

# **The Impact of Human Resources Management Practices on Employee Commitment: Evidence from Pakistan Telecom Sector**

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DOI: 10.6007/IJARBSS/v7-i7/3129 URL: <http://dx.doi.org/10.6007/IJARBSS/v7-i7/3129>

## **Abstract**

Human resources management practices are persuasive and multi-dimensional phenomenon as well. In the epoch of cutthroat competition organization in all sectors of the economy especially telecom sector are striving hard to satisfy employees and customers by supplying value added services in order to stay in the competition. Pakistan Tele communication sector has recognized as sizzling concern and it is increasing at an astounding pace and surpassing all projection. The purpose of this paper is to shed light on the impact of HRM practices on employee commitment in the telecom sector of Pakistan. To do so, data was gathered through five point- likert scale self-questionnaires by considering a sample of 220 managers and first line employees from 35 offices. Seven cities have been included i.e. Kotli, Sudhnoti, Rawalakot, Mirpur, Muzaffarabad, Rawalpindi and Islamabad. Top performing telecom organizations were analyzed i.e. Telenor, Zong, Warid, Ufone, and Mobilink. The HRM practices i.e. career practice planning (CPP) and compensation practice (CP) were taken as dependent variable, whereas employees' commitment is study independent variable. Descriptive statistics and inferential statistics were applied by using SPSS. The study results demonstrated that a HRM practice i.e. CP and CPP has

positive and statistically significant impact on employees' commitment in the telecom sector of Pakistan. Based upon the finding, this study recommends that the targeted telecom organization can foster their employees' commitment and effectiveness by fan-tuning HRM practices. Eventually, developing countries are least focused as compared with developed nation of the world, thus the findings of this study contribute greatly in the body of academia in conjunction with offer implications for the HRM policymaking machinery.

**Keywords:** Human Resources Practices, Career Planning Practices, Compensation Practices, Employees Commitment, Telecom Sector, Pakistan

## **1.0 Introduction**

In the present epoch, Tele communication sector of Pakistan has recognized as a sizzling concern and it is increasing at an astounding pace and surpassing all projection, foreign investment, GST and activation tax deposits in Government account, contribution to notational exchequer, offering handsome paid jobs avenues with good coverage to the cities and far flung areas. In Pakistan telecom sector is its growing phase and telecom industry are demanded to have a right people for the right job to keep track on employees commitment and to add in the value of shareholders innovative and modern HR practices are needed to be put in use. In the last couple of years telecom sector of Pakistan contributed to the national GDP and which is good for mobiles industry. The key telecommunication industry players in Pakistan are, Telenor, Zong, Warid, Ufone, Mobilink having very good market share annually. It is expected that if cellular subscribers tend to increase at the same pace would be doubled after some years. (<http://www.pta.gov.pk>).

## **1.1 Study Background**

Steve Wynn rightly said "Human Resource is not a thing we do, it is the thing that runs our business" (<http://blog.hirerabbit.com>). According to Schuler and Jackson (1987) human resources management HRM practices are simply a process of attracting, motivating as well as retaining employees with the intent to ensure the survival of the organization. To that respect, Delery and Doty (1996) HRM practices are particularly designed and implemented in such a pattern that in turn human resources play a striking role in realizing the goals and objectives of the organization. Purcell (2003) advocated that the appropriate employment of HR practices positively influence as far as the level of employee and employer commitment is concerned. According to Snell and dean, (1992) and Pfeffer (1998) human resources practices including training and development performance appraisal inspire the employees to do work in their level best with a view to enhance the performance of organization. According to Paul and Anantharaman (2003) organization are greatly interested in these days as far as career development program is concerned. Most of the studies on HRM practices articulated that career programs are of great beneficial for the development of employees.

