

Organizational Commitment of the Employees of the Ports Security Affairs of the State of Kuwait: The Impact of Human Recourses Management Practices

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ABSTRACT

The aim of the study was to explore the impact of human resource management practices on organizational commitment of the Ports Security Affairs of the State of Kuwait. The HRM practices applied in this study were human resource planning, recruitment and selection, rewards and incentives, training and development, and performance appraisal. Organizational commitment dimensions used in this study were affective commitment, normative commitment and continuance commitment. All managerial employees working in the Ports Security Affairs of Kuwait were included in the study sample. A questionnaire-based survey was used to collect data. In order to test study hypotheses, relevant statistical procedures were used. The result showed an average rate of HRM practices adoption. The significant impact of HRM practices (human resource planning, recruitment and selection, rewards and incentives, and performance appraisal) on organizational commitment were supported. Consequently, the research recommends keeping an eye on employees' positive interaction while performing job tasks as well as their participation in decision making and making organization's public policy.

Keywords: HRM Practices, Organizational Commitment, the Ports Security Affairs, Kuwait.

1. Introduction:

The human resource one of the basic pillars of the organizations, which contributes strongly to achieve the organization's goals, without the human element the organization cannot afford any work and cannot achieve its vision and mission, The Human Resources Management is one of the most important management functions, because they are responsible for the human element, which is the most precious resource of the Organization,

and the most influential in productivity. Human resources management tries to enhance organizational capability and enable the organization to attract and qualifying required competencies to cope with the challenges. Human resources are the most important in any organization segment, having increased the aspirations and desires of the human element to obtain a better life, it took the responsibility for the development of human resources, so that requires the constant pursuit of the individuals working goals in the organization, which achieves a balance between the individuals benefits and the management benefits in the organization.

The appearance of the term human resources commonly used in the last decade of the last century and the beginning of the twentieth century, which focuses most attention in which to get the individual and collective skills (intellectual, humanitarian, technical) and to enable these capabilities to contribute to the objectives achievement efficiently and effectively, of the implicit framework of the concept there are no differences implied but in terms of form we may find that there is a difference, of implicit construction hand, the human resources management means getting the manpower in terms of quality and quantity in line with the organization needs to impose achieve its goals and accomplish their strategies.

Because of the great importance of the human resource and its ability to positively or negatively contribute to achieving the organization's goals, the modern management take actively interest in terms of planning and development, and because of this increased attention to the human element the human resources management functions have evolved, and new tasks for human resources management were added to the traditional functions, so manager human resources department had become an adviser internally and change agent, take the initiative, and works to provide views and suggestions without being required of senior management and benefit the organization.

As a result of growing interest in human resources management began working on the creation of rules, principles and instructions to ensure that working conditions meet the needs and aspirations of workers, to guide their behavior and activity to develop their skills to increase productivity and raise the efficiency and quality, So began searching for mechanisms to ensure the best and most efficient human resources, through creating a positive work environment that supports the effectiveness of the work, commitment and loyalty to the organization. On the other hand interest in human resources, and ensure their commitment and loyalty of the organization, includes many respects, most notably achieve a level of job satisfaction, which is one of the most important reasons or motives for performance excellence.

The organizational commitment field is one of the most important concepts in organizational behavior and human resource management (Dhar, 2015). The identification of the organizational commitment of the employee is to a high degree of importance for researchers and organizations on both levels, as the organizational commitment influences in staff behavior and behavioral trends. And it can be summed up the importance of organizational commitment through the role of organizational commitment in improving the employee functional level (Fu et al., 2009), Through its impact on employees continuation in the organization and continue to work, where the results of some studies have shown impact of

organizational commitment on the reduction of employees desire to leave the organization (Brown et al., 2011).

In this regard (Meyer & Allen (1997) pointed that the organizational commitment is one of the best indicators that can be used to predict the employees turn over. On the other hand, the organization lack interest in organizational commitment may make the employee to pay attention to other directions outside of work such as hobbies and volunteer groups, or even to look for other career opportunities outside the organization (Meyer & Allen 1997). The researchers also added positive correlation between organizational commitment and the level of manager's performance especially in strategic decision-making field. the organizational commitment play an influential role in organizational justice, which in turn affects perceived organizational support by the staff, which is reflected in a positive manner to link employees to organization; which would result in the employee to do his best effort in the organization interest (Perreira and Berta, 2015). About the organization itself, the employees who have high levels of organizational commitment help the organization building long-term relationships with its customers (Boshoff & Allen, 2000). Moreover, one of the positive effects of organizational commitment to assist the organization in building a competitive advantage (Schoemmel et al., 2015).

The study problem was the organizational commitment to workers in security land ports sector of the State of Kuwait, where it was noted the researcher -as a worker in this sector- that the workers looking for new jobs away from this sector, furthermore they complaining about the work and talk about it negatively, which has necessitated the researcher to focus on the issue of organizational commitment as a problem that requires study, and thus the study came to examine the impact of Human Recourses Management Practices on organizational Commitment.

2. Theoretical framework

2.1 Human resources management concept:

Abu Sheikha (2000) defines the concept of human resource management as a group of sub-processes that include planning of these resources and preparation to recruitment, selection and incentive systems and systems of occupational safety and staff performance evaluation of in the manner in which they can contribute to organizational goals achievement. Tanke (2001) gave a comprehensive definition of human resource management and described it as a set of strategies, plans and programs implemented by the organization to attract, motivate and develop, reward and retain the best individuals in order to achieve organizational goals. The human resources management includes all administrative decisions and practices that directly affect the human individuals in the organization (Shahnawaz & Juyal, 2006). Robbins & Judge (2007) defined it as organizational practices that aims to recruit, train and motivate staff. Ulferts et al. (2009) counted human resources management as a means used by organizations in order to determine the future needs of human resources and achieve organizational goals. From the view point of Oluwatayo (2015), the human resource management practices is a set of organizational functions related to managing and conducting workforce activities in the organization. And defined by Dora and Sabag (2010) as the Special

managerial activity to identify the organizational needs of human resources and offer them in numbers that fits the organization needs and the use of these resources in an efficient way contribute to production efficiency.

