

HRM Practices and Employee Performance of NICE NST Construction Co., Ltd

Soe Thu Aung¹, Zin Ko Ko², Nan Wai Linn³, Yin Ko Ko⁴

¹Doctoral Scholar, Doctor of Business Administration (DBA) Yangon, Myanmar

²Founder & Chancellor, Myanmar Commercial College 63(C), Between 27 x 28 Street, Mandalay, Myanmar

³Vice Principal & Registrar, Myanmar Commercial College 63(C), Between 27 x 28 Street, Mandalay, Myanmar

⁴Director, Myanmar Commercial College 63(C), Between 27 x 28 Street, Mandalay, Myanmar

DOI: <https://doi.org/10.51584/IJRIAS.2025.100800107>

Received: 15 August 2025; Accepted: 20 August 2025; Published: 19 September 2025

ABSTRACT

This study examines the influence of Human Resource Management (HRM) practices on employee commitment and performance at NICE NST Construction Co., Ltd. in Myanmar. The primary objectives are to investigate employees' perceptions of HRM practices, assess the impact of these policies on employee commitment, and explore the relationship between employee commitment and work performance. A mixed-methods approach was used to gather data using standardized questionnaires from a sample of 161 workers. The results indicate a little positive correlation between HRM practices and employee commitment, with HRM accounting for around 8.1% of the variation in commitment levels. Moreover, employee dedication has a substantial impact on work performance, accounting for approximately 23.5% of its variability. The research underscores the need for improved HRM methods to cultivate employee engagement and promote overall organizational success.

Keywords: Price, Brand Loyalty, Service Quality, Promotion, Fast-Food Industry.

INTRODUCTION

Human capital is increasingly acknowledged as a pivotal factor in the success of corporate organizations, with personnel being integral to the attainment of company objectives and missions. As corporate operations become more intricate, conventional competitive tactics are becoming less successful, leading businesses to pursue distinctive sources of competitive advantage. Human resource management (HRM) has become an essential component in this endeavor, as organizations see their personnel as their most significant asset (Imran Chaudhry, 2022) (May Zin Phyoe Han, 2022).

The construction business in Myanmar has several HRM difficulties that impede employee engagement and performance. The challenges include a scarcity of competent labor, safety problems, insufficient training, remuneration difficulties, substandard working conditions, project delays, communication obstacles, elevated employee turnover, adherence to labor regulations, and cultural and ethical conflicts. A comprehensive strategy that incorporates good human resource management techniques, investment in employee development, and an emphasis on safety and workplace culture is crucial to address these difficulties. By resolving these difficulties, construction companies in Myanmar may bolster staff dedication and boost project results.

Employee commitment, a complex HR characteristic, is expressed in several ways, including connection to organizational objectives, the organization, particular positions, and work attitudes. Elevated levels of commitment foster a feeling of belonging and enhance productivity (Bronwyn Wainwright, 2023).

NICE NST Construction Co., Ltd. is a significant entity in Myanmar's construction sector, founded in 2016 and

based in Dawei. The enterprise employs more than 250 persons and functions in four townships: Launglon, Thayetchaung, Yebyu, and Dawei. NICE NST substantially enhances regional and national development with its emphasis on infrastructural, residential, and commercial developments.

The organizational structure consists of two primary teams: the Office Team, which oversees operational functions, and the Operation Team, tasked with completing building projects. Essential positions include the Managing Director, Chief Engineer, and M&E Engineer, augmented by proficient laborers and supervisors who provide efficient communication and project implementation.

NICE NST's staff comprises a varied array of roles, from site engineers to experienced laborers, demonstrating the company's dedication to quality and excellence in construction. The corporation significantly contributes to urbanization and economic growth in Myanmar, establishing itself as a crucial element in the nation's development framework.

This study examines the influence of HRM practices on employee commitment and performance in the construction industry. The objective is to tackle issues such as skilled labor shortages, safety problems, and training programs, while also investigating effective recruiting techniques, safety protocols, and compensation systems at NICE NST Construction Co., Ltd. The study aims to enhance training programs, optimize working conditions, improve staff retention tactics, and ensure adherence to labor regulations.

This study will analyze how NICE NST Construction Co., Ltd. incorporates cultural and ethical issues in its HRM processes, fostering a healthy work environment. This study seeks to assist construction enterprises in Myanmar in optimizing their operations, addressing industry-specific difficulties, and improving working conditions, therefore enhancing performance and competitiveness.

Objectives of the Study

There are three main objectives in this study:

1. To explore the employee perception of HRM practices and employee commitment of NICE NST Construction Co., Ltd.
2. To explore the impact of HRM practices on employee commitment of NICE NST Construction Co., Ltd.
3. To analyze the impact of employee commitment on employee performance of NICE NST Construction Co., Ltd.

LITERATURE REVIEW

Human Resource Management

Human Resource Management (HRM) encompasses the activities of recruiting, hiring, deploying, and managing personnel to sustain or improve an organization's vitality and competitiveness. It is crucial for fulfilling the organization's goal and enhancing its culture. Human Resource Management techniques include the recruitment of proficient experts, the training of current workers, and the provision of equitable remuneration and employee satisfaction. The aims of human resource management may be classified into four primary domains: societal (tackling ethical and social issues), organizational (ensuring effectiveness), and functional (overseeing HR activities), and personal (facilitating individual employee aspirations).

Human resource management is essential in people management, emphasizing the recruitment and retention of productive workers, effective skill deployment, suitable training, and the cultivation of a pleasant employee experience. It also entails the proficient dissemination of corporate policies and compliance with ethical, legal, and socially responsible standards. Human Resource Management (HRM) is categorized into pre-employment and employment stages, with HR managers supervising aspects like recruiting, onboarding, talent management, remuneration, performance management, and employee engagement (Nick B., Wesley C. & Shaun S., 2020).