### **1.2 Problem Statement**

The problem statement to be studied in this study is “the impact of HRM practices on employees’ commitment in telecom sector of Pakistan “.In the last couple of years the business environment is highly shaky and volatile political upheavals multifarious challenges are putting pressure in functional areas like finance, human resources practices, marketing, management information system etc. among them commitment of human resources is very crucial one. Human resources are largely considered sustainable competitive advantage for almost all companies regardless of their size temperament, nature. The importance of human resources cannot be overlooked because employees are the key assets of the business. The success of organization based on many determinates but the most vital factor that has important bearing on the organization performance is its employees. The commitment of the employees does matter. Human resources management deals with management of employees efficiently and effectively and to ensure the availability of qualified, skilled, highly motivated and committed employees to accomplish organization goals. In the previous research background there is a need to study the impact OF HRM practices on employees’ commitment in the telecom sector of Pakistan. Two human resources will be addressed in this research i.e. career planning practices and compensation practices. In the present epoch Tele communication sector of Pakistan has recognized as sizzling concern and it has shown tremendous growth, foreign investment, offering handsome paid jobs to a great numbers of job seekers with good coverage to the cities and far flung areas. There has not much research is done so far especially the impact of HRM practices on employees commitment in the Pakistan telecommunication sector.

### **1.3 Objectives of the study**

The study objectives are as follows:

1. To investigate the relationship between HRM practices and employees commitment in the telecom sector of Pakistan.
2. To explore the impact of HRM practices on employees commitment in the telecom sector of Pakistan.
3. To determine the status of HRM practices in telecom sector of Pakistan.

### **1.4 Research questions**

The study research questions to be addressed are as follows:

What is the relationship between HR practices i.e. career planning and compensation practices and employees commitment in the telecom sector of Pakistan

Are there any impact HRM practices on employee’s commitment?

What is the status of HRM practices in telecom sector of Pakistan?

What is the status of HRM practices in Pakisatn?

### **1.5 Significance of the Study**

This study is carried on with a view to demonstrate the impact of HRM practices on the employee’s commitment and will be significance in following ways. In first place it will be of great addition in the literature. The results of this study showed that there is significant impact

of HRM practice on employee's commitment in Pakistan telecom sector by knowing the importance of this HRM practice manager may form their HR policies and improve the performance of telecom sector of Pakistan. This study will be useful to the future researchers. The management of Pakistan telecommunication industry can gain important information that are in turn will be vital for them as far identification of the HRM practices is concerned and their impact on firms performance as well.

### **1.6 Contribution of the study**

The study is sought to demonstrate the impact of HRM practices (career planning practice and compensation practices) on employee commitment in the telecom sector of Pakistan so it would be good addition in the literature. The study directions for future open up a debate on HR practices and employees commitment.

### **2.0 Literature review**

This section offers in depth review of literature, key studies, HRM practices, theoretical underpinning and research gap.

#### **2.1. HRM Practices**

According to Schuler and Jackson (1987) human resources management HRM practices are simply a process of attracting, motivating as well as retaining employees with the intent to ensure the survival of the organization. To that respect, Delery and Doty (1996) HRM practices are particularly designed and implemented in such a pattern that in turn human resources play a striking role in realizing the goals and objectives of the organization. Purcell (2003) advocated that the appropriate employment of HR practices positively influence as far as the level of employee and employer commitment is concerned. According to Snell and dean, (1992) and Pfeffer (1998) human resources practices including training and development performance appraisal inspire the employees to do work in their level best with a view to enhance the performance of organization.

#### **2.2 Previous studies on HRM practices, Employees Commitment**

This section presents previous studies on HRM practices Employees Commitment and organization performance. Huselied (1995) in his familiar study studied the impact of HRM practices on perceived employees performance and financial performance of firms by studying the eleven HRM practices and found significant relation. To the respect another important study is conducted by Teseema and Soeters (2006) on the topics of "Challenges and prospects of HRM in developing countries" by considering the eight HRM practice and demonstrated significant relationship between HRM practices and perceived employees performance. Zubair et al. (2002) advocated that recently telecom sector of Pakistan has experienced remarkable growth. They also advocated that HRM practice tested in their research have positively associated. Triyedi and Raval (2015) did a very important research by doing a in depth literature to observed an association between HRM practices and Organizational performance published in international journal of advance research computer science and management studies and

