



Human Resource Management Practices and Employee Commitment: A Study in Non-Governmental Organizations in Crises Regions in Cameroon

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Research Article

Abstract

Purpose: This study examined the relationship between Human Resource Management Practices (HRMP) and employee commitment in Non-Governmental Organizations (NGOs) operating in crisis-affected regions of Cameroon. The study aimed to investigate how HRMP dimensions, specifically effective communication, justice and fairness practices, employee involvement and participation, and job security, affect the commitment of employees working in fragile humanitarian settings, encompassing affective, normative, and continuance commitment.

Methods: A quantitative approach was employed, using a cross-sectional, correlational research design. Data were collected at a single point in time from staff across 110 NGOs in the South West, North West, and Far North Regions, selected purposively to ensure representation of organizations actively engaged in humanitarian response. Seemingly Unrelated Regression (SUR) and multivariate ordinary least squares (OLS) were used to estimate the effects of HRMP dimensions on employee commitment.

Results: The findings revealed that effective communication had a significant and positive influence on overall, affective, and normative commitment, while exhibiting a negative relationship with continuance commitment. Similarly, job security was positively and significantly associated with overall, affective, and normative commitment, but negatively associated with continuance commitment.

Implications: The study offers actionable insights for NGO managers, policymakers, and donors operating in fragile and conflict-affected contexts by promoting the institutionalization of transparent communication systems and ensuring job security.

Originality: This research contributes to the limited empirical literature on HRMP and employee commitment in crisis-affected environments, particularly within Cameroon's NGO sector.

Limitations: The study relied on self-reported data collected at a single point in time, which may introduce response bias and limit causal inference. Additionally, the focus on NGOs in three regions of Cameroon limits the generalizability of the findings to other contexts or sectors.

Keywords: Crisis Regions, Effective Communication, Employee Commitment, HRM Practices, Job Security, NGOs.

1. Introduction

Human Resource Management Practices (HRMPs) have become increasingly central to organizational research, particularly in shaping employee attitudes and behaviors. Among the most critical of these attitudes is employee commitment, which is often conceptualized in three dimensions: affective, continuance, and normative commitment (Egbezien Inegbedion, 2024). In dynamic and fragile work environments, employee commitment not only determines workforce stability but also significantly affects the long-term sustainability of organizational objectives. Non-Governmental Organizations (NGOs), particularly those operating in crisis regions, rely heavily on committed employees to deliver essential humanitarian and development services under challenging conditions (Nyawung *et al.*, 2024).

In Cameroon, several international and local NGOs such as Médecins Sans Frontières (MSF), Plan International, the Norwegian Refugee Council (NRC), the International Rescue Committee (IRC), Caritas, and Catholic Relief Services (CRS) play a central role in addressing humanitarian crises in the South West, North West, and Far North Regions. Their ability to sustain operations in conflict-affected areas largely depends on their ability to motivate, retain, and protect their workforce. Prior studies have established that HRMPs, such as transparent communication, fair compensation, training opportunities, and job security, are positively associated with employee commitment across various sectors (Khaerani *et al.*, 2023; Saengthong & Thungwha, 2024). These practices foster trust, loyalty, and motivation, which are vital for retaining employees in highly demanding contexts.

However, in Sub-Saharan Africa, the relationship between HRMPs and employee commitment is often shaped by contextual factors such as socio-political instability, cultural norms, and limited resources; generalizing from other contexts is less reliable (Nyawung *et al.*, 2024). Despite the growing body of literature, there remains limited empirical evidence on the relationship between HRMPs and employee commitment in NGOs within Cameroon's crisis regions. Given that NGOs in the Northwest, Southwest, and Far North Regions operate in highly insecure and resource-constrained environments, understanding this relationship is crucial for developing strategies that ensure workforce stability, motivation, and organizational effectiveness. This study, therefore, aims to investigate the relationship between HRMPs and employee commitment in NGOs operating in crisis regions of Cameroon, with a particular focus on how HRMP dimensions relate to affective, continuance, and normative commitment.

