

Human Resource Management Practices and Employees Commitment: Basis for Human Resource Development Program

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ABSTRACT

This study examined the relationship between human resource management (HRM) practices and employee commitment among employees of selected non-sectarian schools in Davao City and determined the influence of HRM practices on employee commitment. Using a quantitative descriptive-correlational design, data were collected from 150 employees through validated and adapted survey questionnaires. Mean, Pearson product-moment correlation coefficient (Pearson r), and simple linear regression were employed for data analysis.

Results revealed high levels of both HRM practices and employee commitment, indicating favorable organizational practices and strong employee dedication. Statistical analyses showed a significant positive relationship between HRM practices and employee commitment, with HRM practices significantly influencing employee commitment. Among the HRM dimensions, training and development emerged as the strongest predictor. The findings highlight the importance of strengthening HR policies and professional development initiatives to sustain employee commitment and enhance organizational effectiveness in educational institutions.

INTRODUCTION

Employee commitment remains a significant challenge among academic institutions, particularly in developing countries where low productivity, absenteeism, and employee turnover affect institutional performance and sustainability. Weak employee commitment often results in delayed work completion, reduced organizational effectiveness, and increased turnover, creating operational and financial burdens for educational institutions. Ineffective Human Resource Management (HRM) practices, including inadequate compensation, limited training opportunities, and lack of recognition, further weaken employee motivation and organizational attachment, making commitment a critical concern in the academe (Chaudhary & Sharma, 2022; Umrani, 2021; Patel & Upadhyay, 2022).

In Malaysia, employees commitment remain areas of concern. Gallup (2023) reported that only 21% of employees worldwide are engaged, while highly engaged teams experience 78% lower absenteeism and 21–51% lower turnover, demonstrating the strong influence of commitment on organizational outcomes. In the education sector, teacher absenteeism in developing countries averages 19–25%, with some regions reaching 27–42%, reflecting challenges related to motivation and accountability (Aguado & Ferrer, 2021). International studies further emphasize the value of employee commitment, with research in Malaysia showing that higher commitment among lecturers significantly reduced turnover intentions, while studies in Ethiopian universities linked poor working conditions and low quality of work life to lower commitment and higher turnover among academic staff (Ramli & Salleh, 2025; Abebe & Assemie, 2023).

At the institutional level, HRM practices play a vital role in developing and sustaining employee commitment. Studies indicate that fair compensation, recognition, training, and career development opportunities foster motivation, loyalty, and stronger organizational attachment among faculty and staff (Esteve & Lapiedra, 2020). Committed employees are more engaged, collaborative, and willing to exceed basic responsibilities, contributing to improved teaching quality, stronger student support, and enhanced institutional effectiveness (Hamouche, 2021; Afsar & Umrani, 2021). Moreover, employees with high levels of commitment are more likely to participate in professional development and support institutional initiatives, reinforcing the effectiveness of HRM strategies and promoting long-term academic success (Patel & Upadhyay, 2022; Yadav & Singh, 2023).

Despite growing literature on HRM practices and employee commitment, limited context-specific evidence exists in Philippine academic institutions, particularly among private schools in Davao. Most local studies focus on business settings and examine only the direct relationship between HRM practices and commitment, with limited attention to academic institutions and non-teaching personnel. This study differs from prior Philippine research by focusing on private non-sectarian schools in Davao and including both teaching and non-teaching employees, providing a more localized and comprehensive understanding of HRM practices and employee commitment in the academic setting.

Significance of the Study

This study on Human Resource Management Practices and Employee Commitment in Non-Sectarian Schools will be significant as it will provide valuable insights into how human resource strategies influence employees' level of commitment within the educational sector. The findings of this study will be beneficial to **school administrators and management** as the results will help them identify which HRM practices significantly influence employee commitment and guide them in improving policies to enhance staff retention. **Human resource practitioners** will be able to use the findings to strengthen HR systems and implement strategies that will promote higher levels of employee commitment. **Teachers and non-teaching personnel** will benefit from the study as it will highlight HR practices that support their professional growth and increase job satisfaction. **School owners** will be able to use the findings to develop evidence-based HR policies and guidelines that will improve workforce management in non-sectarian schools. Lastly, **future researchers** will be able to use this study as a reference for further studies on HRM practices and employee commitment in educational institutions.

