

Report On

**Effect of Human Resource Management Practices on Employee
Organizational Commitment in Business Organization:
A Case study on Linde Bangladesh Limited**

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Declaration

It is hereby declared that

1. The internship report submitted is my/our own original work while completing degree at BRAC University.
2. The report does not contain material previously published or written by a third party, except where this is appropriately cited through full and accurate referencing.
3. The report does not contain material which has been accepted, or submitted, for any other degree or diploma at a university or other institution.
4. I have acknowledged all main sources of help.

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Abstract

The assessment of the connection between employee commitment and human resource management (HRM) practices is the main objective of this paper. It uses a descriptive research design. Linde Bangladesh Limited conducts a questionnaire study. According to the findings, each HRM domain's overall status is above average but not particularly high. Despite standard HRM procedures, this study discovered an intriguing fact: employee commitment levels are typically good or even superior in such circumstances. Employee commitment, including affective, continuance, and normative commitment, is clearly associated positively with all aspects of HRM practices, including recruitment and selection, training and development, performance appraisal, rewards and benefits, and employee participation. This means that if a company has competitive compensation policies, a well-written job description, a participatory management strategy, and an effective performance appraisal method, then employee commitment will be high. Employee commitment to organizations is also high when business entities spend in training and development initiatives. Therefore, in order to accomplish organizational goals, it is crucial to develop and implement HRM practices that are beneficial and spread to all kinds of employees.

CHAPTER ONE

INTRODUCTION

CHAPTER ONE – INTRODUCTION

1.1 Introduction

The purpose of this study is to investigate how Linde Bangladesh Limited's employee organizational commitment is impacted by HRM methods. The introductory chapter, which includes the study's history, problem description, research questions, research aims, and importance, opens the report. The definitions of pertinent terms utilized in the current research are covered in the chapter's conclusion.

1.2 Background of the Study

HRM encompasses all managerial choices and actions that have a direct impact on the company's employees or human resources. The success of any organization is heavily reliant on its human resources. When it comes to managing people, all managers need to be concerned with any degree of activity that may include training and development, staff retention, change management, etc. (Cascio, 2002). According to several studies (e.g. Guest, 2002; Harley, 2002; Gould-Williams, 2003; Park et al., 2003; Wright, Garden, & Moynihan, 2003; Tessema & Soeters, 2006; Shahnawaz & Juyal, 2006), HRM methods show a favorable relationship with organizational, employee performance, and commitment. Developing nations have been the focus and direction of these investigations. Competitive advantages are the only way for businesses in the modern world to thrive and endure. Only via competitive strength was there ample opportunity for corporate expansion under the world's liberal economic policy. Putting the appropriate people in the proper positions is crucial if you want to profit from a developing market. It is anticipated that innovative HRM techniques will be used to draw in, retain, and increase shareholder value. In this regard, our

study will tackle important scientific questions. The purpose of the study is to examine the connection between employee commitment and HRM practices.

1.3 Problem Statement

Retention rates, productivity, and the general effectiveness of corporate organizations are all significantly impacted by employee organizational commitment. According to Das and Baruah (2013), high employee unhappiness frequently results in higher turnover rates, which lower staff retention and may impair the effectiveness of the company. Additionally, retained employees may not fully exhibit their creative potential due to factors such as unsatisfactory work environments, poor supervisor-staff relationships, limited career growth opportunities, and inadequate work-life balance (Nasir & Mahmood, 2016). Retained personnel may have a detrimental effect on the company's productivity, growth, and profitability, which in turn may harm its competitive advantage and market position, if they are disengaged or unable to satisfy performance standards (Business Leadership Today, 2023). The factors that influence employee retention and how they affect organizational performance have been extensively studied, but less focus has been placed on how HRM policies directly affect both employee retention and innovative behavior. The purpose of this study is to examine how HRM practices such as hiring and selection, training and development, employee engagement, reward and recognition, and career development opportunities affect organizational commitment and employee retention at Linde Bangladesh Limited. Additionally, it will investigate how these practices can improve organizational innovation and competitiveness by encouraging more creative behavior from retained employees.

1.4 Research Objective

In this research, we are working with the following one broad objective -

- To see the influence of Human Resources Practices on employee organizational commitment.

And we are working with the following **five specific** objectives --

- To examine the effect of Recruitment and Selection on Employee Organizational Commitment.
- To identify the influence of Training and Development on Employee Organizational Commitment.
- To find the impact of Performance Appraisal on Employee Organizational Commitment.
- To assess the effect of Reward and Benefits on Employee Organizational Commitment.
- To determine the outcome of Employee Participation on Employee Organizational Commitment.