Yang Chen, Yan J. Jiang, Tang Guiyao and Fang Lee C. (2018) categorize Human Resource Management Systems (HRMS) as commitment-oriented when they enhance social interactions and foster employee commitment, hence encouraging risk-taking and creative behavior. They emphasize the interchangeability of HRMS terminology, namely High-Performance Work Systems (HPWS), High Involvement Work Systems (HIWS), and High Commitment Work Systems (HCWS) (Yang Chen, Yan J. Jiang, Tang Guiyao & Fang Lee C., 2018). Furthermore, certain scholars, such as Jaffar A., Zhang Q., Hussain I., Akram S., Afaq A. and Afzal Shad M., 2020 (2020), have investigated the correlation between human resource management and organizational performance via organizational learning, positing that this may augment construction firms' adaptability to fluctuating market conditions and elevate their prospects for success (Jaffar A., Zhang Q., Hussain I., Akram S., Afaq A. & Afzal Shad M., 2020).

Human Resource Management Practices

Human Resource Management (HRM) encompasses formal processes for managing individuals within organizations, focusing on staffing, employee remuneration, and job design to enhance productivity and optimize personnel performance (Majed Altaher A., 2017). HRM is crucial for organizational viability and competitiveness, supporting business strategies and customer service (Human Resource Management, 2019). Effective HRM practices, including development, training, and compensation, enable organizations to align policies with internal methods, enhancing employee motivation and performance (Nguyen Duc T., Van D. & Nhan T. T., 2020).

Research indicates that HRM practices positively impact job satisfaction and organizational commitment, which are essential for achieving organizational goals (Astuti S. D., Ali Shodikin & Maaz U. D., 2020). HRM methods foster a work environment that encourages employee dedication and loyalty (Devananda Singh K. & B. D. Onahring, 2019), with studies showing a strong correlation between HRM practices and employee satisfaction (Ana Carolina C., Demo G. & Paschoal T., 2019). Furthermore, HRM practices are linked to improved employee performance and engagement, with organizational commitment acting as a mediator in these relationships (Aktar A. & Pangil F., 2018).

The interaction between HRM practices, job satisfaction, and organizational commitment suggests that effective HR policies can enhance employee satisfaction and commitment, ultimately benefiting organizational performance (Prakash K. & Kumar Gautam P., 2017).

Recruitment and Selection

Establishing a comprehensive recruitment and selection process is essential for firms to attract and retain skilled personnel. The recruiting process entails locating candidates with requisite credentials, while selection focuses on refining applications to determine the most suitable match. The procedure generally has six stages: formulating a detailed job description, advertising the vacancy, assessing candidates, holding interviews, providing evaluations, and finalizing the selection (Recruitment and Selection Process: Best Practices & Overview, 2022).

Efficient recruiting improves organizational performance while decreasing turnover and absenteeism, resulting in cost savings and an equitable work environment (Jabbar Othman B., Al-Kake F., Lizam M. & Diah M., 2019). The HR department is essential in determining the most appropriate candidates, evaluating whether existing staff fulfill new position criteria, or whether external applicants are necessary (Kofand Anwar, 2017).

Recent modifications in labor legislation and the emergence of the gig economy have impacted recruiting strategies, with digital platforms becoming more prominent for applicant screening. The domain has been thoroughly examined, with substantial study emphasizing the influence of technology on recruiting methodologies (Ployhart Robert E., Neal Schmitt & Nancy T. Tippins, 2017). Anthony Woods S., Ahmed Mana S., Nikolaou I. and Costa A. C. (2019) emphasized the need for more studies about the usefulness of using social media for recruiting and the gender biases inherent in online job adverts (Anthony Woods S., Ahmed Mana S., Nikolaou I. & Costa A. C., 2019).

Although the recruiting and selection process has progressed, continuous research is crucial to tackle new difficulties and possibilities in this evolving domain.

Training and Development

Training and development in human resource management (HRM) is crucial for improving employee performance and knowledge, having evolved considerably from its inception during the labor movement and World War II to modern training systems. Contemporary developments in online education include self-paced programs, virtual team management, individualized training, mobile application training, knowledge-sharing systems, retraining and reskilling, and diversity and inclusion training (Workhuman, 2023).

Investing in staff training may enhance financial performance, productivity, product quality, and employee retention, while simultaneously decreasing expenses and mistakes. Human Resources is essential in this process by offering guidance, mentorship, performance evaluation, and supporting practical training. The five essential processes in training and development include analyzing training requirements, motivating trainers and trainees, developing training programs, and evaluating procedures and results.

Afroz N. (2018) indicates that training markedly improves employee performance, especially in the banking industry, while Mangkunegara A. P. (2017) characterizes training as a methodical procedure for non-management staff to get essential skills (Afroz N., 2018) (Mangkunegara A. P., 2017). Moreover, Purwanto A. & Budi Prasetya A. et al. (2021) discovered that training and development have a more significant influence on employee performance in the automotive sector than other approaches, such as mentorship and empowerment. This highlights the need to promptly use acquired skills, with supervisory assistance, to optimize the advantages of training programs (Purwanto A. & Budi Prasetya A., 2021).

Performance Appraisal

Performance assessment is a systematic evaluation of an employee's work performance and contributions to an organization, aimed at providing feedback that justifies salary increments, bonuses, and termination decisions. HR departments focus on creating performance reviews to support employee career growth, resource allocation, and developmental planning. Various assessment types include top-down appraisals, self-assessments, peer assessments, 360-degree feedback, and negotiated appraisals. Regular communication between managers and employees is essential for building strong relationships and reducing stress (Adam Hayes, 2023).

Research by Pooja Dangol (2021) highlights the significant role of performance assessment in enhancing employee motivation and job performance (Pooja Dangol, 2021). Eliphas R. M., Mulongo L. S. and Razia M. (2017) found that recognition, feedback, and training positively impact organizational productivity, emphasizing the importance of praise and feedback (Eliphas R. M., Mulongo L. S. & Razia M., 2017). Despite criticisms regarding the reliability of performance appraisals, they are generally viewed as effective tools that yield positive business outcomes (Dauda Y. & Nammei Luki B., 2021).