Research Objective

The main objective of this study was to determine which domain of human resource management practices best influences the employees' commitment in private schools in Davao City. Specially, it seeks to answer the following objectives:

1. To assess the level of human resource management practices in terms of:
 - 1.1 Training and development;
 - 1.2 performance appraisal; and
 - 1.3 compensation;
2. To describe the level of employees' commitment in terms of:
 - 2.1 affective commitment;
 - 2.2 Continuance commitment;
 - 2.3 normative commitment;
3. To determine the significant relationship between human resource management practices and employees' commitment.
4. To determine which domain of human resource management practices best influence the employees' commitment.

Hypothesis

The following null hypotheses were formulated and tested at 0.05 level of significance:

1. There is no significant relationship between human resource management practices and employees' commitment.

2. To determine which domain of human resource management practices best influence the employees' commitment.

THEORETICAL/CONCEPTUAL FRAMEWORK

This study was grounded in Behavioral Theory advanced by Schuler and Jackson (1987), which stated that human resource management practices were intentionally developed to guide, strengthen, and sustain employee behaviors that supported organizational goals. From this perspective, HRM practices such as training, performance appraisal, compensation, and recognition acted as behavioral instruments that influenced employees' attitudes and work-related behaviors. Over time, the consistent application of these practices contributed to the formation of employee commitment (Wright & McMahan, 1992). Employee commitment was therefore viewed as a behavioral outcome that resulted from the continuous reinforcement of expected behaviors within the organization. Becker and Huselid (1998) further supported this view by explaining that HRM practices functioned as behavioral control systems that shaped employee reactions, including their level of commitment.

Behavioral Theory also helped explain the role of perceived organizational support in strengthening the relationship between HRM practices and employee commitment. Tan (2008) emphasized that perceived organizational support, which was shaped by human resource practices, mediated the relationship between HRM and employee commitment, highlighting the importance of HR systems in influencing employee attitudes. This argument was supported by Basher (2025), who found that supportive HRM practices were positively related to employees' commitment and their intention to remain in the institution. These findings demonstrated that when employees perceived strong support from their organization, they were more likely to develop stronger attachment and long-term commitment.

In this study, Behavioral Theory supported the examination of how HRM practices influenced employee commitment by providing a clear theoretical explanation of the behavioral processes involved. It justified the assumption that HRM systems were not merely administrative functions but strategic mechanisms that shaped employee behavior and attitudes. By applying this theory, the study was able to explain how consistent and supportive HRM practices encouraged desirable behaviors that aligned with organizational goals, ultimately leading to higher levels of employee commitment.

Conceptual Framework

The conceptual framework presented in Figure 1 illustrates the hypothesized relationships between the variables of the study. Adopted from Sial, Mumtaz, and Azam (2016), Human Resource Management (HRM) practices serve as the independent variable, while Employee Commitment, based on Khan (2019), serves as the dependent variable. The HRM practices include training and development, performance appraisal, and compensation.

The framework proposes that each HRM practice has a direct influence on the three dimensions of employee commitment: affective, continuance, and normative commitment. Specifically, training and development enhances affective commitment by strengthening employees' emotional attachment to the organization. Performance appraisal fosters normative commitment by promoting fairness and a sense of obligation. Compensation increases continuance commitment by raising the perceived cost of leaving the organization. The arrowheads in the diagram indicate these directional relationships, suggesting that effective HR strategies lead to higher levels of employee commitment.

In addition, economic constraints and technological demands are included as moderating variables. These factors influence the strength of the relationship between HRM practices and employee commitment. Limited financial resources may weaken the impact of compensation and training, while technological demands may either enhance commitment when employees adapt effectively or reduce it when they experience difficulties in adjustment.

Overall, the framework suggests that effective HRM practices positively influence employee commitment, while economic and technological conditions may modify the extent of these effects.