It is become clear from the above definitions importance of human resources for organizations in terms of their role in achieving organizational goals. From researcher perspective human resources management is a set of management processes that include everything related to human resources in the organization. These sub-processes are known as human resources practices, such as recruit, select, train, motivate, develop, and retain human resources.

2.2 Human resources management practices:

There were many views among researchers in terms of classifying human resources practices. Meyer & Allen (1997) ranked HR practices in two types: HR practices associated with controlling, which aims to increase efficiency and rely on rules and rewards based on the outputs. In addition to human resources practices associated with commitment, practices which aim to increase efficiency, and depend on the conditions that encourage employees to work hard to achieve organizational goals. The theoretical literature of human resources management includes many of the practices used by the researchers in studying the relationship between these practices and other variables. Pfeffer (1994) has identified set of practices for human resources, including job security, selection and appointment, sharing of information, participation and empowerment, training and skills development, incentives, salaries, and advancement. According to Delaney and Huselid (1996) there are three types of practices its, recruitment, training and development, and participation and rewards. Qureshi et al. (2010) classify Human resources management practices as follows: selection and training system, performance evaluation system, compensation system, planning system, employee participation, and career planning.

Pfeffer (1998) mentioned a type of human resources practices concerned with organizational commitment and are conducive to building confidence among the staff and these practices include: empower employees to make decisions, intensive communications related to the functions and performance of staff, designing training programs to increase employees skills and work on their development, recruitment, encourage teamwork, where creative ideas are encouraged, and rewards system, which is consistent with the effort made by the employee, in addition to decrease the gap between management and staff regardless of roles. These practices to improve the level of organizational commitment among staff, where an employee commits to do more efforts to the organization benefit. Schwochau et al. (1997) classifies organizational commitment practices under the category of human resources practices that aim to develop staff efficiencies. Training and development is of great importance in that it represents the mission of the organization that it is committed toward its employees, and their development is one of the important goals to be achieved.

Amin et al. (2014) Used in his study hiring practices, training, performance appraisal, career planning, sharing and compensating staff to study the relationship between human resource management practices and organizational performance. Naidu and Chand (2014) studied the

practices of recruitment and selection, human resources planning, design and analysis of jobs, training and development, career counseling, and wages and compensation. Abu Snehneh (2013) used several practices, which are training, motivation, task forces and internal communication and their role in organizational commitment level. Schwartz (1999) as mentioned in Aladwan et al. (2015) referred to human resource management practices as mentioned by Frederick Taylor "recruitment and selection, training and development, performance evaluation and reward system". From the viewpoint of Taylor that human resources management is based on four basic criteria, which are set and choose the right employee in the right place, and provide appropriate training, under a special system performance measurement and another system to provide fair compensation and incentives.

Khasawneh (2011) study focused on human resource practices: planning, analysis, organizing, directing, and follow up. On the other hand, Chew and Chan (2008) study aimed to identify the nature of the relationship between the employee's desire to remain in the Organization and one of the most important human resource practices, which is the compatibility between the individual and the organization. Among the human resource practices Buck and Watson (2002) studied the following practices: wages, job enrichment, and training. Youndt et al. (1996) noted that there are clear differences between studies regarding human resource management practices, most studies focusing on basic skills upgrading for employees through practices such as selecting staff, intensive training, and development efforts, such as job rotation, and mutual benefit.

Delery and Doty (1996), strategic human resource management practices are those practices associated with overall organizational performance, and they identified seven practices: internal promotion opportunities, personal training systems, reward system, dividends, job security, as well as to identify and describe the functions. Harris et al. (2007) after a comprehensive review of the literature of human resources practices mentioned a set of practices which are: Training, performance management, recruitment, direct participation, fair salaries, communications, internal promotions, and job design, functional independence, job security, benefits, human resource planning, job analysis, fair employment, selection, career development, performance evaluation, flexible working, and share information. Haynes and Fryer (2000) added other practice, which is empowerment. Yang (2006) added two practices: leadership development and employee relations.

In regards to the role of human resource management practices on organizational outcomes, the results of the studies showed an effect of human resource practices on organizational performance (Amin et al., 2014), and organizational commitment (Aladwan et al., 2015; Lewicka and Krot, 2015), and improve the services quality provided to customers (Naidu & Chand, 2014), change and organizational development (Ulrich, 1997), improving productivity levels (Abu-Doleh & Weir, 2007), job engagement (Suan & Nasurdin, 2014), improving quality (Jago & Deery, 2002), in addition to the impact of human resource management practices on total quality management practices (Yang, 2006), and improve competitive advantage (Hassan, 2009). The present study adopts five practices of human resource management practices: Human resources planning, selection and recruitment,

incentives and rewards, in addition to training and development, performance evaluation. These practices can be explained in detail as follows:

Human recourses planning: Human resources planning practice represents one of the most important managerial processes in organizations, depending on the role they play in the success of the Organization and enhancing its effectiveness. This practice is a strategy which is associated with employing human resources in the Organization, use and development (Al-Hitti, 2005). Also human resources planning is known as forecasting human resource needs, and seek to get them in the right place and at the time of need (Kamel, 1994). The purpose of human resources planning, is to specify the Organization's needs of human resources, employing human resources in the Organization in the best possible way, thus reduce the costs incurred by the Organization in achieving organizational goals. Moreover, the human resources planning contributes to make the Organization able to meet the changes offered by the internal and external environments. Thus, human resources planning process should include continuous and systematic analysis to employment, and predict the future requirements of the Organization of human recourses, and future planning for supply and demand of labor (Kamel, 1994).