Additionally, Riego and Lapuz (2020) explored the relationship between management style, performance assessment, and employee development in a Philippine academic institution, finding a modest positive correlation (Riego De Dios E. & Mercy Lapuz A., 2020). (Choon Hee O. & Rui Jing K. (2018) noted that various HR strategies, including performance assessment, significantly influence employee performance in Malaysia's manufacturing sector (Choon Hee O. & Rui Jing K., 2018).

Compensation and Rewards

A whole incentives strategy for pay includes all forms of employee remuneration, both direct and indirect, that enhance overall work satisfaction and perceived value. This complete approach encompasses direct compensation, benefits, performance management, recognition, and work-life balance, which together promote collaboration and improve employee retention. This technique elucidates the relationship between organizational success and employee happiness, so reducing uncertainty and augmenting HR's ability to formulate effective pay schemes and pinpoint areas for improvement. This is especially crucial for nascent start-ups and expanding

enterprises, as staff retention is essential for enduring success (Blake Johnson, 2022).

Setia Darma P. and Sani Supriyanto A. (2017) research demonstrates a substantial association between salary and employee performance, underscoring the significance of remuneration in enhancing productivity (Setia Darma P. & Sani Supriyanto A., 2017). Likewise, Anton Saman (2020) discovered that remuneration strongly affects work satisfaction (Saman, 2020). Bratton and Gold (2017) assert that merit pay systems aim to elevate employee performance by offering incentives that encourage workers to improve their productivity. The compensation hypothesis posits that financial incentives may profoundly influence employee motivation, thereby enhancing their job engagement (Bratton & Gold, 2017).

Robert N. Lussier and John R. Hendon (2017) assert that remuneration may acknowledge diverse accomplishments, including bonuses and performance-based incentives (Robert N. Lussier & John R. Hendon, 2017). Haryono S., Supardi S. and Udin U. (2020) assert that proficient management of compensation and motivation is crucial for companies to attain their objectives, promoting specific incentives that correspond with the firm's aims (Haryono S., Supardi S. & Udin U., 2020). David A. Buchanan and Andrzej A. Huczynski (2019) believe that sufficient compensation is essential for fulfilling employee demands and promoting satisfaction, which then drives favorable behaviors. The frequency and magnitude of incentives directly influence their efficacy in improving employee performance (David A. Buchanan & Andrzej A. Huczynski, 2019).

Employee Commitment

Employee commitment is essential for organizational success, since it signifies an individual's emotional connection and involvement with their firm. Determinants of this commitment include demographic attributes, recruiting methodologies, efficient training, and constructive workplace relationships (Zahara Sayed, 2022). Organizational commitment encompasses three categories: affective, characterized by an emotional want to remain; continuation, defined by the need to stay owing to a scarcity of alternatives; and normative, based on the conviction that departure would yield adverse repercussions (Rogier Van Der Werf, 2021).

Experts underscore the significance of commitment, indicating that deviations may result in substantial consequences (Beloor V., Dr. T. S. Nanjundeswaraswamy & D. R. Swamy, 2017). Research by Nancy Chinwe, Kenneth Chukwuma and Onyekachi Richard (2017) emphasized the significance of moral authority in augmenting employee engagement (Nancy Chinwe, Kenneth Chukwuma & Onyekachi Richard, 2017). Furthermore, Hudda Riaz, Akhtar N., Moazzam Siddiqui A. and Luqman R (2017) emphasized that commitment is essential for leaders to maintain staff motivation and satisfaction (Hudda Riaz, Akhtar N., Moazzam Siddiqui A. & Luqman R., 2017). Employee commitment substantially influences performance indicators, including efficiency and consistency (Ifada Rahmayanti, W. Ardita & J. Joeliaty, 2017).

Effective Commitment

Affective commitment is a psychological construct that denotes an employee's emotional attachment to their organization, marked by active engagement, congruence with corporate objectives, and a profound sense of loyalty despite external prospects (What is Affective Commitment? - Organizational Psychology Degrees, 2022). Employees demonstrating this commitment frequently prioritize their professional obligations over personal interests, resulting in behaviors such as engaging in work-related social events and hesitating to voice negative opinions about the organization (What is Affective Commitment? - Organizational Psychology Degrees, 2022). This emotional bond is essential for employee retention, elucidating why people want to remain with their existing workplace despite appealing alternatives. M. A. Shafique Khan, D. Jianguo, A. Mann, S. Saleem, K. Baah Boamah, U. Javed and M. Usman (2019) and S. Haider, C. D. Pablos-Heredero & M. Ahmed (2019) assert that emotional commitment surpasses simple transactional interactions, connecting workers' values with those of the firm and cultivating a profound connection (M. A. Shafique Khan, D. Jianguo, A. Mann, S. Saleem, K. Baah Boamah, U. Javed & M. Usman, 2019) (S. Haider, C. D. Pablos-Heredero & M. Ahmed, 2019).

Eskandar, S. Z. Sayed Idrus, M. Syukri and A. A. Elmetwally (2019) distinguish between affective commitment in organizational settings and consumer connections, emphasizing its significance in emotional reliance on the firm (Eskandar, S. Z. Sayed Idrus, M. Syukri & A. A. Elmetwally, 2019). James N. Kurtessis, R. Eisenberger,

Michael T. Ford and Louis C. Buffardi (2017) assert that social contacts are crucial for cultivating commitment, emphasizing that shared values and emotional belonging are vital for sustaining robust employee-company connections (James N. Kurtessis, R. Eisenberger, Michael T. Ford & Louis C. Buffardi, 2017). Affective commitment increases employee performance and fosters a favorable company culture (Astuty I. & Udin U., 2020).