1.5 Significance of the study

This paper is expected to enlighten the study of future researchers through discussing the effect of several areas of HRM practices on Employee Organizational Commitment. Theoretically, it will clarify the concept that how the HRM practices (Recruitment and Selection, Training and Development, Performance Appraisal, Reward and Benefits, Employee Participation) prioritize the area of Employee Organizational Commitment.

Practically, this study will provide a better approach to implement the HRM Practices effectively that will increase the Employee Organizational Commitment. Again, it will assist the policy

makers in the organization to utilize the best resources properly to find the best outcome. Furthermore, it is expected that the study will support the organizations to find the relationship of Human Resources Practice and Organizational Commitment.

1.6 Key Terms

Table 1.1 Definition of Key Term

Terms	Definition
HRM	Human Resource Management (HRM) is the strategic approach to effectively managing people in an organization to help it gain a competitive advantage (Armstrong & Taylor, 2014)
Employee Organizational Commitment	Employee Organizational Commitment is the psychological attachment and loyalty an employee feels towards their organization, influencing their willingness to remain with it (Meyer & Allen, 1991)
Recruitment and Selection	Recruitment and Selection is the systematic process of identifying, attracting, evaluating, and choosing the most qualified candidates for specific roles to meet an organization's strategic and operational needs, ensuring a good fit between the employee and the company (Dessler, 2017)
Training and Development	Training and development refer to organized learning programs and activities designed to improve employees' skills, knowledge, and performance to meet organizational goals (Noe, 2020)
Performance Appraisal	Performance appraisal is the systematic evaluation of an employee's job performance and productivity in relation to pre-established criteria and organizational objectives, providing feedback to improve future performance (Aguinis, 2019)
Reward and Benefits	Reward and benefits refer to the financial and non-financial compensations provided by an organization to employees in recognition of their performance, aiming to motivate and retain talent while enhancing job satisfaction (Armstrong & Taylor, 2014)

Employee Participation	Employee participation is the process by which employees contribute to decision-making within an organization, enhancing their sense of ownership, commitment, and alignment with organizational goals (Marchington & Wilkinson, 2005)
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CHAPTER TWO

ORGANIZATIONAL OVERVIEW

CHAPTER TWO - ORGANIZATIONAL OVERVIEW

2.1 Introduction

This chapter gives a thorough summary of Bangladesh's gas sector, Linde Bangladesh Limited's place in it, and the important contributions it makes to the country's economy and society. In addition, it provides a thorough analysis of Linde Bangladesh's business practices, employment creation effects, and HRM system. The basis for examining the connection between HRM practices and employee organizational commitment is established in this chapter by comprehending the gas industry's larger backdrop as well as the company's unique contributions.

2.2 History of Gas Industry in Bangladesh

Bangladesh's gas sector has grown significantly over the last few decades and has made a substantial contribution to the industrial development of the nation. The industry's history began with the nation's first natural gas discovery in the early 1950s. Although gas was initially mostly utilized for home purposes, the industry eventually grew to meet the rising demand for energy in a variety of industries. The emergence of industrial gas suppliers like Linde Bangladesh Limited has been crucial in satisfying the demands of several sectors, including manufacturing, food & beverage, healthcare, and electronics. With the development of technology and the increasing emphasis on environmental responsibility and sustainability, the gas sector is still changing today.

2.3 Contribution of the Gas Industry

One important sector that supports both the general economy and national growth in Bangladesh is the gas industry. Its contributions are diverse and include social benefits, job creation, and economic effects. These contributions are examined in more detail in the ensuing subsections:

2.3.1 Economic Contribution

An important factor in Bangladesh's economic expansion is the gas sector. It provides a significant amount of energy to enterprises, which in turn boost economic output and productivity. In addition, the industrial gas industry contributes to both domestic and international supply chains by facilitating the production of a broad range of goods, including chemicals and medicinal gases. The development of infrastructure, including energy-efficient solutions that boost industry competitiveness, is also supported by the gas sector. The expansion of the gas industry has boosted the nation's industrialization efforts, improved the trade balance, and drawn in international investment.

2.3.2 Social Contribution

The gas business in Bangladesh contributes significantly to society in addition to its economic advantages. The industry contributes to environmental sustainability and public health by offering a safer, cleaner energy source. For instance, the availability of medicinal gases has facilitated improvements in healthcare, increasing access to vital care. The overall quality of life is also improved by the gas industry's sponsorship of several social programs, such as efforts to provide electricity access in remote areas. The industry's good social impact is further reinforced by its emphasis on sustainability, which includes investments in eco-friendly technologies.