A distinction can be made between human resources planning and jobs planning, that last thoughtful process whereby the employee is aware of his personal skills, interests, knowledge and motivation towards work and other characteristics, as well as gathering information about career opportunities and options, identify the functional objectives, and setting practical plans to achieve certain goals (Abdulkadir et al., 2012). Job planning is a career portal where it opens the way for employee to identify possible career options, in addition it helps in balancing his preferences and abilities and requirements of the Organization (Nwuche and Awa, 2011).

Recruitment and selection: Recruitment defined as the process to identify potential individuals to fill vacancies in the organization, and working to attract them to these vacancies (Fisher et al., 1999). Recruitment is one of the most important functions of human resources management in that it helps organization managers in attracting and selecting the best employees. Selection is intended to choose individuals who have the required specifications in terms of having the appropriate qualifications and experience for the job. Lamba & Choudhary (2013) noted that recruitment is the process to search for potential employees and encourage them to apply for jobs in the organization.

Naidu & Chand (2014) mentioned a set of sub practices under the recruitment and selection process which are: internal recruitment (identifying potential employees within the Organization and transferred them to posts through transfers or promotions), and external recruitment (identification of potential employees from outside the Organization), and internal promotions, employment testing when selection, fair employment, and the joint decision on the terms of employment, recruitment based on merit, recruitment based on ability and experience, and seasonal appointments. The appointment comes in two forms, formal and informal. The formal appointment is by advertising in newspapers and magazines and the like, and the formal appointment through knowledge and personal relationships or refer to the official universities and colleges or employment agencies (Chen and Cheng, 2012). The following process is attracting, which is the next step after the recruitment process, which aims to attract as many candidates as

possible to choose among them, and to select the most suitable with specific standards (Nasrallah, 2002).

In contrast, the selection process refers into the process of differentiation between candidates for jobs based on appropriate qualifications and competencies (Bohlander and Snell, 2007). The selection process depends on two factors: individual susceptibility to training and flexibility. And individual training susceptibility means the ability to acquire the skills required to perform tasks and achieve specific goals within a certain time frame. Flexibility means an individual's ability to adapt to different working conditions, he was asked to work within a group or team work (Huo et al., 2015). There are many references in the modern literature of human resource management, according to Aladwan et al. (2015), about the concentration of organizations to appoint potential employees who possess a degree of commitment toward the values and objectives of the organization.

Rewards and compensations: This practice of human resource management practices is based on compensation, bonuses and incentives to employees for their tasks in the Organization (Amin et al., 2004). This practice includes: wages on the basis of merit, objective evaluation of performance, and inform employees on the organization's economic situation, financial incentives for outstanding performance, and moral appreciation for good performance (Naidu & Chand, 2014). Huo et al., (2015) Assure that the objective of rewards is motivating employees to apply their knowledge and skills on specific tasks in order to achieve organizational goals. He adds that there are many strategies used in providing incentives, some of them is motivation based on performance, motivation based on goals, motivation based on operations. Zaitouni et al. (2011) assure on the role played by the non-financial recognition, that is as important as the financial recognition in enhancing organizational commitment.

Training and development: In the organizational context, training may be defined as providing individuals with the means to do business, or to resolve specific problems, and therefore it is an organizational practice aimed at increasing the skills and abilities of the individual to work. DeNisi and Griffin (2001) defined training as method used by the organization to provide the employee with the skills, knowledge and abilities that enable him to carry out the tasks required. Among the practices that fall under training and development: training needs analysis, training practice and internal and external development (Naidu & Chand, 2014). Training is usually measured by focusing on how staff participate in training programs, in addition to the financial allocations for the training process and programs (Power, 2004).

The objective of the training process is to modify skills, abilities and attitudes of individuals (such as organizational commitment), in order to understand how to achieve organizational goals and employee expectations (Herold and Fedor, 2003). As a result, training provides employee with educational opportunities and therefore will have the ability to overcome obstacles and improve the knowledge and commitment during organizational change process (Maheshwari & Vohra, 2015). Among the positive effects of training as a results of previous studies to increase employees ' skills and thus decrease the gap between current competencies and job requirements (Lamba & Choudhary, 2013). Which contributes to the improvement of some organizational outcomes such as organizational performance

(Khan, 2010) and job satisfaction (Andreassi et al., 2004). Prabhakar & Ram (2011) refer the need to focus on the following aspects in training: repeat training programs and providing training programs based on comprehensive assessment of staff needs, to improve staff performance. As well as the training content, and finally, focus on trainers from outside the organization, particularly those who have ideas and creative ways in training.

Performance appraisal: Performance appraisal can be defined as the process for determining the level of employee performance at work, and tell him that, and develop a plan to improve employee performance (Rue and Byars, 2004). Suan & Nasurdin (2014) defines performance appraisal as the process of observation and continuous assessment of employee performance in accordance with predetermined criteria for task implementation. Erdogan (2002) notes that performance appraisal is a regulatory procedure involving several steps includes: to determine the performance criteria which used to assess performance, evaluate the behaviors associated with these criteria, and then determine the degree of employee performance, and finally to inform employees with their performance. This process is carried out annually, where Manager and employee are met to discuss the employee's performance over the past year and work to complete the plans for improving employee performance (Byars and Rue, 2004). Previous studies have indicated regarding the importance of the performance appraisal to the role played by employee performance evaluation in a clearer role in the organizational process as a whole, and to identify its strengths and weaknesses, which leads to improve organizational performance (Qureshi et al., 2010), and improve organizational compliance (Slocombe and Bluedorn, 1999; Erdogan, 2002).