2. Literature review

Research on human resource management practices (HRMPs) and employee commitment is grounded in several complementary theoretical perspectives. Social Exchange Theory (SET) posits that employees reciprocate favorable organizational treatment (support, fairness, rewards) with positive attitudes and behaviors, including more substantial affective and normative commitment (Blau, 1964; Cropanzano & Mitchell, 2005). Organizational Support Theory (OST) emphasizes perceived organizational support (POS) as a key antecedent of commitment. When employees perceive that their organization values their contributions and cares for their well-being, they develop an emotional attachment and obligation (Eisenberger *et al.*, 1986). Organizational justice theory (distributive, procedural, interactional) explains how perceptions of fairness shape trust and commitment (Colquitt, 2001; Bies, 2015). These frameworks together suggest that HRMPs, which signal support, fairness, and inclusion, should be positively related to affective and normative commitment, and may reduce reliance on continuance commitment (which is primarily tied to perceived costs of leaving).

2.1. Employee commitment

Employee commitment is commonly conceptualized as comprising three types: affective commitment (emotional attachment and identification with the organization), continuance commitment (perceived costs of leaving), and normative commitment (feeling a felt obligation to remain) (Meyer & Allen, 1991). Affective and normative commitment are generally regarded as desirable because they reflect intrinsic

attachment and moral obligation. In contrast, continuance commitment may reflect entrapment or utilitarian reasons for staying and can be less beneficial for discretionary performance (Meyer *et al.*, 2002). In crisis-affected NGOs, staff committed to the organization, especially those with high levels of affective and normative commitment, are crucial for sustaining operations under stress and uncertainty (Nyirawung *et al.*, 2024).

2.2. Justice and fairness practices

Organizational justice, which refers to how fairly employees perceive outcomes, procedures, and interpersonal treatment, is consistently linked with commitment. Procedural and inter-actionable justice strengthen trust in management and are positively associated with affective and normative commitment (Colquitt, 2001; Bies, 2015). Recent empirical work continues to confirm these relationships across various contexts, including nonprofit and humanitarian settings. Perceived fairness in decision-making and resource allocation predicts higher emotional attachment and lower turnover intentions (Otoo & Rather, 2024; Khaerani *et al.*, 2023). In fragile contexts, transparent, consistent, and culturally sensitive justice practices may be critical, as they help reduce uncertainty and resentment among employees facing high external stressors (Nyirawung *et al.*, 2024). Thus, justice and fairness practices are conceptualized as antecedents of affective and normative commitment in this study.

2.3. Effective communication

Effective internal communication, characterized by timeliness, transparency, clarity, and feedback, fosters understanding, trust, and psychological safety (Men, 2014; Clappitt & Downs, 2017). Good communication practices link to heightened affective commitment by fostering identification and to normative commitment by cultivating shared values and expectations. Recent studies have shown that in volatile or crisis settings, communication quality is a robust predictor of employee morale and retention, as it reduces ambiguity and aligns staff around mission priorities (Plückelmann *et al.*, 2024; Otoo & Rather, 2024). Additionally, communication that enhances employees' voice and feedback loops can reduce reliance on continuance commitment by shifting reasons for staying from necessity to identification (Sheng *et al.*, 2021). Therefore, effective communication is expected to be positively related to affective and normative commitment and negatively (or weakly) related to continuance commitment.

2.4. Employee involvement and participation (EIP)

Employee involvement and participation encompass practices that enable employees to contribute ideas, influence decisions, and engage in problem-solving (Triantafyllidou & Koutroukis, 2022; Ullrich *et al.*, 2023). Participation mechanisms ranging from regular consultation to co-determination promote employee voice, empowerment, and a sense of ownership, which empirical studies link to higher job satisfaction, creativity, and affective commitment (Triantafyllidou & Koutroukis, 2022; Plückelmann *et al.*, 2024). In humanitarian and NGO contexts, participation can enhance mission alignment and commitment by strengthening staff's moral connection to organizational goals (Khaerani *et al.*, 2023). However, the effectiveness of EIP depends on authenticity: tokenistic consultation may not produce positive outcomes and can even breed cynicism (Ullrich *et al.*, 2023). Conceptually, EIP is therefore expected to correlate positively with both affective and normative commitment, and to have mixed associations with continuance commitment.