2.3.3 Contribution on Employment Generation

In Bangladesh, the gas sector significantly contributes to the creation of jobs. Jobs in a variety of industries have been generated by the sector's growth, ranging from technical responsibilities in gas production to managerial positions in gas distribution and sales. Both skilled and unskilled workers can find work in this sector, which also offers training and development initiatives to improve workforce employability. The development of associated companies as a result of the gas industry's expansion has also increased employment levels across a number of industries, including customer service, logistics, and transportation.

2.4 Overview of Linde Bangladesh Limited

Linde Bangladesh Limited, a subsidiary of the global Linde Group, is one of the leading companies in the industrial gases sector in Bangladesh. Since its founding in 1996, the business has developed into a major supplier of premium gases for use in consumer, commercial, and medical applications. Linde Bangladesh is steadfast in its dedication to sustainability, innovation, and safety. The corporation makes a substantial contribution to the nation's industrial infrastructure by supplying gases that are essential for industries including electronics, food and beverage, chemicals, and healthcare.

Linde Bangladesh is renowned for its state-of-the-art technology, effective operations, and commitment to client satisfaction. Responsible production and distribution are ensured by the company's adherence to environmental legislation and strict safety requirements. Its HRM procedures are intended to create an atmosphere that supports organizational commitment, employee development, and innovation, all of which are critical for preserving competitive advantage.

CHAPTER THREE

LITERATURE REVIEW AND RESEARCH

FRAMEWORK

CHAPTER THREE - LITERATURE REVIEW AND RESEARCH FRAMEWORK

3.1 Introduction

The literature on human resource management (HRM) methods and their impact on employee organizational commitment is thoroughly reviewed in this chapter. Establishing a theoretical framework for comprehending how different HRM methods affect workers' loyalty to their company is the goal, especially when considering Linde Bangladesh Limited. Based on earlier study, important ideas including employee commitment, HRM practices, and their relationships are examined. The research framework and study hypotheses are also described in this chapter.

3.2 Employee Organizational Commitment

The psychological bond that workers have with their company is known as employee organizational commitment (Meyer & Allen, 1991). It has a significant impact on job performance, organizational success, and employee retention. Organizational commitment is broadly categorized into three components:

- 1. Affective Commitment:** The emotional attachment employees feel toward the organization, leading them to stay because they want to.
- 2. Continuance Commitment:** The perceived cost associated with leaving the organization, making employees stay because they need to.
- 3. Normative Commitment:** The feeling of obligation employees have toward the organization, causing them to stay because they ought to.

Research indicates that these commitment-related elements are significantly impacted by HRM practices, which in turn affect how long employees remain with their companies (Mowday, Steers, & Porter, 1979).

3.3 Human Resource Management Practices

HRM practices are methods and guidelines created to efficiently manage human resources. Several HRM strategies promote employee commitment. This study focuses on five key HRM practices that are commonly recognized as major determinants of employee commitment:

3.3.1 Recruitment and Selection

The purpose of recruitment and selection is to identify, attract, and hire individuals who have the capabilities needed by the business (Dessler, 2020). Companies with effective hiring and selection processes are more likely to hire employees who match their culture and values, which increases organizational commitment, according to study (Ng & Feldman, 2010). A well-structured hiring process guarantees job-person fit, which increases employee satisfaction and decreases churn intentions. When an organization's selection process is open and merit-based, employee loyalty is further enhanced.

3.3.2 Training and Development

The goal of training and development initiatives is to enhance workers' competencies (Noe et al., 2017). Employees are more likely to feel appreciated and form an emotional bond with the company when they receive the proper training (Bartlett, 2001). According to research, training

programs strengthen employees' loyalty to the company and increase their chances for professional advancement (Jehanzeb & Bashir, 2013). Businesses that assist and encourage their employees through ongoing education foster a culture that boosts long-term commitment and job happiness.

3.3.3 Performance Appraisal

Aguinis (2019) defines performance appraisal as a systematic evaluation of employees' contributions to the business and job performance. Workers are better equipped to recognize their areas of strength and improvement when they receive constructive feedback through effective performance evaluation systems. Fair and transparent appraisal practices have been shown to boost employees' sense of belonging and management trust (DeNisi & Murphy, 2017). When workers feel their work is fairly assessed and linked to opportunities for career progress, their loyalty to the organization grows.

3.3.4 Rewards and Benefits

According to Armstrong and Taylor (2020), rewards and bonuses include both monetary and non-monetary incentives used to inspire workers. Employee engagement and job satisfaction are increased by competitive and equitable pay plans as well as performance-based incentives (Eisenberger et al., 1990). Workers are more likely to have a sense of loyalty and connection to the company if they believe their contributions are valued (Sharma & Bajpai, 2010). Benefits like health insurance, retirement plans, and wellness initiatives also help employees feel secure, which strengthens their dedication to the company.