2.3 Concept of Organizational commitment

Organizational commitment received a great interest by researchers according to its positive outcomes. Although no consensus of researchers on one definition of the organizational commitment, but it could be argued that all definitions that addressed the concept of organizational commitment have common characteristics, they can be identified through a review of a set of definitions of organizational commitment.

Mowday et al. (1979) Define organizational commitment as the strong faith that the employee shows towards the goals and values of the Organization, and acceptance of them, as well as the desire to make an effort in the interest of the organization, and the strong desire to maintain membership. We conclude from this definition that the commitment is based on three pillars of faith which are: the values and objectives of the Organization, the desire to remain in the Organization, and appropriate effort to adhere to these values and goals. On the other hand, some researchers describe the organizational commitment as a Psychological engagement; Meyer and Allen (1991) described organizational commitment as a Psychological state that connects employee with the organization. In the definition of O'Reilly and Chatman (1986) who count organizational commitment as a psychological engagement, the individual feels it toward the Organization, reflected in the degree of his adoption of the characteristics, values and objectives of the organization. As well as Mathieu & Zajac (1990), described organizational commitment as a psychological state that describes

the relationship of the employee with the organization, and his decision on continuation or termination of the relationship.

After 2000, another set of definitions that are not out of their content and their meanings than previous definitions and that differed in their speeches, including definition of Ketchand & Strawser (2001) who considered the organizational commitment as a set of attitudes that have shaped employee toward organization, such as loyalty to the Organization, feeling that employee personal goals match with the Organizational goals, as well as the desire to maintain the relationship with the organization. The definition of Bashir & Ramay (2008) which expressed organizational commitment in general terms that it's a group of attitudes or the relationship developed by individuals toward certain organization. Some other definitions came more detailed than others, so Su et al. (2013) define organizational commitment as the employee's desire to serve the organization through a distinct effort more than expected. The definition of Alniaçik et al. (2013) who confirmed the other definitions, is that organizational commitment is an employee's attention level with the organization, and acceptance of the organizational objectives, and the desire to work hard to achieve these goals, and stay in the organization.

In light of these definitions, the researchers find that organizational commitment based on a set of elements: emotional engagement by the employees toward the organization, this engagement calls him to prefer the organization, so that will have a strong desire to continue the work in the Organization, this feeling comes from the sense of harmony between his personal value, goals, and the Organization values and objectives, and therefore accept the values and objectives of the Organization, and the belief in the need to commit with these values and to assist in achieving organizational goals through striving and doing more to that Goals.

2.4 Organizational Commitment Dimensions

Organizational commitment variable came in the previous studies as a dependent variable to other variables such as age, length of service, level of education, and as independent variable to predict other variables such as the intention to leave work, absence from work, and job performance (Elizur and Koslowsky, 2001).

Organizational commitment comes in the current study as a dependent variable to human resource management practices. The theoretical literature which concerned with organizational commitment includes many measurements that researchers developed or used for the purpose of measuring organizational commitment. Some of them is the scale developed by Mowday et al. (1997) which is called 'organizational commitment questionnaire'. A measure of organizational commitment is the organizational commitment questionnaire developed by Meyer and Allen (1984), that been used by Jain et al. (2009), examples of paragraphs contained 'I feel an emotional attachment to the organization', 'mean to me personally so much', 'things are getting better if the employee is committed to working for one organization, this model was adopted for this study.

Allen and Meyer (1990) developed the organizational commitment model, consists of three dimensions: Affective commitment and Continuance commitment, and normative

commitment, they are the dimensions of organizational commitment adopted in the current study, described by Schoemmel et al. (2015) with three words: affective commitment (the desire to commit), and Continuance commitment (perceived benefit that necessitates the commitment), and normative commitment (the perceived cost of commitment). These dimensions can be illustrated as follows:

Affective Commitment: Tufail & Naveed (2012) define affective commitment as an emotional bond that connects the employee with the Organization, which centered around the acceptance of the organization's goals and values, and then the desire to duplicate the effort on behalf of the Organization, and the desire to perpetuate this association with the organization. Chen et al. (2012) believes that affective commitment expresses the strength of an emotional association that connects employee with the Organization, in addition to participating in the organization. Ketchand & Strawser (2001) adds that an employee who has a strange sense of affective commitment prefer staying in the Organization, due to his desire to support and assist the Organization in achieving its goals. Joarder et al. (2011) refer that affective commitment is the more powerful dimension in terms of predicting positive organizational outcomes, including the intention to leave (Alniaçik et al., 2013). The reason for this is because the affective commitment affects both the Continuance and normative commitment, and therefore it is the most influential dimension in organizational commitment (Malik et al., 2010).

In regards to the measurement of affective organizational commitment, Alniaçik et al. (2013) mentioned several paragraphs are used: 'feel that the problems facing the Organization as I am having problems, 'I owe much to this organization', 'I'll be very happy if you stay working in this organization', 'this Organization deserves my loyalty', 'what connect me with this organization is affective bond', 'I am proud to tell others that I'm a part of this organization. Dhar (2015) Added another set of paragraphs to measure affective organizational commitment: 'I don't feel there is a link between me and my supervisor', 'I feel proud because I work with this supervisor', 'I respect and appreciate my supervisor at work'.

Continuance Commitment: Continuance commitment refers to the costs of leaving the Organization, whether actual or perceived costs (Tufail & Naveed, 2012). And it is not related to affective bond, but to the risks to stay in or leave the Organization, if the risks of leaving work more compared with costs to remain in the Organization, the employee then chooses to remain in the Organization (Meyer & Allen, 1997). Therefore, the continuance commitment is formed according to the impressions of the employee towards the costs and rewards obtained as a result of its commitment to the Organization (Smeenk et al., 2006). It can be said that continuance commitment is related to the degree of employees commitment in terms of staying in the organization regardless of cost to stay in organization (Chen et al., 2012). Examples of continuance commitment measurement paragraphs: 'it's hard for me to leave now, even if I wanted to', 'staying in the organization is necessary stems from my desire' (Weng et al., 2010).