found positive impact. Paul and Anantharaman (2004) carried out a research for the purpose knowing the influence of HRM practices on organizational commitment in Indian context among software professional and revealed positive liaison. Bhatti et al. (2011) also demonstrated positive impact on organization performance in context of USA context. Patrick et al. (2003) did their research study in Canada and United States by incorporating 50 business units found variation between HR practices. Scott Brun (2007) tailored research to address the question “What impact does training have on employee commitment and employee turnover?” has reported the connectivity and recommends HR practices can leads to higher employee commitment. Abdulkadir et al.(2012) reported significance effect of HRM practices i.e. career planning and performance appraisal on organizational commitment by conducting their research in Nigerian banking context. Brown et al. (2003) reported in his paper published in academy journal of management that compensation based on performance of workers positively effects performance of employees which in turn boost organization performance.

## **2.3 HRM Practices to be Studied in this Research**

### **2.3.1 Compensation practices (CP)**

Compensation also called as total reward and it may be operationally defined as all rewards earned by the employees by providing services to the organization it is encompasses financial compensation including wages, salary, and commission and no-financial compensation include like promotion (Hrcouncil.ca/hr-toolkit/). Frye (2004) studied the liaison between HR practices compensation based on turnover, productivity, equity and performance of firms in the telecommunication sector and demonstrated positive association between them. He advocated that human capital intensive companies’ compensation practices particularly plays a paramount important role in order to attracting and retaining trained and skilled employees in telecom organization. Ichniowski et al (1997). Ling and Nasuridin (2010) elucidated good incentive pay plans have a positive bearing on employees’ performance by conducting their research in Malaysia context. Another important research conducted by sial et al. (2011) by considering universities operating in Pakistan with the intent to analysis HRM practices on organizational commitment advocated that compensation practices has significant connectivity with the employee’s commitment which in turn leads to higher organization performance. The HRM practices to be used in this study are being presented in detail in the coming discussion.

### **2.3.2 Career Planning Practices**

According to Dressler (2008) “Career planning is the deliberate through which someone become aware of his or her personal skills , interest knowledge motivations and other characteristics ; acquire information about opportunities and choices ; identifies career related goals ; and establishes action plans to attain specific goals” . Career “Career planning is an ongoing process that can help you manage your learning and development “ (<http://www.careercentre.dtwd.wa.gov.au>). To that respect Ardestani and Pourkiaei (2014) career planning is ongoing process where individual gradually develops his or her concept relating to occupation. Snell (1992) elucidated in order to motivating employees career

planning serves as an important tool in this regard. Well thought out career planning is indispensable to attain desired organization objectives.

## **2.4 Employee's Commitment (EC)**

Sila and Gichinga (2016) documented that the employee's commitment involves an organizational employee's devotion as well as the willingness to utilize fuller effort on behalf of specific organization. Aguta and Hasret (2015) organizational employees' commitment is known to be the employee's ability to recognize with an organization by describing strong aspiration along with a definite belief in goals, and values of an organization and their acceptance to be a tenacious part of specific organization, by demonstrating readiness to exert a fuller amount of effort and energy on the head of organization as well as by adopting the phenomena of high performance work practices which is also known to be high involvement or high-involvement work practice. According to Luthans (1995) describes those employees commitment is an attitude. It is a strong desire of an organizational employee to remain a permanent member of a specific organization in conjunction with a resilient willingness to set up high levels of determination and effort, strong belief in the organizational values, goals and their acceptance on behalf of organization. According to Pareek (2004) stated employee's organization commitment as a person's feeling pertaining to carry on her or his association with the organization, along with the acceptance of the values, objectives, goals as well as employees willingness to support organization in achieving the organization values and goals. Hellrigel (2001) in this regard stated organizational commitment is more the loyalty and also take into account an active and smart contribution for the sake of accomplishments of organizational goals. The employee's commitment is more stable phenomena as paralleled to only satisfaction because daily affairs have less effect. Moreover, it is more boarder concept as compared to job only because it applies to the whole of organization.