3.3.5 Employee Participation

Employee participation refers to the degree of employee involvement in organizational decision-making (Cotton et al., 1988). Because participative management gives employees a sense of ownership, it increases employee normative commitment (Kim, 2002). When workers feel valued and acknowledged, they are more likely to be engaged and loyal to their employers. Employees' emotional loyalty to the organization rises when they participate in decision-making because it fosters an atmosphere of transparency and trust.

3.4 Research Gap

The impact of HRM practices on job satisfaction and staff retention has been the subject of numerous research. However, there hasn't been much research done on the direct correlation between HRM practices and organizational commitment in commercial enterprises, especially in Bangladesh's industrial sector. Furthermore, not many studies specifically address Linde Bangladesh Limited, despite the fact that there is study on HRM practices in international organizations. By examining how HRM methods affect employee organizational commitment inside the company, this study seeks to close this gap.

3.5 Research Framework

This study investigates the connection between important HRM practices and employee organizational commitment at Linde Bangladesh Limited, drawing on the literature review. According to the research framework, employee organizational commitment is positively

impacted by five HRM practices: hiring and selection, training and development, performance evaluation, rewards and benefits, and employee participation.

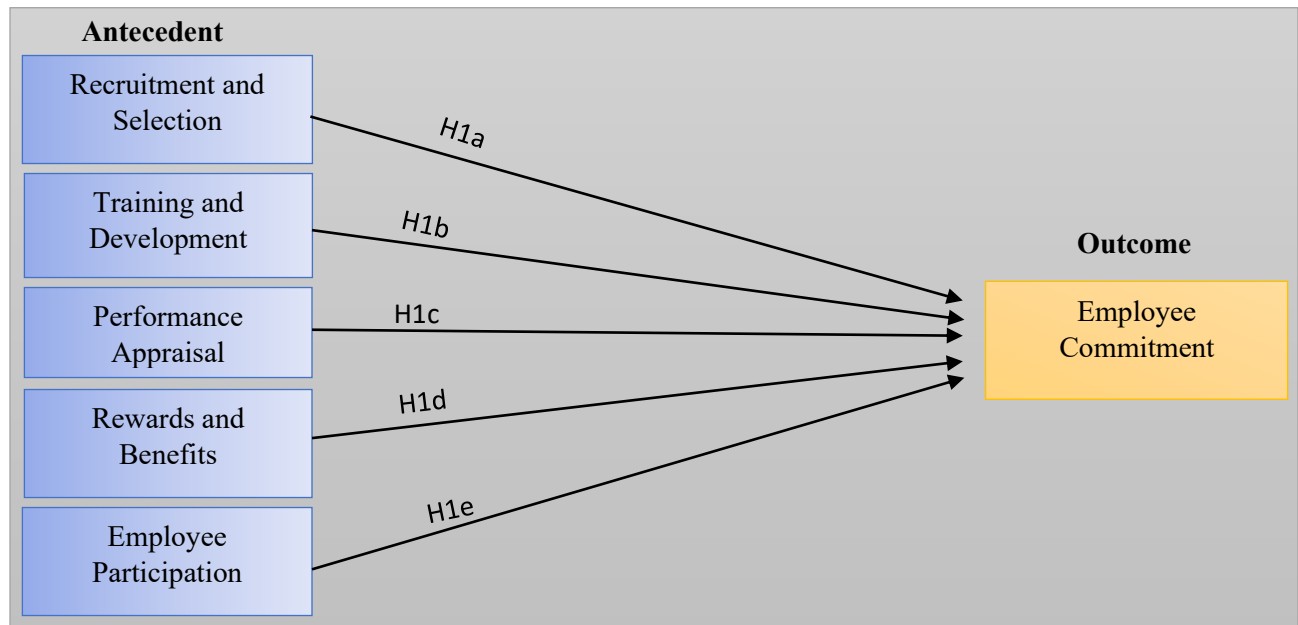
Independent Variables (HRM Practices)

1. Recruitment and Selection: A well-structured recruitment and selection process ensures job-person fit, leading to higher employee satisfaction and long-term commitment.
2. Training and Development: Employees who receive regular training perceive growth opportunities, enhancing their emotional and normative commitment to the organization.
3. Performance Appraisal: A fair and transparent appraisal system builds trust in management, motivating employees to remain committed to the organization.
4. Rewards and Benefits: Competitive salary structures and non-monetary benefits contribute to employees' job satisfaction and organizational loyalty.
5. Employee Participation: Employees involved in decision-making feel valued, fostering higher engagement and commitment.

Dependent Variable

Employee Organizational Commitment: The extent to which employees identify with, are engaged in, and remain loyal to the organization. This includes affective, continuance, and normative commitment.