2.5. Job security

Perceived job security, or the belief in the stability and continuity of one's employment, has long been associated with organizational commitment. When employees feel secure, they are more likely to invest

emotionally in the organization and endorse normative obligations (De Cuyper & De Witte, 2007; recent reviews). In contexts where uncertainty (funding, access, security) is high, such as for NGOs working in conflict regions, job security may be a significant antecedent of affective and normative commitment (Nyiauwung *et al.*, 2024). Recent evidence suggests that job security has a positive effect on affective commitment and reduces turnover intentions. However, its relation with continuance commitment can be complex: higher perceived job security may lower continuance commitment insofar as employees do not stay merely because alternatives are costly, but rather because they genuinely feel attached (Cahyadi *et al.*, 2024). Hence, job security is conceptualized as positively associated with affective and normative commitment and negatively or ambiguously associated with continuance commitment.

3. Conceptual Framework

The conceptual framework of this study illustrates the relationship between Human Resource Management Practices (HRMPs) and employee commitment in NGOs operating in crisis regions of Cameroon. HRMPs are operationalized through four dimensions: justice and fairness practices, effective communication, employee involvement and participation, and job security. These practices have been shown to enhance employee motivation, strengthen trust, and foster commitment in organizational settings (Cropanzano *et al.*, 2017; Katou, 2022).

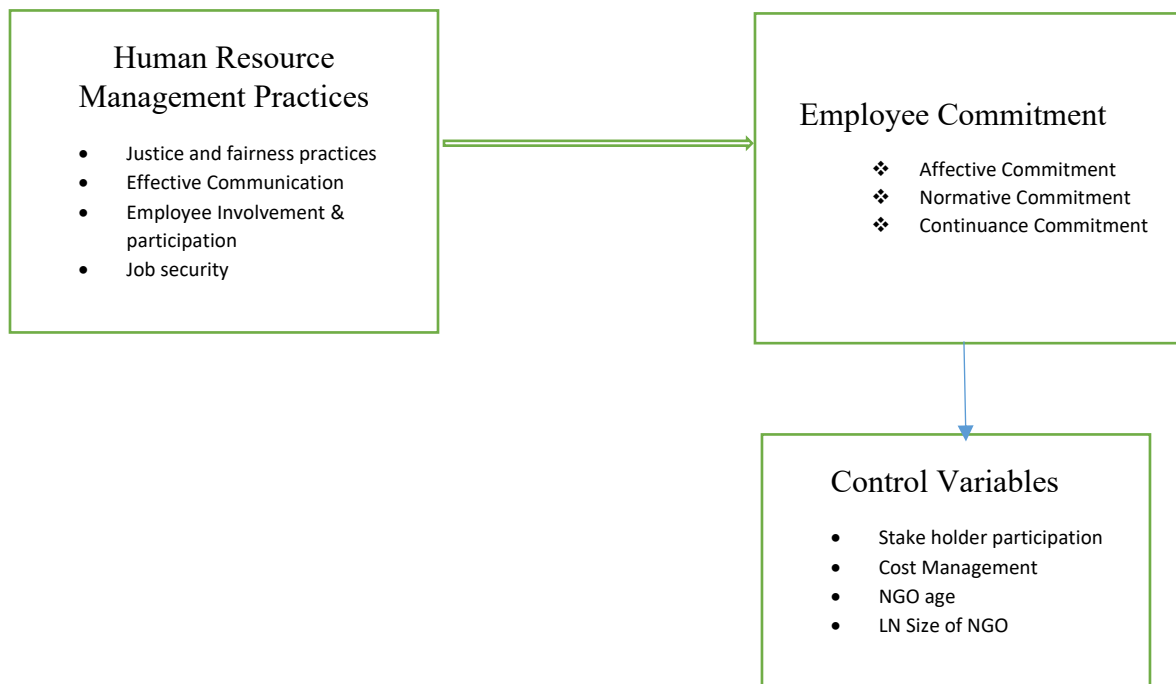


Fig. 1: Conceptual Framework

Employee commitment is conceptualized using Meyer and Allen's (1997) three-component model: affective, normative, and continuance commitment, which captures the emotional attachment, sense of obligation, and cost of leaving an organization. To ensure robustness, the framework incorporates control variables such as cost management, NGO age, and the natural logarithm of NGO size (Ln size), which may independently influence employee attitudes and organizational outcomes (Paauwe & Farndale, 2017; Bryson *et al.*, 2020). By integrating these controls, the framework isolates the specific contribution of HRMPs to employee commitment, providing clearer insights into how management practices operate in fragile humanitarian contexts.