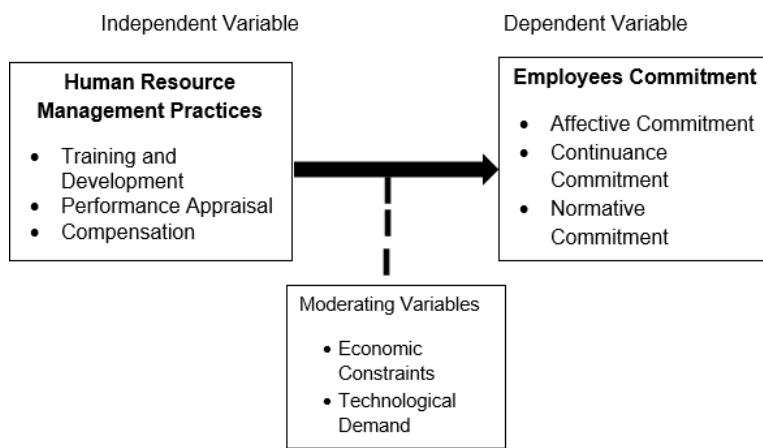


Figure 1. Conceptual Framework

Research Design

This study implemented a quantitative non-experimental research design using a correlational technique. Quantitative research involved the collection of numerical and empirical data that could be statistically analyzed. In non-experimental research, variables were studied as they naturally existed and were not manipulated by the researcher (Belli, 2018). The descriptive-correlational technique was appropriate for this study since it aimed to determine the relationship between two variables, specifically human resource management practices and employee commitment (Mohajan, 2020). This research design allowed the researcher to describe the characteristics, perceptions, and behaviors of the participants as they naturally occurred, while also identifying whether significant relationships existed between the independent and dependent variables. Moreover, the correlational approach was suitable for examining the strength and direction of relationships among variables without establishing cause-and-effect conclusions (Creswell & Creswell, 2023).

Research Locale

The study was conducted in Region XI-Davao City, Philippines, a highly urbanized city that serves as a key educational hub in Mindanao with numerous basic and higher education institutions. Research in educational contexts within Davao City has been documented in recent years, indicating an active academic environment where private and non-sectarian schools contribute significantly to educational development and student outcomes (Sappayani, Bustamante & Elesio, 2025). Studies related to schooling and educational dynamics in the city often highlight the diversity of private and non-sectarian educational settings that influence student learning, school management, and instructional effectiveness in both basic and higher education contexts (Dela Torre et al., 2023). Educational research conducted in the region further supports the importance of examining localized academic practices, institutional environments, and organizational influences within Davao City's schooling landscape (Babia, 2026).

Specifically, the research focused on four non-sectarian schools located in the major districts of Davao City: Davao, Toril, Mintal, and Calinan. These schools were chosen as focal sites to represent secular academic institutions operating independently of religious affiliations that play crucial roles in the city's educational service delivery. Non-sectarian schools in the area have been sites of various educational studies, including analyses of student satisfaction, learning environments, and institutional dynamics, which affirm the relevance of this locale for research on human resource management and employee commitment (Dela Torre et al., 2023). The inclusion of these districts ensures that the findings reflect a representative range of practices and contexts found in non-sectarian academic institutions across Davao City.

Research Instrument

This study used modified survey questionnaire. There were two sets of questionnaires used in this study. One set is for the independent variable, and another set is for the dependent variable. The questionnaire for the

independent variable is patterned after the work of human resource management practices, who identified indicators such as training and development, performance appraisal and compensation. The questionnaire for the dependent variable of this study is based on the study of employees commitment, who identified indicators such as Affective Commitment, Continuance Commitment, Normative Commitment.

In addition, the survey questionnaire utilized a 5-point Likert scale, with responses ranging from 1 – Strongly Disagree to 5 – Strongly Agree, to measure the level of agreement or perception of the respondents regarding each statement. This scale allowed respondents to express their views on various aspects of human resource management practices, such as training and development, performance appraisal, and compensation, as well as their level of employee commitment. The use of a Likert scale enabled the researcher to quantify subjective perceptions, compute mean scores to determine levels, assess standard deviation to measure variability, and apply correlation and regression analyses to examine the relationship and predictive influence of human resource management practices on employee commitment.

As to form, the instruments were divided into two parts. The first part consists of Human resource management practices. Further, the instrument was subjected to Cronbach's Alpha test for reliability. The five gradations with their respective range of means and descriptions in interpreting HRMP are as follow:

Range of Means	Descriptive Level	Interpretation
4.20 – 5.00	Very High	The item in human resource management practices is always manifested.
3.40 – 4.19	High	The item in human resource management practices is oftentimes manifested.
2.60 – 3.39	Moderate	The item in human resource management practices is sometimes manifested.
1.80 – 2.59	Low	The item in human resource management practices is seldom manifested.
1.00 – 1.79	Very Low	The item in human resource management practices is never manifested.