### **2.4.1 Model of Employees' Commitment**

According to Martins and Nicholls (1999) there are three important pillars are as follows. First pillar: A sense of belonging to the organization means the loyalty which is necessary to successful and wins win industrial relations and it is crafted by managers by means of involving, informing as well as sharing workface in success. Second pillar: A sense of excitement in the job refers to achieve improved result excitement is necessary without a sense of excitement improved result cannot be achieved. . Third pillar: confidence in management refers as to achieve a sense of belonging and excitement workers confidence in management and leadership is needed.

### **Theoretical Framework**

The theoretical underpinning and key research studies presented above literature i.e. (Huselied, 1995; Teseema and Soeters, 2006; Zubair et al.,2002; Triyedi and Raval,2015; Paul and Anantharaman,2004; Bhatti et al.,2011; Patrick et al.,2003; Scott Brun,2007; Abdulkadir et al.,2012; Brown et al.,2003) contacted research by taking different sample size and by using



different statistical test in middle east ,India, Pakistan , Canada , Austria, UK contexts and by analyzing hospital, telecommunication sectors , universities and banks demonstrated that HRM practices have significant impact on employees commitment and organization performance. But most of the studies have been conducted in advance countries of the world. Literature also justified the HRM practices are necessary for employees commitment. It is also evident from the literature there is very limited studies have been conducted so for.

**2.4 Research Gap**

By searching data base the researcher found no single direct study that has done. Little evidence is found in developing countries Like Pakistan telecom sector. There is a drought in the literature. The present study is attempted to contribute in justifying the knowledge regarding HRM practices and employees commitment and to provide valuable recommendations to the telecom sector of Pakistan.

**3.0 Research Methodology**

This particular section explains the conceptual framework in consort with the research design used in this research study.

**3.1 The Conceptual Framework**

The conceptual proposed research model is presented in figure 3.1 in the methodology section along with hypothesis of the studies are also stated in the table 3.2.

**3.2 Regression Model**

The Regression model has been used to investigate the Impact of Human Resources Practices on Employees Commitment: Evidence from Pakistan Telecom Sector. The regression equation for this study as presented.

$$Y= \alpha +\beta_1X_1 +\epsilon \dots\dots\dots (1)$$

$$EC= \alpha +\beta_1 (CPP_1) + \beta_2 (CP_2) +\epsilon$$

Where, Y represents dependent variable of the study, X<sub>1</sub> and x<sub>2</sub> representing the independent variable of the study, ε designates error term (natural variation of the model) ,Career planning practices (CPP), Compensation Practices (CP) are independent variables whereas employees commitment (EC) dependent variable.

**3.3 Research Design**

This based on correlational research design because the study is conducted for the purpose of demonstrating cause an effect between the variables under consideration. The population to be studied was the Pakistan telecom sector employees. Due the time and nature of the study data was collected by employing convenient sampling technique. The data is gathered with the help of self-administrated questionnaires. In addition the questionnaire was developed on the basis of key studies presented in the literature section of this research (Chand, 2007; Brown, 2006; Huselid, 2007; Zubair et al. 2002). Gender information average age was 24 to 32 out of which 25% female and 70 % male and the 29 questions item were included. Questioners were

consists of four parts. In this study all offices of Telenor, Zong, Warid, Ufone and Mobilink operating in Kotli, Sudhnoti, Rawalakot, Mirpur, Muzaffarabad, Rawalpindi and Islamabad, were taken into consideration. A list of contact numbers and other information were taken from the head offices necessary to realize the objectives of present study. The strength of employees was different in almost every branch in accordance to the scale of operation. Two hundred and twenty questioners were floated among the managers and first line employees of 35 offices of selected telecom organization. The response rate was 70% (154) completed and received. The five- point likert scale have been used. The data is collected through primary data source. Correlation and regression test were applied to demonstrate the cause and affect between the variable. Data is analyzed through SPSS software. Moreover, "Cronbach's alpha" is attempted and to confirm the reliability to inter consistency questionnaires as well.