Normative Commitment: Normative commitment represents the employee's desire to remain in the Organization, stems from the moral values or stress or the accountability toward the Organization, regardless of the level of his job satisfaction (Tufail & Naveed,

2012). Abu Sneineh (2013) notes that normative commitment expresses a sense of employee commitment toward organization, and this kind of loyalty can be enhanced by allowing employee to interact positively in the manner of work implementation and setting goals, planning and policy making for the organization. Weng et al. (2010) adds that the employee who enjoys a high level of normative commitment prefers staying in the organization, because he believed that ethical duty makes him do it, and that comes from the desire to serve organization that gave him a lot of advantages and benefits. In other words, the employee feeling thanks to the organization is the motive that he not leave the Organization (Chen et al., 2012). Examples of paragraphs that can used to measure normative commitment: 'even it's an advantage, but I feel that if have not to leave now', 'I have a convincing justification to stay in the organization' (Weng et. al.,2010).

2.5 Human recourses practices and organizational commitment

Human resource management practices are the most important factors affecting organizational commitment. Some studies have confirmed this relationship, such as Appelbaum et al. (2000) found a positive relationship between human resource management practices represented by: pay for performance, job security, fair wages, flexible work schedules, opportunities for career advancement, and organizational commitment. A study of Meyer and Smith (2000) which showed the positive role of human resource management practices such as performance evaluation, benefits, training and development in strengthening organizational commitment level. Khashroom (2011) mentioned a group of influential factors in organizational commitment: organizational climate, human needs of employees in the Organization, clarity of organizational goals, clarity of the roles of employees in the Organization, incentives for employees, and the involvement of employees in the organization. The study of Chen (2005) which examined the relationship between perceptions of employees, toward human resources practices and organizational commitment among employees of Taiwanese banks, the results of the study indicated a correlation between the study variables (human resource practices and organizational commitment). Based on these findings the following hypothesis is suggested:

H1. Human Recourses Management Practices directly influences organizational Commitment of the Employees of the Ports Security Affairs of the State of Kuwait.

More specifically:

- H1a. Human resource planning directly influences organizational Commitment of the Employees of the Ports Security Affairs of the State of Kuwait.
- H1b. Recruitment and selection directly influences organizational Commitment of the Employees of the Ports Security Affairs of the State of Kuwait.
- H1c. Rewards and incentives directly influences organizational Commitment of the Employees of the Ports Security Affairs of the State of Kuwait.
- H1d. Training and development directly influences organizational Commitment of the Employees of the Ports Security Affairs of the State of Kuwait.
- H1e. Performance appraisal directly influences organizational Commitment of the Employees of the Ports Security Affairs of the State of Kuwait.

3. Research Framework

Based on study hypothesis, the following theoretical framework, shown in Figure 1. As can be seen from the framework, the study investigates the impact of Human Recourses Management Practices on organizational Commitment of the Employees of the Ports Security Affairs of the State of Kuwait, where Human Recourses Management Practices are the independent variable and are positively related to organizational Commitment as the dependent variable.

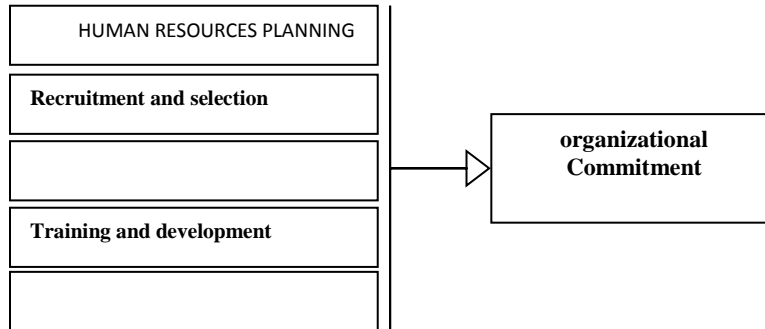


Figure 1. Theoretical Model

4. Methodology

The methodology section of the current research depicts the sample of the study, the measurements, the statistical analysis to test the validity and reliability of the study tool, and to test the study hypotheses employed to test the relationship between study constructs (Human Recourses Management Practices and organizational Commitment).

4.1 Data collection

Data are collected using a questionnaire. The questionnaire was divided into three sections: Section A consisted of a list of questions intended to probe the demographic variables of the respondents. Section B contained questions aimed at gauging the respondents' evaluation of Human Recourses Management Practices adoption by the Ports Security Affairs of the State of Kuwait adopted from previous studies, and which could possibly influence organizational Commitment, using a five-point Likert scale. The following practices were focused on; Human resource planning (7 statements), Recruitment and selection (9 statements), Rewards and incentives (7 statements), Training and development (8 statements), and Performance appraisal (8 statements). Section C is also adopted from previous studies, contained questions aimed at evaluating the level of employees organizational Commitment were focused on these dimensions; Affective Commitment (5 statements), Continuance Commitment (5 statements), and Normative Commitment (5 statements).

4.2 Study tool

The constructs in this study were developed by using measurement scales adopted from prior studies. Modifications were made to the scale to fit the purpose of the study. All

constructs were measured using five-point Likert scales with anchors strongly disagree (= 1) and strongly agree (= 5). All items were positively worded. Human Resources Management Practices consist of Human resource planning, Recruitment and selection, Rewards and incentives, Training and development, and Performance appraisal, were adapted from previous studies (Shay, 2006; López-Cabrales et al., 2010; Delery & Doty, 1996; Huselid, 1995). organizational Commitment dimensions consist of Affective Commitment, Continuance Commitment, and Normative Commitment, to measure organizational commitment, the most widely used measure of organizational commitment is the Organizational Commitment Questionnaire (OCQ) adapted from Meyer & Allen (1991).