Figure 1.1 Proposed Framework



3.6 Hypothesis Development

H1a: Recruitment and Selection positively influence Employee Organizational Commitment.

H1b: Training and Development positively influence Employee Organizational Commitment.

H1c: Performance Appraisal positively influences Employee Organizational Commitment.

H1d: Rewards and Benefits positively influence Employee Organizational Commitment.

H1e: Employee Participation positively influences Employee Organizational Commitment.

CHAPTER FOUR

RESEARCH METHODOLOGY

CHAPTER FOUR - RESEARCH METHODOLOGY

4.1 Introduction

The study techniques utilized to examine the impact of Linde Bangladesh Limited's HRM initiatives on employee organizational commitment are covered in this chapter. There is discussion of the target population, sample size, research design, data gathering tactics, and data processing techniques. The objective is to guarantee a systematic approach to data collecting and analysis in order to derive meaningful conclusions.

4.2 Research Design

This study uses a survey-based methodology, a quantitative research approach, to collect employee data. The study's data is cross-sectional because it was collected all at once. Using Google Forms, a structured survey was created and disseminated to employees to learn about their opinions about HRM procedures and corporate commitment.

4.3 Population, Sample, and Unit of Analysis

4.3.1 Population

The population of this study consists of employees of Linde Bangladesh Limited. Their responses are directly influenced by the organization's HRM policies.

4.3.2 Sample Size and Sampling Method

A total of 120 employees were selected as the sample size to ensure a balanced representation of the workforce. A judgmental sampling technique was used, selecting employees who had worked at Linde Bangladesh Limited for at least one year to ensure they had adequate experience with the company's HRM practices.

4.3.3 Unit of Analysis

The unit of analysis for this study is individual employees, as their responses help determine the impact of HRM practices on organizational commitment.

4.4 Research Instrument

A structured questionnaire was used as the primary data collection tool. The questionnaire was designed using Google Forms and included 33 questions divided into the following sections:

- Section I: Demographic Information (age, gender, education, work experience, etc.)
- Section II: HRM Practices
 - Recruitment & Selection (4 questions)
 - Training & Development (5 questions)
 - Performance Appraisal (5 questions)
 - Rewards & Benefits (5 questions)
 - Employee Participation (5 questions)

- Section III: Employee Organizational Commitment (4 questions)

The questions were measured using a five-point Likert scale, where 1 = Strongly Disagree and 5 = Strongly Agree to assess employees' perceptions.

4.5 Data Collection Procedures

Data collection was conducted online through Google Forms. The survey link was shared with employees via email and workplace communication channels. The following steps were followed:

- 1. Survey Distribution:** The Google Form link was sent to employees with clear instructions on how to complete the survey.
- 2. Response Collection:** Employees were given sufficient time to complete the survey at their convenience.
- 3. Confidentiality Assurance:** Employees were informed that their responses would remain anonymous and used solely for research purposes.
- 4. Follow-ups:** Reminder emails were sent to ensure a higher response rate.

4.6 Data Preparation

Responses were gathered and checked for completeness before analysis. Missing or inconsistent responses were eliminated to guarantee accuracy and dependability.

4.7 Data Analysis Techniques

The study used basic statistical methods to analyze the collected data. The following techniques were applied:

- **Descriptive Analysis:** Summarized employee responses to identify general trends.
- **Comparison of Responses:** Examined variations in employee perceptions across different HRM practices.
- **Interpretation of Findings:** Identified key patterns and relationships between HRM practices and employee commitment.

CHAPTER FIVE

FINDINGS AND ANALYSIS

CHAPTER FIVE - FINDINGS AND ANALYSIS

5.1 Introduction

The findings and analysis of the data collected from Linde Bangladesh Limited employees are compiled in this chapter. Employee organizational commitment and HRM methods (recruitment & selection, training & development, performance appraisal, rewards & benefits, and employee involvement) were examined in the analysis of Google Forms survey responses. Descriptive statistics, demographic data, and important insights derived from employee responses are all included in the analysis.

5.2 Response Rate

Out of the 120 employees who were invited to take part in the survey, 96 responded, yielding an 83% response rate. According to some, this response rate is adequate for insightful analysis.

5.3 Profile of Respondents

Age, gender, education, work experience, and job position are among the demographic information gathered in the survey. The summary of the respondent profile is as follows:

Demographic Factor	Category	Respondents	Percentage
Gender	Male	62	65%
	Female	34	35%
Age	20-30 years	38	40%
	31-40 years	34	35%
	41-50 years	19	20%
	Above 50 years	5	5%
Educational Level	Bachelor's Degree	53	55%
	Master's Degree	38	40%
	Others	5	5%
Work Experience at Linde Bangladesh Limited	1-3 years	29	30%
	4-6 years	34	35%
	7-10 years	19	20%
	More than 10 years	14	15%

According to the data, most respondents had worked for the company for at least four years, making them qualified to offer views on organizational commitment and HRM procedures.