**Table 3.1 Names of Companies Telecom Sector of Pakistan to be analyzed**

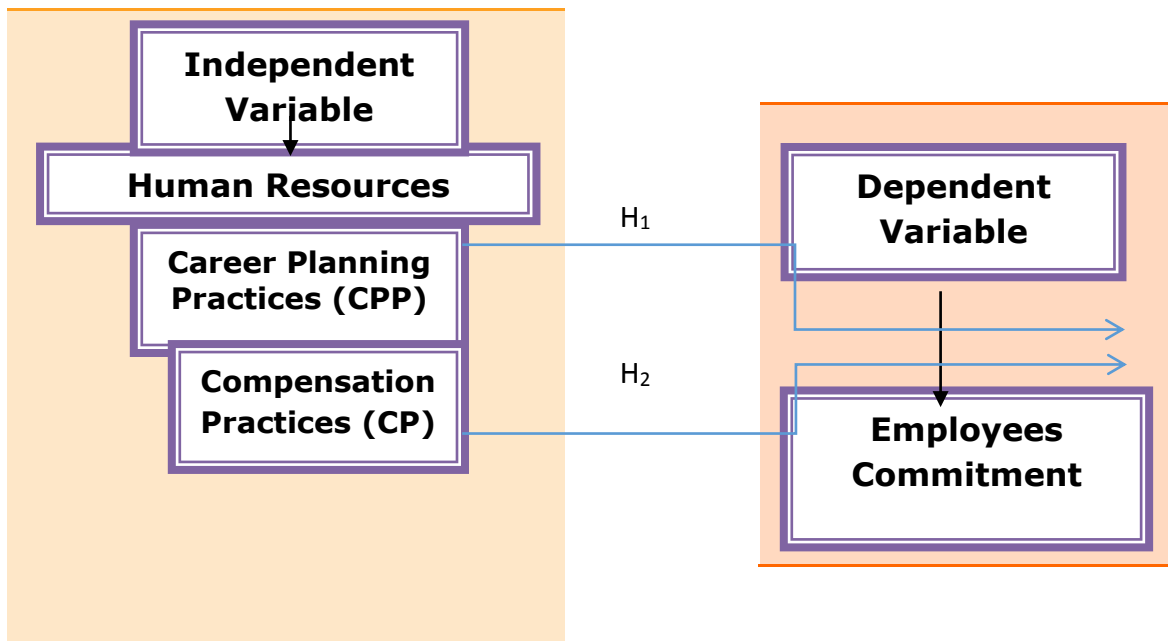
<b>Names of Companies Telecom Sector of Pakistan Under Study</b>		
<b>Serial Number</b>	<b>Names of pakistan telecom companies to be studied</b>	<b>Description</b>
<b>1</b>	<b>Telenor</b>	<b>Pakistan [Telenor Group]</b>
<b>2</b>	<b>Zong</b>	<b>[China Mobile] CM Pakistan</b>
<b>3</b>	<b>Warid</b>	<b>Pakistan Mobile Communication Limited</b>
<b>4</b>	<b>Mobilink</b>	<b>Pakistan Mobile Communication Limited</b>
<b>5</b>	<b>Ufone</b>	<b>Pakistan Telecom Mobile Limited</b>

### **3.4 Research Model /Conceptual Framework of the Study**

Following research model have been used in this research. This research model is constructed on the base of literature review of key famous studies. Following are the variables of the study. The human resources management practices is treated as independent variable and to measures HR practices Career Planning and Compensation Practices have been employed Whereas employees commitment has been used as a dependent variable



**Figure 3.1 Research Model**



**2.6 Hypothesis of the study**

Two HRM practices are to be taken into consideration in this study first is headed by career planning practices CPP and second is headed by compensation practices CP and this study is especially tailored to investigate the impact of human resource practices on employee’s commitment in the Pakistan telecommunication sector. By basing on detail abovementioned review of literature the following hypothesis are framed.