The second part of the instrument measures the participants' employees commitment. Also, the instrument was subjected to Cronbach's Alpha test for reliability. The five gradations with their respective range of means and descriptions in interpreting work-life balance are as follow:

Range of Means	Descriptive Level	Interpretation
4.20 – 5.00	Very High	The item in employees commitment is always manifested.
3.40 – 4.19	High	The item in employees commitment is oftentimes manifested.
2.60 – 3.39	Moderate	The item in employees commitment is sometimes manifested.
1.80 – 2.59	Low	The item in employees commitment is seldom manifested.
1.00 – 1.79	Very Low	The item in employees commitment is never manifested.

The modified questionnaires were also submitted to the panel of experts for content validation to ensure achievement of study objectives. As for expert validation, the instruments obtained an overall mean score of .906 described as excellent.

Data Collection

The researcher conducted the following procedures accordingly. First, the researcher presented his concepts to her adviser. A series of revisions were done before the survey instruments were initially drafted. Second, the survey instruments were validated by internal and external validators. Third, after the validation of the survey instruments was completed, the researcher decided to test them. Fourth, after completing the validation and reliability testing for the survey instruments, the researcher submitted his manuscript to the UM Ethics Review Committee for review (UMERC). After approval from UMERC, written permission and endorsement were obtained from the Dean of Professional Schools of the University of Mindanao Davao City. Fifth and succeeding steps contributed to the majority of the scope of work regarding the data collection process. In the sixth step, a letter was attached to the endorsements and submitted to the office of the school president. Then, an approved letter from the school president was submitted to different department both Teaching and Non-Teaching Department. The researcher personally distributed and administered the sets of questionnaires to the respondents. After gathering the questionnaire, the data were screened, encoded and tabulated. Lastly the results were submitted to the statistician to analyze the results.

Statistical Tools

The following statistical tools were used for data analysis and interpretation.

Mean. It measures the central tendency. This tool will be used to assess the levels of human resource management practices and employees commitment.

Pearson Product Moment Correlation (Pearson r). This was used in determining the significant relationship of human resource management practices and employees commitment.

Standard Deviation. It was used to measure the dispersion of the data from the mean, providing insights into the consistency of responses.

Simple Linear Regression. This was used in determining which among domains of human resource management practices significantly influence employees commitment.

Ethical Consideration

This study was conducted in accordance with the ethical principles, protocols and guidelines set forth by the University of Mindanao Ethics Review Committee. The researcher carefully adhered to the process in requesting and securing corresponding permission from the institution's key officials to gather data and information necessary to complete the research. The researcher also ensured the conduct of review of the level of risks and corresponding measures to mitigate these risks including physical, psychological and social-economic, among others. Appropriate authorization and consent were also obtained from the participants of the study while assuring that all their rights and the confidentiality of their information would be fully protected, specifically in the management of data or in the reporting of findings and recommendations such as, but not limited to:

Voluntary Participation

The participation of the respondents was completely voluntary and anonymous to protect their privacy or any personal information. Correct information and guidance were also provided to the respondents in cases of ambiguity or confusion before deciding whether to participate or not in the study. To ensure confidentiality, the respondents' name was not disclosed anywhere and no one except the researcher knew about their specific responses. The researcher also assigned a number to each respondent and only the researcher knew which number belongs to a specific respondent.

Privacy and Confidentiality

To ascertain confidentiality throughout the conduct of the study, the data collected from the respondents were solely kept by the researcher unless otherwise permission was given for disclosure. A Non-Disclosure

Agreement (NDA) was also provided to ensure that the rights and welfare of participants involved in the study was protected as well as the integrity and confidentiality of both parties.

Informed Consent Process

A letter of request to conduct the study was prepared and addressed to the Head of the school to allow the selected respondents to participate in the study. The researcher also ensured that the purpose of the study was clearly explained to the respondents, however, they were given the liberty to withdraw in their participation in the study. The respondents involved were also informed of the result of the study once the research has been finished through public forum.

Recruitment

For this research, the School Director and Office Heads were coordinated in order to achieve an established working relationship with the participants and so to ensure that they will not be penalized from participating in the study.

