of sample size used in the questionnaires collected, which pushed them to the random sample type. This limitation refers to the fact that handling more questionnaires caused a kind of repetition in the information, which allowed the researcher to stop collecting more data.

**Table 2: Structural Equation Model Index**

weighted statistic (Ka) <sup>2</sup> with Degrees of Freedom (CMIN/DF)	Goodness of Fit Index GFI	Adjusted Goodness of Fit Index (AGFI)	Comparative Fit Index (CFI)	Residual Mean Square (RMSEA)
1.248	0.918	0.901	0.991	0.024

**Figure 2: Structural Equation Model among Research Variables**



The research assumptions are shown in Table 4-19 according to the results of the tests and analyzes that were conducted

**Table 3: Results of the study's research hypotheses**

Hypotheses	Clarification	Result
First Hypothesis	There is a statistically significant relationship between human resource management practices and organizational excellence	The hypothesis was partially accepted
Second Hypothesis	There is a statistically significant relationship between human resource management practices and organizational commitment	The hypothesis was partially accepted
Third Hypothesis	There is a statistically significant relationship between organizational commitment and organizational excellence	The hypothesis was partially accepted
Fourth Hypothesis	Organizational commitment affects the relationship between human resource management practices and organizational excellence	The hypothesis was fully accepted

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