4. Methodology

This study employed a purposive sampling technique to select NGOs actively engaged in crisis response and sustainability efforts within Cameroon's conflict-affected regions. This approach was appropriate because it ensured the inclusion of organizations with direct experience in managing human resource management practices (HRMPs) under fragile and high-pressure conditions. NGOs involved in education, food security, health, nutrition, protection, early recovery, shelter, non-food items (NFI), water, sanitation, and hygiene (WASH), gender-based violence, and community development were deliberately targeted to ensure that the data collected was contextually relevant and aligned with the research objectives. To determine the appropriate sample size, the study applied Yamane's (1967) formula for finite populations, which is suitable when the total number of units is known. Using a population of 154 NGO employees, a 95% confidence level, and a $\pm 5\%$ margin of error, the required sample size was calculated as: $n = 154 / (1 + 154(0.05)^2) = 154 / 1.385 \approx 110$. Accordingly, a sample of 110 employees was selected, of which 105 provided valid responses for analysis. This methodological approach strikes a balance between statistical rigor and field practicality, ensuring that the findings are both reliable and representative of the NGO workforce in Cameroon's crisis regions.

4.1 Research Design and Data Collection

This study employed a quantitative approach, using a cross-sectional, correlational research design. The cross-sectional design enabled data collection at a single point in time from employees of NGOs in Cameroon's crisis regions. In contrast, the correlational design examined the strength and direction of relationships between human resource management practices and employee commitment. This combination provided a practical means of capturing reliable data in volatile settings and offered evidence-based insights into how HRM practices relate to employee commitment in NGOs.

Data collection was conducted using both internet-based and face-to-face methods, employing a Human Resource Management Assessment Questionnaire. Only primary data were collected, focusing on variables such as gender, age, education, and employees' positions within national and international NGOs operating in the South West, North West, and Far North Regions. The survey was administered via KoboToolbox and by the researcher during working hours, directly at employees' desks. The researcher also collected the completed questionnaires.

4.2. Validation of Instrument

To ensure that the research instrument accurately measured the intended constructs, Human Resource Management Practices, Employee Commitment, and Sustainability of NGOs, validity testing was conducted. The questionnaire was designed based on an extensive review of relevant literature and previously validated scales. Content validity was ensured by aligning the questionnaire items with established theoretical frameworks and prior empirical studies on HRM, organizational commitment (Meyer & Allen, 1991), and NGO sustainability. The instrument was submitted to academic experts in Human Resource Management and Research Methodology, who reviewed the items for clarity, relevance, and comprehensiveness. Their feedback was used to revise ambiguous or overlapping items.

Construct validity was addressed through factor alignment; each section of the instrument was clearly mapped to a specific construct: justice and fairness; effective communication; employee involvement; job security (HRM practices); affective, continuance, and normative commitment (employee commitment); and economic, social, and environmental sustainability. Items were formulated using a 5-point Likert scale, ranging from 1 = Strongly Disagree (SD), 2 = Disagree (D), 3 = Undecided (U), 4 = Agree (A), to 5 = Strongly Agree (SA). This scale type was chosen because it effectively captures respondents' attitudes, perceptions, and levels of agreement regarding various organizational practices and sustainability

outcomes. The reliability of the measurement scale was assessed using Cronbach's Alpha (α) to evaluate the internal consistency of items within each subscale. According to Nunnally (1978), a Cronbach's Alpha value of 0.70 or higher indicates an acceptable level of reliability.

A pilot study involving ten (10) NGO employees drawn from ten different NGOs was conducted to pre-test the instrument. The responses were analyzed to detect potential issues with comprehension, formatting, or construct clarity. Adjustments were made based on pilot feedback to improve item precision and flow. These steps confirm that the instrument possesses acceptable face validity, content validity, and construct validity, making it suitable for collecting reliable data to support the study objectives.