Continuance Commitment

Continuance commitment denotes an employee's allegiance to a company stemming from the sense of restricted choices or the substantial expenses linked to departure. It is essential for employee retention by minimizing turnover and motivating workers to stay with the firm. This idea is a component of the three-component model of organizational commitment, which further encompasses normative and affective commitment. Employees exhibiting high continuance commitment may perceive themselves as ensnared in a "golden cage" due to substantial salaries and benefits, whereas individuals possessing in-demand skills may demonstrate low continuance commitment yet high normative commitment, feeling a sense of obligation towards their organization (Continuance Commitment Meaning | HR Glossary - AIHR, 2022).

Research demonstrates that fostering robust employee relationships is essential for organizational longevity, and a reciprocal dynamic between management and workers may affect commitment levels (Tsz-Lok Lee T. & Xiyue Ma, 2019). Moreover, continuation commitment encompasses recognition of several aspects, including time and effort that influence the choice to remain with an organization (Hanifa Bouziri, David R. M. Smith, A. Descatha, William D. & Kelvin J., 2020). A sustained emphasis on employee engagement is crucial for improving productivity and attaining organizational success (Ping Lim A. J., J. Loo & P. H. Lee, 2017).

Normative Commitment

Normative commitment refers to the sense of obligation workers have towards their job or organization, which mitigates voluntary turnover. Individuals exhibiting high normative commitment possess a profound sense of responsibility to remain with their job, resulting in loyalty and feelings of shame when contemplating departure. This commitment is a facet of organizational commitment, alongside effective and continuance commitment, and may be shaped by cultural influences, especially in collectivistic civilizations where lasting commitment is prevalent (Normative Commitment Definition | HR Glossary - AIHR, 2022).

Organizations may cultivate normative commitment via many interventions, such as traineeships and social inclusion efforts, provided they correspond with workers' authentic intent to return. In Pakistani society, where loyalty is vital, normative commitment has significant relevance. Research indicates a significant association between normative commitment and employee performance, showing that individuals with a strong sense of responsibility tend to perform better, seeing their employer as helpful (Cesario F. & Chambel M. J., 2017).

Employee Performance

Employee performance is crucial for a firm, influencing customer happiness, revenue, and organizational culture. It includes the quality, efficiency, and effectiveness of an employee's performance. Metrics like effectiveness, efficiency, and work quality are crucial for evaluating performance, since they directly impact customer satisfaction and overall corporate success (What is Employee Performance? How to Measure & Improve, 2021).

Elements such as work satisfaction, training, and organizational culture profoundly influence performance, since they determine employees' emotions and conduct in their positions (Ronny Edward, 2020). Research demonstrates a strong association between corporate commitment and employee performance, emphasizing the emotional dimensions of this relationship (Mario Franco & Solange Franco, 2017).

Performance enhancement efforts are methodical strategies designed to augment task capability and productivity, highlighting the need for appropriate execution (A. A. Anwar Prabu Mangkunegara, 2017). Ultimately, good performance is associated with the attainment of corporate goals and necessitates an emphasis

on skill development and ethical behavior (Dr. Pandi Afandi, SE, MM, 2018). High-performing individuals are essential for organizational success, since their contributions are shaped by their talents, experience, and commitment (Malayu S. P. Hasibuan, 2017).

Proposed Conceptual Framework

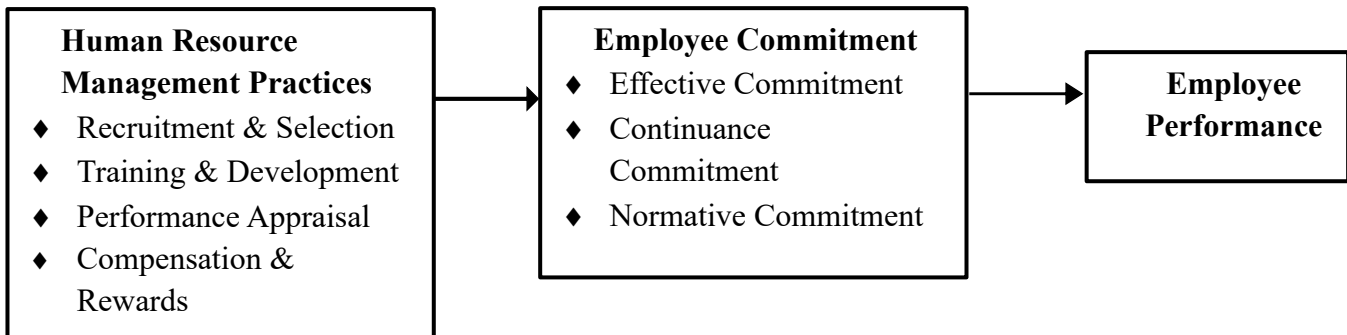


Figure 1 - Proposed Conceptual Framework

RESEARCH METHOD

Research Design

This research examines the influence of Human Resource Management (HRM) techniques on employee commitment and job performance at NICE NST Co., Ltd. The study takes a mixed-methods approach, including random sampling and descriptive approaches to examine the links between HRM practices, employee commitment, and performance. Data is gathered using standardized questionnaires sent to a chosen sample of 161 workers, with analysis conducted using SPSS version 26.

Questionnaire Design

The questionnaire employs a 5-point Likert scale to measure employee impressions of HRM procedures, dedication, and performance. It comprises closed-ended questions to guarantee consistency and dependability in replies. The design is to get thorough insights into workers' perceptions of HRM initiatives and their impact on commitment and job performance.

Sampling

The research focuses on the personnel of NICE NST Co., Ltd., consisting of 250 people. A systematic random selection method is used to obtain a representative sample of 161 participants from several departments. This methodology guarantees variety and improves the validity of the results, reconciling statistical power with practical data gathering factors.

RESEARCH RESULTS

The demographic study performed at NICE NST Construction Co., Ltd. uncovered significant workforce attributes that provide critical insights for human resource management strategies. The gender distribution revealed a pronounced imbalance, with men constituting 92.5% of the 161 polled workers, while females accounted for just 7.5%, underscoring conventional industry trends and indicating potential for enhancing gender diversity within the construction sector. The age distribution research revealed a mostly youthful workforce, with 39.1% of respondents aged 36-45 years being the biggest group, followed by 35.4% in the 26-35 age range and 24.8% under 25 years, while those over 45 comprised just 0.6% of the personnel.