5.4 Descriptive Analysis of HRM Practices

The survey assessed employee perceptions of five HRM practices using a five-point Likert scale (1 = Strongly Disagree, 5 = Strongly Agree). The average scores for each HRM practice are summarized below:

HRM Practices	Average Score	Employee Perception
Recruitment & Selection	4.1	Positive
Training & Development	3.9	Moderately Positive
Performance Appraisal	3.7	Neutral
Rewards & Benefits	3.5	Slightly Negative
Employee Participation	4.2	Positive

5.5 Key Insights from HRM Practices

The key insights from HRM practices are below:

HRM Practices	Observations
Recruitment & Selection	Employees believe the hiring process is fair and transparent. Candidates are chosen based on qualifications and cultural fit.
Training & Development	Employees appreciate training opportunities but suggest more frequent and specialized programs.
Performance Appraisal	Mixed perceptions: some find it fair, while others feel it lacks consistency and career growth opportunities.
Rewards & Benefits	Rated the lowest. Employees are dissatisfied with salaries, incentives, and bonuses, believing better benefits would improve motivation.
Employee Participation	Strong employee involvement in decision-making fosters loyalty and engagement.

5.6 Employee Organizational Commitment

Employee commitment was also measured using a five-point scale. The findings are summarized below:

Commitment Type	Average Score	Employee Perception
Affective Commitment	4	Positive
Continuance Commitment	3.8	Neutral
Normative Commitment	3.6	Slightly Positive

- Affective Commitment (Emotional attachment): Employees generally feel connected to the organization due to a positive work environment and engagement in decision-making.
- Continuance Commitment (Staying due to costs of leaving): Employees are somewhat neutral, indicating that they might consider other job opportunities if better benefits are offered.
- Normative Commitment (Feeling obligated to stay): Some employees feel loyalty towards the company, but many believe that improvements in rewards and appraisals could strengthen their commitment.

5.7 Key Findings and Interpretation

5.7.1 HRM Practices and Employee Commitment

- Employees who rated recruitment & selection and training & development highly also reported higher organizational commitment.
- Employee participation has a strong positive impact on affective commitment, as employees feel valued when involved in decision-making.
- Dissatisfaction with rewards and benefits is the most significant factor affecting continuance commitment, as employees may leave for better compensation.

5.7.2 Areas for Improvement

- 1. Enhancing Training Programs:** Employees suggested that training should be more frequent and customized to job roles.
- 2. Improving Performance Appraisal Transparency:** Clearer criteria and more regular feedback could boost employee motivation.
- 3. Revising Compensation & Benefits:** Employees expect better salary increments and incentives to enhance their satisfaction and commitment.

CHAPTER SIX

DISCUSSION

CHAPTER SIX – DISCUSSION

6.1 Introduction

This chapter examines the findings from Chapter 5 in light of the investigation's objectives. It explains how employees' organizational commitment is impacted by Linde Bangladesh Limited's HRM practices. The conversation connects the survey results to previous studies and identifies key areas where the company could make improvements. This chapter also highlights the theoretical and practical implications of the findings.

6.2 Summary of Key Findings

The study examined the relationship between employee organizational commitment and five HRM practices: employee engagement, performance evaluation, training and development, rewards and benefits, and recruiting and selection. Among the main conclusions are:

- The two factors that positively impacted employee commitment the most were recruitment and selection and employee participation.
- Although training and development was seen favorably, it needed to be better tailored to the needs of the workforce.
- Employee opinions on the Performance Appraisal were divided; some questioned its uniformity and fairness.
- The lowest grade went to Rewards & Benefits, suggesting discontent with pay, incentives, and other perks.
- Affective commitment (emotional attachment) was stronger than continuance commitment (staying due to lack of alternatives) and normative commitment (staying out of obligation).

These findings indicate that while employees feel engaged and connected to the organization, concerns overcompensation and performance evaluation could reduce their long-term commitment.

6.3 Discussion of Key Findings

6.3.1 Recruitment & Selection and Employee Commitment

The study found that hiring and selection practices have a significant beneficial impact on employee commitment. The employees believe that the hiring process selects qualified candidates who align with the company's culture and values. Previous research has shown that effective hiring practices are associated with higher job satisfaction and lower turnover (Ng & Feldman, 2010).

Although the procedure is thought to be equitable, the business can improve job-person fit even more by using competency-based tests and structured interviewing methods to guarantee long-term staff retention.