### Table 3.2 Statement of Hypothesis

Hypothesis

- H<sub>1</sub>: **Career planning practices(CPP) has positive and significant impact on employee’s commitment in telecom sector of Pakistan**
- H<sub>2</sub>: **Compensation Practices has positive and significant impact on employees commitment in telecom sector of Pakistan**

### Table 3.3 Contracts Operational Definition to be used

Constructs	Definition
Carrer planning practices	<b>According to Dressler (2008) “Career planning is the deliberate through which someone become aware of his or her personal skills , interest knowledge motivations and other characteristics ; acquire information about opportunities and choices ; identifies career related goals ; and establishes action plans to attain specific goals”.</b>
Compensation practices	<b>Compensation also called as total reward and it may be operationally defined as all rewards earned by the employees by providing services to the organization it is encompasses financial compensation including wages, salary, psychological contract and commission and no-financial compensation include like promotion (Hrcouncil.ca/hr-toolkit/).</b>
Employee’s Commitment	<b>Sila and Gichinga (2016) documented that the employee’s commitment involves organizational employees’ devotion as well as the willingness to utilize fuller effort on behalf of specific organization.</b>

## 4.0 Result and Discussion

This part of research paper is devotes to explains the results of the statistical tests employed to achieve the objective of the research. The data was gathered by using questionnaires and responses were coded numerically in meticulous manner in order to analysis the data. The descriptive statistics, correlation and regression analysis were tailored to strengthen the study results.

### 4.1 Descriptive Statistics

#### Table 4.1 Descriptive Statistics

Descriptive statistics

	EC	CP	CPP
Mean	<b>4.16</b>	<b>5.09</b>	<b>3.79</b>
Standard Deviation	<b>0.50</b>	<b>0.36</b>	<b>0.35</b>
Min	<b>3.20</b>	<b>3.44</b>	<b>3.19</b>
Max	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>

EC: Employee commitment, CPP: Career planning Practices, CP compensation practices.

In the table 4.1 mean values for variables under study signifies that HR manger are satisfied in the telecom sector of Pakistan from career planning and compensation. The mean of employee commitment EC (4.16), career planning practices CPP 5.09 and 3.79 along with standard

deviation 0.50 , 0.36 and .35 respectively, depicting that on average the stand point of all the participate are similar.

#### 4.2 Correlation Analysis

**Table: 4.2 Correlation Matrix**

Variables	Employees commitment	Career planning practices	Compensation practices
Employees commitment	1		
Career planning practices	.50**	1	
Compensation practices	.48**	.41**	1

\*\* . Correlation is significant at the 0.01 level (2-tailed). \* . Correlation is significant at the 0.05 level (2-tailed).

In the table 4.2 Pearson correlation is attempted to gauge the degree of relationship between variable under consideration. In our correlation analysis there is positive association between compensation practices and employees commitment. In addition to this career planning signifies positive liaison with employees' commitment.

#### 4.3 Regression Results

In the table 4.3 the percentage (%) of volatility or changeability in the dependent variable i.e. employees commitment (EC) due to independent variables i.e. Compensation practices (CP) Career Planning practices (CPP). The adjusted R square (coefficient of determination) 73 % volatility be in dependent variable employees commitment can be explained by explanatory viable Human Resources Practices i.e. Compensation practices (CP) Career Planning practices (CPP)in pakistan Telecom Sector. The remaining 27 % variation is not expounded by explanatory variable which may because of unknown factor apart from this it is insightful from F Statistics (24.28) and P value .0000 which is below than standard 0.05.It is also suggesting from the fact the F value is good enough to declare the model has the predictive power to significantly predict the effect of the variable.