Work experience data revealed that 47.8% of workers had been with the firm for 1-3 years, while 39.1% had tenure of 4-6 years, suggesting that most employees had significant organizational experience, but with limited

long-term service, since just 0.6% exceeded 7 years of employment. Position analysis revealed that skilled laborers (37.3%) and general laborers (52.2%) constitute the core of operations, supplemented by minor proportions in supervisory (5.0%), engineering (2.5%), office staff (2.5%), and management (0.6%) jobs. Educational attainment data indicated that 89.4% of workers had just elementary-level education, whilst 9.3% held bachelor's degrees, suggesting possible chances for upskilling.

Income distribution patterns indicated that 52.2% earned between 300,000-500,000 MMK monthly, identified as the primary pay range, while 34.2% earned 100,000-300,000 MMK, and 13.7% fell within the 500,000-1,000,000 MMK category, with no respondents beyond the upper limit. The amalgamated workforce demographics depict a youthful, moderately experienced, yet educationally constrained employee base, wherein focused HR initiatives concerning training, career advancement, and compensation equity could substantially enhance commitment and productivity outcomes for the construction firm in the future.

Reliability and Validity Analyses

The research examines data dependability, highlighting the significance of consistency, stability, and trustworthiness in the obtained data. To improve reliability, it utilizes Cronbach's Alpha, a statistical metric that evaluates the internal consistency of survey instruments. A high Cronbach's Alpha score signifies robust internal consistency, while a low number implies inconsistency in the data.

The assessment encompasses many dimensions of employee commitment, human resource management strategies, and work performance. A Cronbach's Alpha coefficient over 0.70 is often seen as a sign of robust internal consistency, indicating that the survey accurately assesses the targeted constructs. Elevated reliability and validity are crucial for ensuring that research results appropriately represent participants' viewpoints and experiences, yielding significant insights into the influence of human resource management on employee commitment and performance.

The reliability analysis indicates Cronbach's Alpha scores for various factors: Recruitment & Selection at 0.825, Training & Development at 0.762, Performance Appraisal at 0.897, Compensation & Rewards at 0.746, Effective Commitment at 0.840, Continuance Commitment at 0.854, Normative Commitment at 0.801, and Employee Job Performance at 0.732. Most components exhibit satisfactory internal consistency, with notably robust dependability in Performance Appraisal, Effective Commitment, and Continuance Commitment. The results indicate that the survey instruments used are trustworthy and consistent in evaluating the constructs they signify.

Table 1 - Reliability Analysis

No.	Factors	Cronbach's Alpha	No. of Items
1.	Recruitment & Selection	0.825	5
2.	Training & Development	0.762	5
3.	Performance Appraisal	0.897	6
4.	Compensation & Rewards	0.746	5
5.	Effective Commitment	0.840	5
6.	Continuance Commitment	0.854	5
7.	Normative Commitment	0.801	5
8.	Employee Job Performance	0.732	6

Source: Survey Data (April, 2023)

Regression Analysis

Analysis of the Effect of Human Resource Management Practices on Employee Commitment

The study examines the impact of human resource management (HRM) strategies on employee commitment at NICE NST Construction Co., Ltd. It emphasizes several facets of Human Resource Management, including

recruiting, training, performance evaluation, and remuneration. The research used multiple regression analysis, revealing a minor positive association between HRM practices and employee commitment, with HRM explaining around 8.1% of the variance in commitment levels.

The regression findings indicate a constant value of 68.069, signifying the baseline level of employee commitment in the absence of HRM policies. Recruitment and selection processes have a negative correlation of -0.168, indicating a possible reduction in commitment, but without statistical significance. Training and development have a marginal positive impact of 0.111, whilst performance assessment has a value of 0.174, with both lacking statistical significance. Conversely, remuneration and incentive policies have a substantial negative effect on employee engagement, with a value of -0.217.

The results indicate that while many HRM policies may not substantially affect commitment, the detrimental impact of salary and incentives is considerable, pointing to opportunities for firms to boost employee commitment.

Table 2 - Multiple Regression Analysis

	Unstandardized Coefficients		Standardized Coefficients	t	Sig. (p-value)
	B	Std. Error	Beta		
(Constant)	68.069	4.917		13.844	0.000
Recruitment and Selection	-0.168	0.094	-0.142	-1.781	0.077
Training and Development	0.111	0.109	0.082	1.019	0.310
Performance Appraisal	0.174	0.100	0.136	1.731	0.085
Communication and Rewards	-0.217	0.097	-0.173	-2.230	0.027
R	0.284				
R ²	0.081				
Adjusted R ²	0.057				
a. Dependent Variable: Employee Commitment					

Analysis of the Effects of Employee Commitments on Employee Job Performance

This study explores the link between employee dedication and job efficacy at NICE NST Construction Co., Ltd., focusing on practical, continuance, and normative commitment. Using multiple regression analysis, it reveals that employee commitment significantly influences job performance, explaining approximately 23.5% of its variability with a positive correlation coefficient ($R = 0.484$). The adjusted R Square indicates a slight reduction in explanatory power when accounting for predictors, while the standard error suggests good prediction accuracy.

The regression analysis shows effective commitment (EC) positively correlates with job performance ($\beta = 0.428$), while continuance commitment (CC) has a negative relationship ($\beta = -0.153$), indicating performance declines as this commitment increases. Normative commitment (NC) also positively affects performance ($\beta = 0.403$). Overall, the findings suggest that enhancing employee and normative commitment can improve job performance, while continuous commitment may negatively impact it.