4.3. Model Specification

4.3.1. Aggregate model

For this study, we adopted the model of Baron and Kenny (1986) to guide this research. The aggregated model was specified as follows;

$$EMPC = \alpha_0 + \alpha_1 HRMP_i + \alpha_2 SP_i + \alpha_3 CM_i + \alpha_4 N_age_i + \alpha_5 Lnsiz e_i + \mu_i \text{-----} (1)$$

Considering the Seemingly Unrelated Regression (SUR) model by Zellner (1962), to simultaneously estimate the multiple regression equations formulated from the three dimensions of employee commitment, we have;

$$AFC = \alpha_1 + \beta_1 HRMP_i + X_1 SP_i + Y_1 CM_i + Z_1 N_age_i + A_1 Lnsiz e_i + \mu_{Xi} \text{-----} (1a)$$

$$NORC = \alpha_2 + \beta_2 HRMP_i + X_2 SP_i + \alpha Y_2 CM_i + Z_2 N_age_i + A_2 Lnsiz e_i + \mu_{Yi} \text{-----} (1b)$$

$$CONC = \alpha_3 + \beta_3 HRMP_i + X_3 SP_i + \alpha Y_3 CM_i + Z_3 N_age_i + A_3 Lnsiz e_i + \mu_{Zi} \text{-----} (1c)$$

Equation (1) shows the effect of the extracted component of human resource management practices on employee commitment as well as the effect of the associated covariates. The coefficients of this equation were estimated using the ordinary least squares regression technique.

Where (EC) here stands for employee commitment, which consists of Affective Commitment (AFC), Continuance Commitment (CONC), and Normative Commitment (NORC) (Meyer & Allen, 1991). These elements were used to create an index of employee commitment (Mahfouz *et al*, 2021; Ahmed, 2021). Moreover, the researcher used the principal component analysis (PCA) (Ahmed, 2021) and normalized. (Ahmed, 2021). This was to ensure that the other two components were not left out. The Employee Commitment Index is a continuous variable.

HRMP in this research work stands for Human Resource Management Practices, which constitute other components such as Justice and fairness practices, effective communication, employee involvement and participation, and job security (Ahmed & Amoozegar, 2022; Obiekwe *et al*, 2019)

SP, CM, N_age, and Lnsiz e are control variables, where (SP) denotes stakeholder participation and (CM) denotes cost management (Shivairo & Were, 2018), N_age denotes NGO age, and Lnsiz e denotes Ln size of NGO.

The information presented above, based on the model examining the effect of human resource management practices on the sustainability of non-governmental organisations (NGOs) in crisis-affected regions in Cameroon, is summarised in Table 1.

The elements of human resource management practices applied in this model were used to construct an index of these practices. (Ahmed & Amoozegar, 2022) The researcher employed principal component analysis (PCA) (Gampine, 2024; Ahmed & Amoozegar, 2022) and normalized the data (Gampine, 2024). Principal component analysis and normalization were employed to prevent the exclusion of other components of employee commitment. The Human Resource Management Practices Index is a continuous variable.

Table 1: Definition of variables of model 1

Variable	Abbreviations	Measurement	Expected apriority	Author
Dependent Variable				Mahfouz <i>et al.</i> , (2021)
Employee Commitment Index	EC	Continuous	N/A	
Independent Variable				Ahmed & Amoozegar (2022)
Human Resource Management Practices Index	HRMP	Continuous	+	
Control Variables				Shivairo and Were (2018)
Stakeholder participation	SP	Binary	+/-	
Cost management	CM	Binary	+/-	Shivairo and Were (2018)
NGO age	N age			
Ln size of NGO	LSN			

4.3.2. Disaggregate Model

For this study, we adopted the model of Baron and Kenny (1986) to enhance the suitability of this research. The multiple regression model for the study was specified as follows;

$$EMPC = \alpha_0 + \alpha_1 JFP_i + \alpha_2 EC_i + \alpha_3 EIP_i + \alpha_4 JS_i + \alpha_5 SP_i + \alpha_6 CM_i + \alpha_7 N_age_i + \alpha_8 Lnsiz_e + \mu_i \text{-----} (2)$$