Risk

The possibility of risks among both parties in the conduct of the study were considered by the researcher. While the researcher believed that there's a higher possibility of physiological risk considering the travel activities to different branches of the College, nothing had gone wrong in the conduct of the study.

Benefits

This study provided indirect benefits to study participants in such a way that the results of the study may be presented to the administration of the state college as valuable input or reference in the formulation of policies and program development. Participants were also surveyed in a safe environment and in their most convenient time.

Plagiarism

In order to warrant that there is no misrepresentation of data and of someone else's work, the use of Turnitin software, a plagiarism detector, was employed in the study. This was also implemented to ascertain that proper citations and attributions were adhered in the paper.

Fabrication

The researcher made sure that results and conclusion made were supported by appropriate literature and empirical evidence. The discussions were carefully developed to ensure consistency and truthfulness based solely on the results of the data analysis.

Falsification

At any point, no trace of purposefully misrepresenting the work and the study results to fit a model or theoretical expectation. The researcher ensured no evidence of over claiming or exaggerations on this research that may affect the credibility and integrity of the study.

Conflict of Interest

No trace of conflict of interest (COI) was evident in this study. The researcher made sure that no conditions in which a professional judgement concerning primary interest such as the participant's welfare or the validity of the research tends to be influenced by a secondary interest such as financial or academic gains or recognitions.

Deceit

In an essence, the researcher avoided false assertions about the author's identity and the nature and the purpose of the study. To mislead is to deliberately mislead others, thus no element of trickery was employed to deceive participants to participate. Results were all true and based on what the study findings have shown.

Permission from Organization/Location

Notably, the researcher obtained a written permission from the institution where the research was undertaken. The researcher also made sure that in getting written permission, the right person was consulted and sought after. In this study, the permission to conduct the study was secured from the Head of the Professional Schools and the State College.

Authorship

As can be seen, the author of this research is the one whose name appeared in the title page of this manuscript. She is considered the primary author of this research since she made substantial contributions from conceptualizing the topic, to choosing the right study design and methodology, to collecting and analyzing data, and ultimately to writing the entire paper. The paper was also made possible through the guidance and support of the researcher's adviser, the co-author of this paper. The adviser ensured that the paper has been made with rigor and has followed the protocols required to warrant reliability and credibility of the process and the results of the study.

RESULTS AND DISCUSSION

Level of Human Resource Management Practices of Employees

Based on the descriptive results, the overall mean score for Human Resource Management Practices (HRMP) was **3.52 (SD = 0.72)**, indicating that respondents generally perceived HR practices positively, as values were above the midpoint of a 5-point Likert scale.

As shown in the table, **training and development obtained the highest mean (M = 3.63, SD = 0.95)**, suggesting that employees viewed this dimension most favorably. This also reflects greater variability in responses, indicating differences in how employees experienced training opportunities. Meanwhile, **compensation (M = 3.47, SD = 0.77)** and **performance appraisal (M = 3.46, SD = 0.92)** showed nearly identical mean scores, suggesting similar perceptions across these two domains. Compensation responses were relatively more consistent, while performance appraisal showed slightly wider variation.

Overall, the results indicate a generally favorable perception of HRMP, with **training and development emerging as the strongest dimension**, while compensation and performance appraisal reflect moderate but stable ratings.

Descriptive Analysis of Employees Commitment to the Employees

Table 2 presents the level of employee commitment across affective, continuance, and normative dimensions. The overall mean was **3.58 (SD = 0.69)**, indicating a moderate to high level of employee commitment.

Among the three dimensions, **affective commitment recorded the highest mean (M = 3.84, SD = 0.83)**, suggesting strong emotional attachment to the organization. **Continuance commitment (M = 3.63, SD = 0.77)** followed, indicating that employees remain partly due to perceived costs of leaving. Lastly, **normative commitment (M = 3.58, SD = 0.71)** reflects a moderate sense of obligation, with relatively consistent responses.

Taken together, the findings suggest that **emotional attachment is the strongest driver of commitment**, followed by perceived costs and moral obligation.

Descriptive analysis of Employees' commitment

Indicators	SD	Mean	Descriptive Level
affective commitment;	0.83	3.84	High
continuance commitment;	0.77	3.63	High
normative commitment;	0.71	3.58	High
Over-all	0.69	3.58	High

Significance of the Relationship between

Human Resource Management Practices and Employees' Commitment

The correlation analysis revealed a **strong and statistically significant positive relationship** between HRMP and employee commitment ($r = 0.756$, $p < 0.001$). This indicates that improvements in human resource management practices are associated with higher levels of employee commitment.