### 4.3 Regression Results

Table 4.3 Regression results

Variables	Coefficient	Std. Error	t-statistics	Prob.
C	<b>18.9540</b>	<b>0.225512</b>	<b>7.099409</b>	<b>.00000</b>
CPP	<b>0.57102</b>	<b>0.000243</b>	<b>5.280340</b>	<b>.00000</b>
CP	<b>0.33540</b>	S.E. of regression	<b>4.380440</b>	<b>.00000</b>
R-Squared	<b>0.69234</b>	F-statistics		<b>24.2811</b>
Adjusted R-Squared	<b>0.73000</b>			
Mean dependent Variable	<b>5.21513</b>	Prob (F-statistic)		<b>.00000</b>
S.D. dependent Variable	<b>4.26910</b>	Durbin-Watson		<b>1.12137</b>

a. Dependent variable: EC employee's commitment. b. Predictors: Career Planning Practices, Compensation Practices

In accordance to the table 4.4 all variable presented in the regression model are significant. The  $\beta$  coefficients of career planning practices having value 0.571 means raise in one unite of career planning practice will upsurge employees commitment 0.571 units. Similarly, the  $\beta$  coefficients of compensation practices having value 0.335 means raise in one unite of compensation practices will upsurge employees commitment 0.571 units. The  $\beta$  value is positive and P-value which is below than the standard strictly validating that there is positive and statistically significant impact of HR practices on employees' commitment. Durbin- Watson statistics indicates there is no problem of collinearity.

**Table 4.4: Inter item consistency Cronbach's alpha**

Variables	Cronbach's alpha	Number of items
Career planning practices	<b>0.879</b>	<b>6</b>
Compensation practices	<b>0.687</b>	<b>6</b>
Employees commitment	<b>0.519</b>	<b>17</b>
Cumulative	<b>0.895</b>	<b>29</b>

**Table 3.5 Testing Of Hypothesis**

Hypothesis to be tested	Beta Coefficient	t	P Value Sig.	Decision Status
H <sub>1</sub> : Career planning practices has positive and significant impact on employees commitment in telecom sector of pakistan	<b>0.57102</b>	<b>5.280</b>	<b>.0000</b>	<b>Accepted</b>
H <sub>1</sub> : Compensation Practices has positive and significant impact on employees commitment in telecom sector of pakistan	<b>0.335409</b>	<b>4.38</b>	<b>.0000</b>	<b>Accepted</b>

### 5.0 Summary, Conclusion and Recommendations

The purpose of this paper is to shed light on the impact of HRM practices on employee commitment in the telecom sector of Pakistan. For this study data was gathered through five point- likert scale questionnaires by considering a sample of 220 managers and first line employees from 35 offices. Seven cities have been included i.e. Kotli, Sudhnoti, Rawalakot, Mirpur, Muzaffarabad, Rawalpindi and Islamabad. Top performing telecom organizations are analyzed i.e. Telenor, Zong, Warid, Ufone, and Mobilink. Two HRM practices i.e. career practice planning and compensation practice were worked out, whereas employees' commitment is taken as an independent variable and HRM practices is considered independent variable Descriptive statistics and inferential statistics were applied by using SPSS. The study results concluded that a HRM practice i.e. compensation practice and career practice planning both has positive and statistically significant impact on employees' commitment in the telecom sector of Pakistan. This study recommends that the targeted telecom organization can fosters their employees' commitment and effectiveness by fan-tuning HRM practices.

#### 5.1 Policy Recommendations

It is crystal clear from the study results that HRM practices (Career planning practice and compensation) has significant positive impact on employees commitment, so Pakistan telecom should put up such practices study discussed in this to accomplish desired goal. It is also recommends that compensation and recognition systems along with employees tanning, proper career planning must be implement to derive employees commitment that furthers leads high performance. There should be fair and timely compensation. Management should give value to the contribution and ideas of employees. There must be arrangement of tanning workshops. The organization is also need to revisit their HR practice.

#### 5.2 Limitations of the Study

The 70% of respondents were male and 30% female represents man dominant society. The study sample size is confined to Pakistan telecom sector and not sufficient enough to draw a clear picture and generalization cannot be made. This study employed a very common

technique of data collection i.e. questionnaire where issue subjectivity is still out there. This discussed only two HR practices.

### **5.3 Future Research Direction**

Future researchers may include more HRM practice by using qualitative and quantitative measures. Similar study should be conducted in cross countries or by covering maxim area by increasing variables, sample size, data collection methods beyond questionnaires, others techniques like interviews and survey and empirical research could also be undertaken.