Table 3 - Multiple Regression Analysis

	Unstandardized Coefficients		Standardized Coefficients	t	Sig. (p-value)
	B	Std. Error	Beta		
(Constant)	11.362	3.069		3.702	0.000
Effective Commitment	0.407	0.073	0.428	5.595	0.000
Continuance Commitment	-0.135	0.063	-0.153	-2.152	0.033
Normative Commitment	0.373	0.071	0.403	5.228	0.000

R	0.484
R²	0.235
Adjusted R²	0.220
a. Dependent Variable: Employee Job Performance	

FINDINGS

The thesis investigates the relationship between Human Resource Management (HRM) practices, employee commitment, and work performance at NICE NST Construction Co., Ltd., a construction company in Dawei, Myanmar. The first objective is to examine employee perception of HRM practices and their commitment, focusing on how these practices align with the workforce and impact their commitment levels. The results provide insights into recruiting and selection procedures, training and development programs, performance evaluation systems, and pay and incentives frameworks.

The second goal is to explore the impact of HRM practices on employee commitment within the organizational context. The study examines the four fundamental components of HRM practices and their impact on employee commitment levels, including recruitment and selection procedures, training and development initiatives, performance appraisal systems, and compensation and rewards structures. These findings contribute to a more complex understanding of the connection between HRM techniques and employee commitment, providing significant perspectives for both academic and corporate environments.

The third purpose explores the relationship between employee dedication and work performance within the context of NICE NST Construction Co., Ltd., examining the complex relationship among emotional, continuation, and normative commitment and their combined impact on job performance. The study highlights the importance of dedicated staff in maximizing productivity and performance within the organizational context. The findings provide a thorough study of the complex dynamics within NICE NST Construction Co., Ltd., offering practical implications for the organization and its relevance within the dynamic construction sector. The comprehensive investigation serves as the basis for well-informed decision-making and strategic improvements within the organizational framework.

CONCLUSION

The study indicates that NICE NST Construction Co., Ltd. need to implement several measures to enhance its human resource management practices and cultivate employee commitment. The organization should boost transparency in recruitment and selection to improve employees' perceptions of HRM procedures. Clear job descriptions and selection criteria may foster confidence and align workers with organizational goals. Investing in structured and pragmatic training programs may cultivate a more skilled and committed workforce.

The research shall investigate the impact of HRM strategies on employee commitment. NICE NST should provide money for initiatives that successfully enhance emotional, continuance, and normative commitment to elevate employee dedication. This include promoting employee engagement, facilitating active involvement in decision-making processes, and nurturing a work environment that encourages support and cooperation. It is advisable to conduct regular employee satisfaction surveys to evaluate and adjust human resource management practices regularly.

The research shall investigate the impact of employee commitment on work performance. NICE NST should endeavor to create a work environment that is both stimulating and supportive. Enhancing employee performance requires ongoing skill development and training. Consistent upskilling initiatives provide employees with the competencies necessary for success, enhancing job performance. Monitoring employee performance and providing feedback methods are essential. Regular assessments, constructive feedback, and recognition may enhance morale and productivity.

NICE NST should contemplate remote employment or flexible hours in light of evolving work habits. An enhanced work-life balance may elevate employee commitment and productivity. Leadership and management

training is crucial for enabling supervisors and managers to inspire and involve their teams, hence enhancing employee dedication and performance. Evaluating against industry standards and best practices may uncover HRM procedures that need improvement.

In conclusion, these recommendations correspond with the research's objectives and findings, leading to a more satisfied, dedicated, and high-performing team at NICE NST Construction Co., Ltd.

REFERENCES

1. A. A. Anwar Prabu Mangkunegara. (2017). *Manajemen Sumber Daya Manusia Perusahaan*. Bandung: Remaja Rosdakarya.
2. Adam Hayes. (2023, May 25). Performance Appraisals in the Workplace: Use, Types, Criticisms. Retrieved from Investopedia: <https://www.investopedia.com/what-is-a-performance-appraisal-4586834>
3. Afroz N. (2018). Effects of Training on Employee Performance- A Study in Banking Sector, Tangail Bangladesh. *Global Journal of Economics and Business*, 4(1), 111-124.
4. Aktar A. & Pangil F. (2018). Mediating Role of Organizational Commitment in the Relationship between Human Resource Management Practices and Employee Engagement. *International Journal of Sociology and Social Policy*, 38(7/8), 606-636. doi:doi: 10.1108/IJSSP-08-2017-0097
5. Ana Carolina C., Demo G. & Paschoal T. (2019). Do Human Resources Policies and Practices Produce Resilient Public Servants? Evidence of the Validity of a Structural Model and Measurement Models. *Revista Brasileira de Gestao de Negocios*, 21(1), 70-85. doi:doi: 10.7819/rbgn.v21i1.3965.
6. Anthony Woods S., Ahmed Mana S., Nikolaou I. & Costa A. C. (2019). Personnel Selection in the Digital Age: A Review of Validity and Applicant Reactions, and Future Research Challenges. *European Journal of Work and Organizational Psychology*, 29(1), 64-77. doi:<https://doi.org/10.1080/1359432x.2019.1681401>
7. Anton Saman. (2020). Effect of Compensation on Employee Satisfaction and Employee Performance. *International Journal of Economics, Business and Accounting Research (IJEBAR)*, 4(1), 185-190. Retrieved from <https://jurnal.stie-aas.ac.id/index.php/IJEBAR>
8. Astuti S. D., Ali Shodikin & Maaz U. D. (2020). Islamic Leadership, Islamic Work Culture, and EP: The Mediating Role of Work Motivation and Job Satisfaction. *Journal of Asian Finance, Economics, and Business*, 7(11), 1059-1068. doi:<https://doi.org/10.13106/jafeb.2020.vol7.no11.1059>
9. Astuty I. & Udin U. (2020). The Effect of Perceived Organizational Support and Transformational Leadership on Affective Commitment and Employee Performance. *Journal of Asian Finance, Economics and Business*, 7(10), 401-411. doi:doi:10.13106/jafeb.2020.vol7.no10.401
10. Beloor V., Dr. T. S. Nanjundeswaraswamy & D. R. Swamy. (2017). Employee Commitment and Quality of Work Life - A literature Review. *The International Journal of Indian Psychology*, 4(2), 175-188.
11. Blake Johnson. (2022, November 27). Total Rewards and Compensation: Understanding the Essentials. Retrieved from The HR Gazette and HRchat Podcast: <https://hr-gazette.com/total-rewards-and-compensation-understanding-the-essentials/#:~:text=What%20is%20a%20total%20rewards,re%20valued%20at%20the%20employer.>
12. Bronwyn Wainwright. (2023, February 15). What is employee commitment? - Effectory. Retrieved from Effectory: <https://www.effectory.com/knowledge/what-is-employee-commitment/>
13. Cesario F. & Chambel M. J. (2017). Linking Organizational Commitment and Work Engagement to Employee Performance. *Knowledge Process Management*, 24, 152-158. doi:doi: 10.1002/kpm.1542
14. Choon Hee O. & Rui Jing K. (2018). The Influence of Human Resource Management Practices on Employee Performance in the Manufacturing Sector in Malaysia. *International Journal of Human Resource Studies*, 8. doi:<https://doi.org/10.5296/ijhrs.v8i2.12826>
15. Continuance Commitment Meaning | HR Glossary - AIHR. (2022, October 10). Retrieved from AIHR: <https://www.aihr.com/hr-glossary/continuance-commitment/#:~:text=What%20is%20continuance%20commitment%3F,the%20organization%20as%20too%20high.>