Since the p-value is well below 0.05, the relationship is statistically significant; therefore, the **null hypothesis is rejected**. This confirms that the observed relationship is unlikely due to chance and likely reflects a real pattern in the population.

Overall, the findings suggest that **effective HRMP play a crucial role in strengthening employee commitment**.

Variables	<u>r-value</u>	p-value	Decision on Ho
Human resource Management practices and Employees' commitment	0.756	0.000	Reject Ho

Domain of Human Resource Management Practices that influences Employees Commitment

The regression analysis shows that HRMP significantly predict employee commitment, with an **R² value of 0.572**, meaning that **57.2% of the variance in employee commitment is explained by HR practices**. This indicates a strong explanatory power of the model.

The regression equation further shows that HRMP has a **positive and significant effect** ($\beta = 0.664$, $p < 0.001$). This means that for every one-unit increase in HRMP, employee commitment increases by **0.664 units**, holding other factors constant. The high t-value ($t = 13.97$) confirms the robustness of this relationship.

These results establish that HRMP are not only correlated with employee commitment but also serve as a **strong predictor of commitment levels**.

Domain of Human Resource Management Practices that influences Employees Commitment

Simple Regression Analysis

Predictor	Estimate	SE	T	P
Intercept	1.241	0.1714	7.24	<.001
HRMP	0.664	0.0475	13.97	<.001

$R^2 = 0.572$

Human Resource Management Practices

The respondents' high level of Human Resource Management Practices (HRMP) was evident across all indicators, with training and development emerging as the most favorably perceived dimension. This finding suggests that employees place greater value on growth-oriented HR initiatives compared to other practices. It aligns with studies emphasizing the role of structured training programs in enhancing competence, motivation, and commitment (Anwar & Abdullah, 2021; Lious, Oliveira, & Pimentel, 2021). However, while these findings are consistent with most prior research, some studies have reported that compensation systems, rather than training, serve as the strongest driver of employee satisfaction in contexts where financial incentives are prioritized. The difference may be attributed to institutional context, where higher education settings tend to emphasize professional development over monetary rewards, shaping employee preferences accordingly.

The strong perception of training and development further reflects the importance of continuous learning in strengthening engagement and emotional attachment to the organization. This supports the argument that learning-oriented HR initiatives enhance both individual performance and institutional effectiveness (Garavan, Carbery, & Rock, 2012). In contrast, compensation and performance appraisal were rated positively but slightly lower, suggesting that these practices are viewed as more standardized administrative mechanisms rather than primary motivational tools. While prior studies confirm that fair compensation and transparent appraisal systems enhance trust and satisfaction (Johnson, Smith, & Park, 2022; Garcia, Lopez, & Rivera, 2022; Patel, Shah, & Mehta, 2023), other research indicates that their motivational impact may diminish when employees perceive them as routine or rigidly implemented.

The results suggest that although all HRMP dimensions are positively perceived, their motivational strength varies, with development-focused practices exerting the strongest influence. This variation highlights the importance of contextualizing HR effectiveness within institutional culture and employee expectations.

Employees Commitment

The findings revealed a high level of overall employee commitment, with affective commitment emerging as the strongest dimension. This indicates that employees primarily remain with their institutions due to emotional attachment rather than purely economic or obligation-based reasons. This is consistent with prior studies linking emotional engagement to higher motivation and retention (Meyer & Allen, 1997; Ahmad, Iqbal, & Khan, 2022). However, unlike studies conducted in more transactional or private-sector environments where continuance commitment often dominates, the present findings reflect a more value-driven organizational setting, where employees experience stronger emotional alignment with institutional goals.

Continuance commitment was also rated high, indicating that employees recognize the costs associated with leaving, such as job security and career stability. This aligns with existing literature (Jain, Gupta, & Sharma, 2022), though some studies have found continuance commitment to be weaker in organizations with strong

internal mobility or career advancement opportunities. The relatively high score in this study may suggest that employees still perceive limited external alternatives or value accumulated institutional tenure.