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## Appendix

### Questionnaires

#### Section 1: Organizational Commitment:

Using 5 likert scales (1-5) please carefully circle your answer extent of agreement in each of the following items with regards to organizational commitment.

S.No		Strongly Disagree 1	Disagree 2	Natural 3	Agree 4	Strongly Agree 5
1	I feel well-chosen to stay on rest of my career with this company	1	2	3	4	5
2	I have warmth tenderness as if this company's problems are my own problems	1	2	3	4	5
3	I do not feel a strong sense of "belonging" to my company	1	2	3	4	5
4	I am not "emotionally impound" to this company	1	2	3	4	5

5	I do not feel like "component part " at my company	1	2	3	4	5
6	This company has a great value for me	1	2	3	4	5
7	I love to share about my company with people	1	2	3	4	5
8	I think that I can easily affix with another organization as I attach to this	1	2	3	4	5
9	If I will leave my organization this time ,this decision will fluster whole of my life	1	2	3	4	5
10	Staying with this organization is a necessity more than a desire	1	2	3	4	5
11	There are some ground reasons to stay in this organization otherwise I don't have any interest to continue	1	2	3	4	5
12	One of the main reasons I continue to work for this organization is other organizations don't have that benefits this organization have	1	2	3	4	5
13	I observe that people these days move from company to company frequently	1	2	3	4	5
14	I do not consider that a person must always be loyal to his or her organization (R)	1	2	3	4	5
15	Moving from one organization to another organization is not wrong to me	1	2	3	4	5
16	If I will get another offer of a better working environment than this organization I wouldn't mind to move on	1	2	3	4	5
17	I do not think that wanting to be a 'company man' or	1	2	3	4	5

**Section: II career planning practices.**

**Using 5 likert scales (1-5) please carefully circle your answer extent of agreement in each of the following items with regards to career planning practices.**

S.No		Strongly Disagree 1	Disagree 2	Natural 3	Agree 4	Strongly Agree 5
1	Career development is not the responsibility of employees	1	2	3	4	5
2	Within the organization employees career dream should be discussed with immediate supervisor	1	2	3	4	5
3	Employees have more than one potential position for promotion	1	2	3	4	5
4	Employees outlook is clear about possibilities of promotion	1	2	3	4	5
5	The organization design programs for the career and development of employees	1	2	3	4	5
6	Our organization uses internal sources whenever there is a vacant position	1	2	3	4	5

**3. Using 5 likert scales (1-5) please carefully circle your answer extent of agreement in each of the following items with regards to Compensation practices CP.**

Section III: Compensation practices CP.						
S.NO		Strongly Disagree 1	Disagree 2	Natural 3	Agree 4	Strongly Agree 5
1	My salary is fair considering what other people are paid	1	2	3	4	5
2	I am gratify with the compensation system of the organization	1	2	3	4	5
3	In this organization , pay of employees depends on performance	1	2	3	4	5
4	This organization salary and other benefits are comparable to that of similar organizations	1	2	3	4	5

5	Good job is noticed and rewarded	1	2	3	4	5
6	I take into account rewards and recognition no matter how small in this organization	1	2	3	4	5

Section IV: Gender Information	
Section VI: <b>General Information</b> 1. Please indicate your gender.	
2. What is your current age? _____ Years	
3. What is your current position in your company?	
4. Your previous work experiences Job 1. Job 2. Job 3.	
Industry _____	
Position _____	
5. How long have you been working for the current company? ____ Years ____ Months	
6. Please indicate your highest level of education attained	
<input type="checkbox"/> High school	<input type="checkbox"/> Bachelor's degree - <input type="checkbox"/> Currently pursuing
<input type="checkbox"/> Some college experience	<input type="checkbox"/> Master's degree - <input type="checkbox"/> Currently pursuing
<input type="checkbox"/> Associate's degree - <input type="checkbox"/> Currently pursuing	