6.3.2 Training & Development and Employee Commitment

Although most employees have a positive opinion of training and development, some believe that it should be more regular and role-specific. This is consistent with study by Bartlett (2001), which discovered that structured training programs increase commitment and work satisfaction.

Linde Bangladesh Limited should concentrate on the following to increase employee commitment:

- Providing opportunities for ongoing learning that are specific to various work roles.
- Offering mentorship and coaching while working to strengthen learning.
- Promoting the use of project-based learning to help staff members apply new skills.

6.3.3 Performance Appraisal and Employee Commitment

The study discovered divergent opinions about the method for performance reviews. Some employees believe the system is fair, while others believe it is transparent and consistent. Similar problems have been highlighted by earlier research, which showed that ambiguous evaluation methods were the root cause of employees' dissatisfaction (DeNisi & Murphy, 2017).

To improve fairness and effectiveness, Linde Bangladesh Limited should:

- Set clear and measurable performance criteria.
- Provide regular feedback sessions instead of annual evaluations.
- Link performance appraisals to career growth opportunities.

6.3.4 Rewards & Benefits and Employee Commitment

Employee unhappiness with salary, bonuses, and overall remuneration led to the lowest ranking for rewards and benefits. This supports research showing that poor pay results in decreased work satisfaction and increased turnover (Kuvaas, 2008).

To address this issue, the company should:

- Review and increase salaries to remain competitive in the industry.
- Introduce performance-based bonuses and incentives.
- Provide non-monetary benefits such as flexible work arrangements, health insurance, and career development programs.

6.3.5 Employee Participation and Employee Commitment

Commitment was significantly positively impacted by employee participation. Workers valued the chance to voice their thoughts and participate in decision-making. This corroborates earlier research by Kim (2002), which discovered that employee commitment and engagement are increased by participative management.

To enhance this further, Linde Bangladesh Limited can:

- Establish employee feedback mechanisms to encourage idea-sharing.
- Increase collaborative decision-making at all organizational levels.
- Recognize employees who contribute valuable suggestions.

6.4 Theoretical and Practical Implications

6.4.1 Theoretical Implications

By demonstrating that HRM methods have a major impact on employee commitment, this study adds to the body of knowledge in HRM. In addition to highlighting the necessity of better performance evaluation and compensation systems for sustaining long-term commitment, the findings corroborate earlier research on hiring, training, and rewards.

6.4.2 Practical Implications

For Linde Bangladesh Limited, the study provides valuable insights into improving HRM practices. The company can:

- Improve hiring procedures to guarantee long-term fit.
- Create training curricula tailored to each function to fill up skill gaps.
- Increase transparency and tie promotions to performance reviews.

- Redesign benefits and pay plans to increase worker satisfaction.
- To develop a more engaged workforce, promote employee involvement.

6.5 Limitations and Future Research Directions

6.5.1 Limitations

- The study was limited to Linde Bangladesh Limited, and results may not apply to other industries.
- A cross-sectional survey was used, meaning findings reflect employee perceptions at a single point in time.
- The sample size was limited to 100 employees, which may not fully represent all perspectives.

6.5.2 Future Research Directions

- Future studies could include multiple organizations to compare HRM practices across industries.
- A longitudinal study could track changes in employee commitment over time.
- Research could explore the impact of company culture on HRM practices and employee motivation.

6.6 Conclusion

This chapter reviewed the study's findings in the context of contemporary HRM theories and research. The results show that while dissatisfaction with performance assessments and awards lowers commitment, employee participation, training, and recruitment all have a beneficial effect. The study offers Linde Bangladesh Limited theoretical understanding as well as useful suggestions for enhancing HRM procedures.

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Appendix

Confidential

Dear Participant,

This survey aims to serve an MBA internship report (research based), and we need your kind participation with some insights for its accomplishment. The research aims to determine the effect of perceived support of business organization: a questionnaire analysis on Linde Bangladesh Limited. The enclosed questionnaire is designed to study the effect of HRM practices on employee organizational commitment at Linde Bangladesh Limited. Your responses will remain anonymous and used solely for research purposes.

Your participation in this research is completely voluntary. There are no known risks of participation beyond those encountered in everyday life. Your responses will remain confidential and anonymous. Data from this research will be kept secret and reports only as a collective combined total. Moreover, the objective of the research is not to collect any type of confidential data about the organization.

We thank you sincerely for your valuable time and effort in completing the questionnaire. Your valuable feedback will definitely contribute to the advancement and success of this research. If you are interested to know about the research outcome later on, please do not hesitate to contact my academic supervisor or me.