4.3 Sample

The study population consisted of all the employees of the Ports Security Affairs of the State of Kuwait (Al-abdaly (221), Al-Nweseb (317), Al-Salmy (223)), the researchers distributed the questionnaires to the whole population mounted (751). (487) questionnaires retrieved . After reviewing the questionnaires show that there are (64) extremely unfit for statistical analysis, that had the study sample size (423) .

Table 1. Sample characteristics

Variable		Frequency	%
Age group	less than 30	127	30.00
	30- less than 40	193	45.6
	40- less than 50	89	21.00
	50 years and more	14	3.4
Gender	Male	408	96.5
	Female	15	3.5
Educational level	Diploma	111	25.8
	Bachelor	269	64
	Post graduate	43	10.17

Females make (3.5 percent) of the employees on the other hand Males respondents represented (96.5 percent) of the survey population. The largest group of respondents (45.6 percent) were aged 30- less than 40. The next largest group (30.0 percent) were aged less than 30 years. Smaller groups of respondents were aged 50 years and more (3.4 percent). With regard to educational level, respondents with Bachelor degrees were the largest group of respondents make (64.0 percent), respondents with Diploma degrees make (25.8 percent). Finally, holders of post graduate degrees make (10.17 percent) of the employees. The sample characteristics of the respondents represented in Table 1.

4.4 Reliability and validity of the survey instrument

The survey instrument with 54 items was developed based on two variables Human Recourses Management Practices as independent variables with five dimensions; Human resource planning (HRP1-HRP7), Recruitment and selection (RS8-RS16), Rewards and incentives (RI17-RI23), Training and development (TD24-TD31), and Performance appraisal (PA32-PA39). organizational Commitment as dependent variables with three dimensions: Affective Commitment (AC40-AC44), Continuance Commitment (CC45-CC49), and Normative Commitment (NC50-NC54).The instrument was evaluated for reliability and validity. Reliability refers to the instrument's ability to provide consistent results in repeated uses (Gatewood & Field, 1990). Validity refers to the degree to which the instrument measures the concept the researcher wants to measure (Bagozzi & Phillips, 1982).

Table II. Factor analysis of Human Recourses Management Practices

Construct and item	Loadings	Communalities	KMO	Variance	Reliability
Human resource planning (HRP)			.752	38.662	.7279
HRP1	.523	.723			
HRP2	.536	.732			
HRP3	.508	.713			
HRP4	.514	.560			
HRP5	.518	.647			
HRP6	.517	.566			
HRP7	.589	.535			
Recruitment and selection (RS)			.789	37.070	.7752
RS8	.501	.549			
RS9	.546	.668			
RS10	.531	.562			
RS11	.502	.550			
RS12	.504	.710			
RS13	.511	.641			
RS14	.648	.805			
RS15	.544	.738			
RS16	.549	.586			
Rewards and incentives (RI)			.671	40.971	.7571
RI17	.554	.595			
RI18	.555	.675			
RI19	.529	.655			
RI20	.581	.694			
RI21	.521	.566			

RI22	.597	.545			
RI23	.532	.729			
Training and development (TD)			.790	38.094	.7583
TD24	.590	.700			
TD25	.526	.571			
TD26	.594	.542			
TD27	.513	.536			
TD28	.532	.576			
TD29	.604	.777			
TD30	.518	.719			
TD31	.572	.610			
Performance appraisal (PA)			.778	36.845	.7491
PA32	.537	.570			
PA33	.536	.660			
PA34	.563	.512			
PA35	.560	.678			
PA36	.572	.687			
PA37	.555	.596			
PA38	.598	.705			
PA39	.528	.573			

Table III. Factor analysis of organizational Commitment

Construct and item	Loadings	Communalities	KMO	Variance	Reliability
Affective Commitment (AC)			.716	34.627	.7522
AC40	0.632	0.698			
AC41	0.741	0.788			
AC42	0.658	0.697			
AC43	0.664	0.691			
AC44	0.653	0.728			
Continuance Commitment (CC)			.773	31.589	.7318
CC45	0.648	0.687			
CC46	0.721	0.856			
CC47	0.764	0.787			
CC48	0.738	0.751			
CC49	0.697	0.747			
Normative Commitment (NC)			.658	30.257	.7694
NC50	0.667	0.693			
NC51	0.781	0.816			
NC52	0.704	0.797			
NC53	0.627	0.711			
NC54	0.742	0.769			

Factor analysis and reliability analysis were used in order to determine the data reliability for the Human Resources Management Practices, and organizational Commitment dimensions. A within factor, factor analysis was performed to assess convergent validity. The results of the factor analysis and reliability tests are presented in Table (II) and Table (III). All individual loadings were above the minimum of 0.5 recommended by Hair et al. (1998). For exploratory research, a Chronbach α greater than 0.70 is generally considered reliable (Nunnally, 1978). Chronbach α statistics for the study constructs are shown in Table (II) and Table (III). Thus it can be concluded that the measures used in this study are valid and reliable. Kaiser-Meyer-Olkin has been used as Pre-analysis testing for the suitability of the entire sample for factor analysis as recommended by Comrey (1978), the value of The Kaiser-Meyer-Olkin measure was used to assess the suitability of the sample for each unifactorial determination. The KMO values found (see Table II, and III) are generally considered acceptable (Kim and Mueller, 1978). All factors in each unifactorial test accounted for more than 52 per cent of the variance of the respective variable sets. This suggests that only a small amount of the total variance for each group of variables is associated with causes other than the factor itself.