Normative commitment, likewise, was high, reflecting a sense of obligation and loyalty toward the institution. This supports findings that organizational culture and ethical climate strengthen moral responsibility (Nguyen, Park, & Kim, 2023). However, compared to studies where normative commitment ranked lowest among the three dimensions, the present result suggests a stronger internalization of institutional values among employees, possibly due to cultural influences or organizational socialization processes.

Overall, the high scores across all three dimensions suggests that employee commitment is multidimensional and balanced, reflecting emotional, calculative, and moral factors simultaneously influencing employees commitment

Significance of the Relationship between Human Resource Management Practices and Employees' Commitment

The stronger relationship observed in this study may be explained by the relatively cohesive implementation of HR practices within the institutions examined. In particular, training and development may have strengthened affective commitment by signaling organizational investment in employee growth. This is consistent with prior findings (Lious, Oliveira, & Pimentel, 2021), but extends them by suggesting that the emotional impact of HR practices may be stronger in educational institutions where professional identity is closely tied to learning and development.

Similarly, compensation and performance appraisal contribute to perceptions of fairness and trust, although their effect may be more indirect compared to development-oriented practices. This variation suggests that HR practices do not contribute equally to commitment, but rather interact differently depending on employee expectations and organizational culture.

Domain of Human Resource Management Practices that influences Employees Commitment

The positive and significant regression coefficient further indicates that improvements in HR practices lead to increases in employee commitment. While this finding supports prior research (Kundu, Mor, & Bansal, 2022), it also contrasts with studies reporting weaker predictive power of HR practices in decentralized or highly autonomous institutions. The stronger effect in this study may be attributed to more standardized HR implementation within the sampled institutions.

Among HR dimensions, training and development appear to exert the strongest influence, reinforcing the idea that investment in employee growth is more impactful than transactional HR practices. This finding is consistent with prior literature but also suggests a contextual nuance: in educational institutions, professional development may function not only as a benefit but as a core element of employee identity and engagement.

CONCLUSION

Human Resource Management Practices (HRMP) in the selected non-sectarian schools in Davao City were perceived positively by the respondents, as reflected in the overall mean score ($M = 3.52$, $SD = 0.72$), with training and development obtaining the highest mean ($M = 3.63$). Employee commitment was also found to be high, as indicated by the overall mean ($M = 3.58$, $SD = 0.69$), with affective commitment recording the highest mean ($M = 3.84$). Furthermore, a strong and significant positive relationship was established between HRMP and employee commitment ($r = 0.756$, $p < 0.001$). Regression analysis revealed that HRMP significantly predict employee commitment, explaining 57.2% of the variance ($R^2 = 0.572$, $p < 0.001$).

Anchored on Behavioral Theory, the results suggest that HRMP function as external organizational stimuli that shape employee attitudes and behaviors, particularly in fostering commitment. The findings imply that improvements in HR practices, especially training and development, are associated with higher levels of employee commitment, supporting the view that organizational practices influence employee behavioral responses within institutional settings.

Recommendations

Based on the aforementioned findings and conclusion, the following recommendations are provided. It was manifested in the study that the selected non-sectarian schools of Davao City strengthen and expand their training and development programs by offering regular workshops, seminars, and mentorship opportunities to improve employees' skills, knowledge, and professional growth, which can enhance engagement and overall performance. Anchored on this, performance appraisal systems should be made more transparent and consistent, with clear criteria and constructive feedback, to ensure employees understand expectations, feel recognized for their efforts, and remain motivated.

Moreover, compensation and benefits packages should be reviewed and adjusted to ensure fairness and competitiveness, including performance-based incentives, to retain skilled staff and increase organizational loyalty. Additionally, schools should cultivate a supportive work environment that promotes collaboration, recognition, open communication, and ethical leadership to strengthen employees' emotional attachment and commitment. For human resource management practices there should be integrated into overall institutional planning, aligning HR initiatives with the school's strategic goals to foster a committed, productive, and motivated workforce that contributes to higher educational quality and institutional success.

Lastly, for future researchers, it is recommended that similar studies be conducted in other educational institutions or organizations to further validate and compare the relationship between human resource management practices and employee commitment in different contexts. Future studies may also include a larger sample size and a wider geographical scope to obtain more comprehensive and generalizable findings. In addition, researchers may explore other variables that could influence employee commitment, such as leadership style, organizational culture, job satisfaction, or work-life balance, to provide a deeper understanding of the factors that contribute to employee loyalty and engagement.

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