Considering the Seemingly Unrelated Regression (SUR) model by Zellner (1962), to simultaneously estimate the multiple regression equations formulated from the three dimensions of employee commitment, we have;

$$AFC = \alpha_1 + \beta_1 JFP_i + L_1 EC_i + Q_1 EIP + U_1 JS_i + X_1 SP_i + Y_1 CM_i + Z_1 N_age_i + A_1 Lnsiz_e + \mu_{ai} \text{-----} (2.1a)$$

$$NORC = \alpha_2 + \beta_2 JFP_i + L_2 EC_i + Q_2 EIP + U_2 JS_i + X_2 SP_i + Y_2 CM_i + Z_2 N_age_i + A_2 Lnsiz_e + \mu_{ai} \text{-----} (2.2b)$$

$$CONC = \alpha_3 + \beta_3 JFP_i + L_3 EC_i + Q_3 EIP + U_3 JS_i + X_3 SP_i + Y_3 CM_i + Z_3 N_age_i + Lnsiz_e + \mu_{ai} \text{-----} (2.3c)$$

Equation (2) shows the effect of the extracted component of human resource management practices on employee commitment, as well as the effect of the associated covariates. The coefficients of this equation were estimated using the ordinary least squares regression technique.

Where (EC) here stands for employee commitment, which consists of Affective Commitment (AFC), Continuance Commitment (CONC), and Normative Commitment (NORC) (Meyer & Allen, 1991). These elements were used to create an index of employee commitment (Mahfouz *et al.*, 2021; Ahmed, 2021). Moreover, the researcher used the principal component analysis (PCA) (Ahmed, 2021) and normalized. (Ahmed, 2021). This was to ensure that the other two components were not left out. The Employee Commitment Index is a continuous variable.

EP, EIP, EC, and JS are the human resource management practices considered for this research. Where JFP: means justice and fairness practices, EC stands for Effective communication, EIP: means employee involvement and participation, and JS stands for job security (Ahmed & Amoozegar, 2022; Obiekwe *et al.*, 2019).

SP, CM, N_age, and Lnsize are control variables where (SP) here means stakeholder participation and (CM) means cost management (Shivairo & Were, 2018). N_age denotes NGO age, and Lnsize denotes the Ln size of the NGO.

The information presented above, based on a model examining the effect of human resource management practices on employee commitment of non-governmental organizations (NGOs) in crisis Regions in Cameroon, is summarized in the table below.

Table 2: Definition of Variables of Model 2

Variable	Abbreviations	Measurement	Expected priority	Authors
Dependent Variable				
Employee commitment index	SUS	Continuous		Silvia <i>et al.</i> , (2022).
Independent Variable				(Ahmed & Amoozegar, 2022; Obiekwe <i>et al.</i> , 2019).
Justice and fairness practices index	JFP	Continuous		Nnaji-Ihedinmah <i>et al.</i> (2020)
Effective Communication Index	EFC	Continuous		Daniel (2016)
Employee involvement and participation index	EIP	Continuous		Parajuli and Shrestha (2021)
Job security index	JS	Continuous		
Control Variables				Shivairo & Were (2018)
Stakeholder participation	SP	Continuous	+/-	
Cost management	CM	Continuous		
NGO age	N_age	Continuous	+/-	Shivairo and Were (2018)
Ln size of NGO	Lnsize	Continuous		