16. Dauda Y. & Nammei Luki B. (2021). Perspectives on Performance Appraisal Practices in Organizations. GSJ, 9(5). Retrieved from www.globalscientificjournal.com
17. David A. Buchanan & Andrzej A. Huczynski. (2019). Organizational Behavior. UK: Pearson.
18. Devananda Singh K. & B. D. Onahrng. (2019). Entrepreneurial Intention, Job Satisfaction and Organization Commitment - Construct of a Research Model through Literature Review. Journal of Global Entrepreneurship Research, 9(16). doi:doi: 10.1186/s40497-018-0134-2
19. Dr. Pandi Afandi, SE, MM. (2018). Manajemen Sumber Daya Manusia (Teori, Konsep dan Indikator). Riau: Zanafa Publishing.
20. Eliphas R. M., Mulongo L. S. & Razia M. (2017). The Influence of Performance Appraisal Practices on Employee Productivity: A Case of Muheza District, Tanzania. IBME/<https://www.journalissues.org>. doi:<https://doi.org/10.15739/IBME.17.006>
21. Eskandar, S. Z. Sayed Idrus, M. Syukri & A. A. Elmetwally. (2019). Systems Success Measurement: Instrument & Framework a New Perspective. Independent Journal of Management & Production, 1572-1606. doi:doi: 10.14807/ijmp.v10i5.872
22. Hanifa Bouziri, David R. M. Smith, A. Descatha, William D. & Kelvin J. (2020). Working from Home in the Time of COVID-19: How to Best Preserve Occupational Health? Occupational and Environmental Medicine, 509-510. doi:<https://doi.org/10.1136/oemed-2020-106599>
23. Haryono S., Supardi S. & Udin U. (2020). The Effect of Training and Job Promotion on Work Motivation and Its Implications on Job Performance: Evidence from Indonesia. Management Science Letters, 10(9), 2107-2112.
24. Hudda Riaz, Akhtar N., Moazzam Siddiqui A. & Luqman R. (2017). Leadership Effectiveness Turnover Intention and the Mediating Role of Employee Commitment: A Case of Academic Institutions of Pakistan. European Online Journal of Natural and Social Sciences, 6(4), 526-534.
25. Human Resource Management. (2019, September 17). Retrieved from <https://www.inc.com/encyclopedia/human-resource-management.html>
26. Ifada Rahmayanti, W. Ardita & J. Joeliaty. (2017). Organizational Climate and Employee Commitment to Employee Performance in Regional Secretariat Ngawi District. International Journal of Business and Globalisation, 19(4). doi:<https://doi.org/10.1504/IJBG.2017.087299>
27. Imran Chaudhry. (2022, October 7). What Role do Core Values Play in the Success of a Business? Retrieved from www.linkedin.com: <https://www.linkedin.com/pulse/what-role-do-core-values-play-success-business-imran-chaudhry/>
28. Jabbar Othman B., Al-Kake F., Lizam M. & Diah M. (2019). This Study Examines the Antecedents and the Effects of Knowledge Management and Information Technology in the Manufacturing Industry. International Journal of Psychosocial Rehabilitation, 23(2).
29. Jaffar A., Zhang Q., Hussain I., Akram S., Afaq A. & Afzal Shad M. (2020). Sustainable Innovation in Small Medium Enterprises: The Impact of Knowledge Management on Organizational Innovation through Mediation Analysis by Using SEM Approach. Sustainability, 12, 2407.
30. James N. Kurtessis, R. Eisenberger, Michael T. Ford & Louis C. Buffardi. (2017). Perceived Organizational Support: A Meta-Analytic Evaluation of Organizational Support Theory. Journal of Management, 43, 1854-1884. doi:doi: 10.1177/0149206315575554
31. Kofand Anwar. (2017). The Role of Effective Leadership in Crisis Management: Study of Private Companies in Kurdistan. Qalaai Zanist Scientific Journal, 2(4), 326-338.
32. M. A. Shafique Khan, D. Jianguo, A. Mann, S. Saleem, K. Baah Boamah, U. Javed & M. Usman. (2019). Rejuvenating the Concept of Work Alienation through Job Demands-Resources Model and Examining Its Relationship with Emotional Exhaustion and Explorative and Exploitative Learning. Psychology Research and Behavior Management, 12, 931-941. doi:doi: 10.2147/PRBM.S204193
33. Majed Altaher A. (2017). The Impact of Human Resource Management Practices on Employee Satisfaction: A Field Study in the Jordanian Telecommunication Companies. Middle East University.
34. Malayu S. P. Hasibuan. (2017). Manajemen Sumber Daya Manusia. Jakarta: PT. Bumi Aksara.
35. Mangkunegara A. P. (2017). Company Human Resources Management. Bandung: Rosdakarya Youth.
36. Mario Franco & Solange Franco. (2017). Organizational Commitment in Family SMEs and Its Influence on Contextual Performance. Team Performance Management, 364-384. doi:doi: 10.1108/tpm-05-2016-0020
37. May Zin Phyo Han. (2022, December 24). How importance of organizational culture in strategic