4.5 Descriptive statistics analysis

Table (IV) indicates that employees of the Ports Security Affairs of the State of Kuwait evaluate Rewards and incentives (with the highest mean scores, i.e. $M = 3.55$, $SD=0.673$) to be the most dominant of Human Recourses Management Practices and evident to a considerable extent, followed by Recruitment and selection ($M= 3.49$, $SD=0.682$), Training and development ($M = 3.44$, $SD=0.614$), Performance appraisal ($M = 3.40$, $SD=0.682$), and Human resource planning (with the lowest mean scores $M = 3.40$, $SD=0.694$). With regard to organizational Commitment, employees of the Ports Security Affairs of the State of Kuwait evaluate their Continuance Commitment (with the highest mean scores, i.e. $M = 3.00$, $SD=0.839$) to be the most dominant organizational Commitment dimension within their organization and evident to a considerable extent, followed by Normative Commitment ($M= 2.76$, $SD=0.937$), and Affective Commitment (with the lowest mean scores $M = 2.63$, $SD=0.861$).

Table IV. Descriptive analysis of Human Recourses Management Practices and organizational Commitment

Dimension	Mean	Standard deviation
Human Recourses Management Practices	3.45	
Human resource planning	3.40	.694
Recruitment and selection	3.49	.682
Rewards and incentives	3.55	.673
Training and development	3.44	.614
Performance appraisal	3.40	.682
Organizational Commitment	2.80	
Affective Commitment	2.63	.861
Continuance Commitment	3.00	.839
Normative Commitment	2.76	.937

5. Test of hypothesis

Multiple regression analysis was employed to test the hypotheses. It is a useful technique that can be used to analyze the relationship between a single dependent variable and several independent variables (Hair et al., 1998). In this model, organizational Commitment acts as the dependent variable and Human Recourses Management Practices, as the independent variables. From the result as shown in Table (V), The regression model was statistically significant ($F = 129.091$; $R^2 = .603$; $P = .000$). The R^2 is 0.603, which means that 60.3 per cent of the variation in organizational Commitment can be explained by Human resource planning, Recruitment and selection, Rewards and incentives, Training and development, and Performance appraisal. The proposed model was adequate as the F-statistic = 129.091 was significant at the 5% level ($p < 0.05$). This indicates that the overall model was reasonable fit

and there was a statistically significant association between Human Recourses Management Practices and organizational Commitment.

Table (V) also shows that Human resource planning ($\beta = 0.547$, $p < 0.05$), Recruitment and selection ($\beta = 0.159$; $p < 0.05$), Rewards and incentives ($\beta = 0.329$, $p < 0.05$), and Performance appraisal ($\beta = 0.403$, $p < 0.05$) had a significant and positive effect on organizational Commitment. This provides evidence to support H1a, H1b, H1c, and H1e. Based on the β values Human resource planning has the highest impact on organizational Commitment followed by Performance appraisal, Rewards and incentives, finally Recruitment and selection, with regard to Training and development based on their β values was not supported.

Table V. Regression Summary of Human Recourses Management Practices and organizational commitment (N=423)

MODEL	Unstandardize d COEFFICIENTS		STANDARDIZED COEFFICIENTS	T	SIG.	COLLINEARITY STATISTICS		
	B	Std. error	β			Toleranc e	VIF	
1	Constant	.188	.148		- 1.265	.206		
	Human resource planning	.642	.073	.547	8.734	.000	.240	4.164
	Recruitment and selection	.190	.070	.159	2.714	.007	.273	3.659
	Rewards and incentives	.398	.070	.329	5.713	.000	.284	3.519
	Training and development	.025	.078	.019	.318	.750	.272	3.675
	Performance appraisal	.482	.079	.403	6.085	.000	.214	4.668
Notes: R 2 = .608; Adj. R 2 = .603; Sig. F = 0.000; F-value = 129.091; dependent variable, organizational commitment p < 0.01								

6. Results Discussion

The results of the study showed that levels of human resource management practices in the security Affairs of the State of Kuwait is moderate. This result can be explained that the Ports Security Affairs pays more interests to human resource management practices, but to varying degrees. In the area of human resources planning, although this practice focus on forecasting human resource needs of the organization and ensure long term availability, hire the ideal way, and develop their work, in addition to avoiding human resource management problems and work to solve these problems. In addition to providing data for other practices, full application of this

practice is influenced by the lack of information required for the planning process. although the human resources planning exercised, but it is influenced by the desire of the organizations in implementation plans, or separation between planning and implementation plans. In terms of recruitment and appointment which appeared moderately in the study results, it can be explained this conclusion by the Organization's commitment with recruitment procedures by identifying potential personnel to fill posts in preparation to be recruited to work in the organization. As that organization undertakes procedures within official channels according to the qualifications and experience required, in addition to weighing candidates to select individuals who possess the skills and expertise that are in line with the task implementation. Generally, the recruitment procedures are in accordance with the criteria and conditions laid down and agreed upon.

With regard to compensation and reward practice which appeared highly in the results of the study the management is convinced of the importance of this practice, whether tangible or intangible, in motivating employees towards outstanding performance by encouraging them to apply their knowledge, skills and expertise in the interest of business. As the management conviction of the importance of training and development in giving employees the skills and abilities to do their jobs, and solve the problems they face in the workplace, which is reflected in the outcome of organizational performance, and this is the incentive behind the Organization's interest in this practice. Finally, the need for the Organization to identify the level of performance and attention to provide special programs for evaluating the performance of employees and provide qualified people who are doing the evaluation process in a fairness way in the evaluation process, with a view to identifying training needs and help employees to improve their level of performance, identify priorities for the promotion, , support of human resource planning and career planning for employees, and finally contribute to improve organizational performance is the reason behind the Organization's interest in evaluating the employees performance.