Sincerely,

Maisha Maliha Nishu
MBA Program, BRAC University

Questionnaires

Section I: Demographic Information

(Please tick ✓ the appropriate box)

1. Gender:

- ☐ Male
- ☐ Female
- ☐ Other

2. Age Group:

- ☐ 20-30 years
- ☐ 31-40 years
- ☐ 41-50 years
- ☐ Above 50 years

3. Educational Qualification:

- ☐ Bachelor's Degree
- ☐ Master's Degree
- ☐ Others (Please specify) _____

4. Work Experience at Linde Bangladesh Limited:

- ☐ 1-3 years
- ☐ 4-6 years
- ☐ 7-10 years
- ☐ More than 10 years

Section II: HRM Practices

Please indicate your level of agreement with the following statements using a 5-point Likert scale:

1 = Strongly Disagree | 2 = Disagree | 3 = Neutral | 4 = Agree | 5 = Strongly Agree

A. Recruitment & Selection

1. The recruitment process at Linde Bangladesh Limited is fair and transparent. ☐1 ☐2 ☐3 ☐4 ☐5
2. The company hires employees based on their skills and qualifications. ☐1 ☐2 ☐3 ☐4 ☐5
3. Job roles and responsibilities are clearly defined during recruitment. ☐1 ☐2 ☐3 ☐4 ☐5
4. The selection process ensures the best candidates are chosen. ☐1 ☐2 ☐3 ☐4 ☐5

B. Training & Development

5. Linde Bangladesh Limited provides adequate training opportunities. ☐1 ☐2 ☐3 ☐4 ☐5
6. The training programs are relevant to my job responsibilities. ☐1 ☐2 ☐3 ☐4 ☐5
7. I have access to professional development programs. ☐1 ☐2 ☐3 ☐4 ☐5
8. Training has improved my skills and job performance. ☐1 ☐2 ☐3 ☐4 ☐5
9. Training sessions are conducted frequently. ☐1 ☐2 ☐3 ☐4 ☐5

C. Performance Appraisal

10. The performance appraisal system at Linde Bangladesh Limited is fair. ☐1 ☐2 ☐3 ☐4 ☐5
11. Performance evaluations are conducted regularly. ☐1 ☐2 ☐3 ☐4 ☐5
12. I receive clear and constructive feedback on my performance. ☐1 ☐2 ☐3 ☐4 ☐5
13. My performance evaluation is linked to career growth opportunities. ☐1 ☐2 ☐3 ☐4 ☐5
14. The appraisal system motivates me to improve my work performance. ☐1 ☐2 ☐3 ☐4 ☐5

D. Rewards & Benefits

15. The salary I receive is competitive compared to similar organizations. ☐1 ☐2 ☐3 ☐4 ☐5
16. The company provides performance-based bonuses and incentives. ☐1 ☐2 ☐3 ☐4 ☐5
17. Employee benefits such as healthcare and insurance are satisfactory. ☐1 ☐2 ☐3 ☐4 ☐5
18. Non-monetary benefits (such as leave policies and flexible work arrangements) are sufficient.
☐1 ☐2 ☐3 ☐4 ☐5
19. The company recognizes and rewards employees' achievements fairly. ☐1 ☐2 ☐3 ☐4 ☐5

E. Employee Participation

20. I am encouraged to participate in decision-making processes. ☐1 ☐2 ☐3 ☐4 ☐5
21. My opinions and suggestions are valued by the management. ☐1 ☐2 ☐3 ☐4 ☐5
22. I am regularly involved in team discussions and problem-solving. ☐1 ☐2 ☐3 ☐4 ☐5
23. The company promotes an open communication culture. ☐1 ☐2 ☐3 ☐4 ☐5
24. I feel empowered to contribute to the company's success. ☐1 ☐2 ☐3 ☐4 ☐5

Section III: Employee Organizational Commitment

F. Affective Commitment (Emotional Attachment to the Organization)

25. I feel a strong sense of belonging to Linde Bangladesh Limited. ☐1 ☐2 ☐3 ☐4 ☐5
26. I enjoy working in this company and feel personally attached. ☐1 ☐2 ☐3 ☐4 ☐5

G. Continuance Commitment (Staying Due to Cost of Leaving)

27. I stay with this company because I believe leaving would be costly. ☐1 ☐2 ☐3 ☐4 ☐5

28. I would find it difficult to leave this organization because of the benefits I receive. ☐1 ☐2 ☐3 ☐4 ☐5

H. Normative Commitment (Feeling Obligated to Stay)

29. I feel a responsibility to remain at Linde Bangladesh Limited. ☐1 ☐2 ☐3 ☐4 ☐5

30. Even if I got another job offer, I would feel guilty about leaving this company. ☐1 ☐2 ☐3 ☐4 ☐5

Section IV: Additional Comments

(Please provide any additional feedback about HRM practices and employee commitment at Linde Bangladesh Limited.)

Thank you for your valuable time and responses!