- management. Retrieved from www.linkedin.com/pulse/how-importance-organizational-culture-strategic-may-zin-phyoe-han/
38. Nancy Chinwe, Kenneth Chukwuma & Onyekachi Richard. (2017). Impact of Ethical Leadership on Employee Commitment in Nigeria- A Study of Innoson Technical and Industrial Company Limited Enugu, Nigeria. *International Journal of Development and Management Review (INJODEMAR)*, 12(1), 202-214.
39. Nguyen Duc T., Van D. & Nhan T. T. . (2020). The Impact of Human Resource Management Activities on Compatibility and Work Results. *Journal of Asian Finance, Economics, and Business*, 7(9), 621-629. doi:<https://doi.org/10.13106/jafeb.2020>.
40. Nick B., Wesley C. & Shaun S. (2020, December 4). human resource management (HRM). Retrieved from HR Software: <https://www.techtarget.com/searchhrsoftware/definition/human-resource-management-HRM>
41. Normative Commitment Definition | HR Glossary - AIHR. (2022, October 10). Retrieved from AIHR:<https://www.aihr.com/hr-glossary/normative-commitment/#:~:text=What%20is%20normative%20commitment%3F,something%20through%20thick%20and%20thin.>
42. Ping Lim A. J., J. Loo & P. H. Lee. (2017). The Impact of Leadership on Turnover Intention: the Mediating Role of Organizational Commitment and Job Satisfaction. *Journal of Applied Structural Equation Modeling*, 1(June), 27-41. doi:[https://doi.org/10.47263/jasem.1\(1\)04](https://doi.org/10.47263/jasem.1(1)04)
43. Ployhart Robert E., Neal Schmitt & Nancy T. Tippins. (2017). Solving the Supreme Problem: 100 Years of Selection and Recruitment at the Journal of Applied Psychology. *Journal of Applied Psychology*, 291-304. doi:<https://doi.org/10.1037/apl0000081>
44. Pooja Dangol. (2021). Role of Performance Appraisal System and Its Impact on Employees Motivation. *Quantitative Economics and Management Studies (QEMS)*, 2(1), 13-26. doi:<https://doi.org/10.35877/454RI.qems119>
45. Prakash K. & Kumar Gautam P. (2017). Issue of Organizational Commitment: Evidence from Nepalese Banking Industry. *Management Dynamics*, 20(1), 119-129.
46. Purwanto A. & Budi Prasetya A. (2021). Did Coaching, Training and Development, Empowerment and Participation on School Employees Performance? *Journal of Industrial Engineering & Management Research*, 2(3), 73-95. doi:DOI: <https://doi.org/10.7777/jiemar.v2i3>
47. Recruitment and Selection Process: Best Practices & Overview. (2022, December 1). Retrieved from Personio: <https://www.personio.com/hr-lexicon/recruitment-and-selection/>
48. Riego De Dios E. & Mercy Lapuz A. (2020). The Relationship between Management Style, Performance Appraisal, and Employee Development of Selected Personnel from an Academic Institution. *International Journal of Scientific Research in Multidisciplinary Studies*, 6(7), 1-6.
49. Robert N. Lussier & John R. Hendon. (2017). *Human Resource Management: Functions, Applications, and Skill Development*. Sage Publications.
50. Rogier Van Der Werf. (2021, September 5). 3 Key Types of Organisational Commitment - Effectory. Retrieved from Effectory: <https://www.effectory.com/knowledge/3-key-types-of-organisational-committment/>
51. Ronny Edward. (2020). *Manajemen Sumber Daya Manusia Sebuah Pengantar*. Medan. Gerhana Media Kreasi.
52. S. Haider, C. D. Pablos-Heredero & M. Ahmed. (2019). A Three-Wave Time-Lagged Study of Mediation between Positive Feedback and Organizational Citizenship Behavior: the Role of Organization-Based Self-Esteem. *Psychology Research and Behavior Management*, 12, 241-253.
53. Setia Darma P. & Sani Supriyanto A. (2017). The Effect of Compensation on Satisfaction and Employee Performance. *Management and Economics Journal (MEC-J)*, 1(1).
54. Tsz-Lok Lee T. & Xiyue Ma. (2019). Identity and Border Setting: A Qualitative Study of Homeworkers in China. *Social Transformations in Chinese Societies*, 15(2), 94-113. doi:<https://doi.org/10.1108/stics-12-2018-0018>
55. What is Affective Commitment? - Organizational Psychology Degrees. (2022, December 31). Retrieved from Organizational Psychology Degrees: <https://www.organizationalpsychologydegrees.com/faq/what-is-affective-commitment/>
56. What is Employee Performance? How to Measure & Improve. (2021, November 21). Retrieved

from Lume: <https://www.lumeapp.io/blog/what-is-employee-performance>

57. Workhuman. (2023, January 27). What is Training and Development in HRM? 2023 Complete Guide. Retrieved from Workhuman: <https://www.workhuman.com/blog/training-and-development-in-hrm/>
58. Yang Chen, Yan J. Jiang, Tang Guiyao & Fang Lee C. (2018). High-Commitment Work Systems and Middle Managers' Innovative Behavior in the Chinese Context: the Moderating Role of Work-Life Conflicts and Work Climate. *Human Resource Management*, 57(5), 1317-1334.
59. Zahara Sayed. (2022, September 23). 8 ways to improve employee commitment | HRForecast. Retrieved from HRForecast: <https://hrforecast.com/the-role-of-employee-commitment-why-it-matters-and-how-to-boost-it/#:~:text=Employee%20commitment%20is%20an%20emotional,helping%20it%20achieve%20its%20objectives.>