The study results showed that the degree of employees organizational commitment is low, and might be the reason behind this result is that organizational commitment influenced by other factors than human resource management practices, such as organizational culture, and job satisfaction. in this regard a study of Alofi (2005) has confirmed a strong relationship between organizational culture and organizational commitment. Fbman (2015) referred to a positive relationship between job satisfaction and organizational commitment. organizational commitment level may be affected as well as by other factors related to the work itself, such as work experience and age (Al-Jmelly, 2012). A study of Hanouneh (2006) found a positive correlation between demographic variables represented by age, level of education, type of job, job level, employment experience, and the level of organizational commitment.

The study results indicated a statistically significant impact of human resource management practices on organizational commitment of employees. This result may be explained by the interest paid by the organization in the human resource management practices as a way to improve organizational commitment level, and that these practices are addressed mainly to improve the level of organizational commitment among workers, so that these practices are directed to employees since the beginning of their appointment to evaluate their performance; they are dealing with proper planning for the needs of workers and working to attract them to work in the Organization, and select them on the basis of objective criteria that fit with the nature of the work

assigned to them, in addition to direct employees and work to develop and maintain them, Which is supposed to lead to link employee with the organization, and the desire to the best he can do , and his desire to continue to work with the organization. This result is consistent with Belfkih (2012) which confirmed the effect of human resource management practices on organizational commitment.

The study results showed an impact of the human resources planning practice on organizational commitment, and is the most influential factor on organizational commitment among the independent variables. The reason for this result is the appointment of employee has been predetermined based on the need of the organization, which is an instrumental tool in reducing functional problems such as turnover, and leading in the long term to achieve a kind of job security for the worker (Boras, 2008), which will contribute to improving the level of organizational commitment.

The study results pointed to the effect of performance appraisal practice on organizational commitment and this practice is the second highest rate of impact on organizational commitment. It may be the reason behind this conclusion is that performance evaluation process contribute to the development of human resources by identifying the current performance level, and try to improve it in the event of default. Thus, this practice leads to the development of individual skills and talent and drive individuals to improve their ability to improve both personal and organizational goals. The results of the study confirmed the existence of incentives and rewards practice on organizational commitment and come in third rank in terms of impact on organizational commitment. This can be explained by the Organization managers perception of the importance of this practice, and obtaining incentives and rewards in the form of wages , benefits and promotion opportunities and intangible benefits have an effect on psychological development of the employees ,and include independence at work, and participation in decision making. Since the organization is committed to equitable distribution of wages and salaries among workers, plus it fits with how much effort by employees, in addition to including workers in health insurance, annual leave, sick leave and other benefits that will improve the level of organizational commitment. This result has agreed with Newman and Sheikh (2012). The results of the study showed that recruitment and selection practice has an impact on organizational commitment and is ranked last in terms of impact on organizational commitment. This result has agreed with the findings of Naidu and Chand (2014) which considered this practice as the best practices of human resources management and has an effect in improving staff motivation and raise the level of commitment they have.

The results of the study indicated that training and development has insignificant impact on organizational commitment. It can be said that despite the importance of training in giving workers new skills, knowledge and experience, enables them to do the work, increase their confidence ,and acquiring the traits which qualify them to be leaders in the organization, this results and may be the reason that training and development practice does not lead to Affective Commitment ,and thus his desire to double his effort. As the employee not linking training and development practice with his Continuance Commitment towards , but that the judgment be for the costs associated with leaving the Organization, and not for the training received. In contrast, normative commitment is moral commitment enforce worker to commit toward organization regardless of training and

development. This outcome varied with Boon and Arumugam (2006) that showed a link between training and development and organizational commitment of employees. And also with Al-Sheikh (2008), Abu Sneineh (2013) which indicated that training is most effective practice on organizational commitment.

7. Conclusion

In the light of the study findings we conclude:

- Human resources management practices collectively represented by the human resources planning, recruitment and rewards and incentives, and performance evaluation lead to improve organizational commitment of the Employees of the Ports Security Affairs of the State of Kuwait. Human resources planning practice is the highest impact on organizational commitment.
- Organization cares to implement human resource planning practice to improve the commitment of its employees, this contribute to improved level of organizational commitment. As the Organization's focus on the practice of recruitment and selection according to rules and standards and in the way to hire top talent in the organization is associated with organizational commitment.
- Despite the low level of commitment among employees, incentives and rewards, however, contribute to the improvement of commitment, as it increases the amount of the benefits obtained from the Organization, which makes him rethink if he decided to leave the organization, because he'll lose so much. In a similar manner, the performance appraisal practice affects organizational commitment, but it training and development practice does not doesn't affect commitment of the employees, so that the commitment arises from the emotional state that links the individual to the Organization, the amount of costs incurred in case of leaving the job, and the degree of moral commitment by the employee toward organization, not depending on the training and development practice.

8. Recommendation

Based on the results the researchers recommend managers and decision makers at the Ports Security Affairs of the State of Kuwait:

- Raise the degree of interest in the human resources management practices by increasing the efficiency of these practices, and achieve objectives in order to ensure effective human resources planning, and recruit the best human competencies, skills and expertise and motivate them, and to recruit the appropriate performance evaluation to identify imbalances in the performance and work to correct them.
- Taking all factors that will improve the level of organizational commitment into consideration, such as its leadership style, organizational structure on an individual level through encouraging them to accept the objectives and values of the Organization, and support them to do their best of the Organization through paying attention to personal goals, and allow them to participate in decision making and work to empower them.
- Strengthening moral commitment among workers by allowing them to positive interaction during execution of work , and participation in decision making and policy of the organization.

- Focus on other factors affecting organizational commitment of employees, such as the level of job satisfaction, organizational culture, and demographic factors in order to increase the level of organizational commitment of employees.
- Future studies to identify the factors influencing the improvement of organizational commitment at Ports Security Affairs of the State of Kuwait.

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