4.3 Estimation Techniques

The data were analyzed using both descriptive and inferential statistics, including frequencies, percentages, means, and standard deviations. Specifically, the Ordinary Least Squares (OLS) technique and regression models were employed to assess the relationship between human resource management practices and employee commitment among NGOs operating in crisis regions of Cameroon. Control variables, including cost management, stakeholder involvement, organizational size (logarithm of size), and age, were incorporated to isolate the pure effects of HRMP. Given the multidimensional nature of both employee commitment (affective, normative, and continuance commitment) and sustainability (economic, social, and environmental sustainability), the study further employed the Seemingly Unrelated Regression (SUR) model to estimate these interrelated outcomes simultaneously. The SUR model was first used to regress HRMP on the three dimensions of sustainability and subsequently to regress HRMP on the three dimensions of employee commitment. This approach was preferred because the dependent variables within each set (commitment or sustainability) are conceptually related and likely to have correlated error terms due to unobserved organizational factors. By accounting for this correlation, the SUR estimation yields more efficient and consistent estimates than separate OLS regressions. The Breusch Pagan test confirmed the presence of correlated disturbances, justifying the use of SUR. The Breusch-Pagan test was conducted to check the independence of the error terms across the three models. The analysis was structured according to the study objectives to provide clear evidence of how HRM dimensions, such as justice and fairness, effective communication, employee involvement, and job security, influence employee commitment, as well as affective, normative, and continuance commitment.

5. Results

5.1. Summary of Descriptive Statistics

The descriptive statistics presented in Table 1 summarize the central tendencies and dispersion of the key variables used in the study. The Justice and Fairness Practices Index has a mean of 0.035 (SD = 0.106), indicating that, on average, NGOs moderately implement justice and fairness practices, though variation across organizations exists. The Effective Communication Index shows a slightly lower mean of 0.022 (SD = 0.096), suggesting limited implementation of structured communication practices. Employee Involvement and Participation averages 0.077 (SD = 0.151), reflecting generally low engagement levels across the sampled NGOs. Conversely, Job Security is relatively high, with a mean of 0.435 (SD = 0.217), suggesting that employees perceive moderate job stability. The overall HRM Practices Index has a mean of 0.072 (SD = 0.106), suggesting that, collectively, HRM practices are not fully optimized in the sampled organizations.

Table 3: Descriptive Statistics

Variable	Obs	Mean	Std. Dev.	Min	Max
Justice and fairness practice index	110	0.0346038	0.1057786	0	1
Effective communication index	110	0.022396	0.0962647	0	1
Employee involvement & participation index	110	0.0772963	0.1512965	0	1
Job security index	110	0.4351268	0.2169655	0	1
HRM practices index	110	0.0723901	0.1056786	0	1
Affective commitment index	110	0.1606909	0.1423745	0	1
Continuance commitment index	110	0.7240768	0.1348217	0	1
Normative commitment index	110	0.2577863	0.2167741	0	1
Employee commitment index	110	0.2155969	0.1349916	0	1
Stakeholders participation index	110	0.5719603	0.2472906	0	1
Cost management index	110	0.2290582	0.2141095	0	1
NGO age (number of years of operation)	110	12.63636	14.30001	3	39
NGO size (number of employees)	110	154.4818	978.6185	4	100

Source: Field survey, 2025

Regarding employee commitment, the Affective Commitment Index averages 0.161 (SD = 0.142), indicating a moderate emotional attachment to their NGOs. The Continuance Commitment Index is considerably higher at 0.724 (SD = 0.135), suggesting that employees remain primarily due to the perceived costs of leaving. In contrast, the Normative Commitment Index averages 0.258 (SD = 0.217), reflecting moderate feelings of obligation to stay. The aggregated Employee Commitment Index has a mean of 0.216 (SD = 0.135), highlighting that overall commitment is generally modest.

Among the control variables, the Stakeholder Participation Index is relatively high (mean = 0.572, SD = 0.247), indicating active stakeholder involvement in organizational decisions. Cost Management has a mean of 0.229 (SD = 0.214), showing moderate attention to financial efficiency. The NGO Age averages 12.64 years (SD = 14.30), illustrating a wide range in organizational experience. In contrast, NGO Size, measured as the number of employees, has a mean of 154.48 (SD = 978.62), reflecting considerable variation, including some substantial organizations compared to smaller ones. Overall, the descriptive statistics indicate substantial variability across HRM practices, employee commitment, and organizational characteristics, providing a rich context for subsequent inferential analyses.

5.2 Results of Inferential Statistics

Table 4 presents the aggregate regression results showing the relationship between overall Human Resource Management (HRM) practices and employee commitment, disaggregated into affective, continuance, and normative dimensions.

Table 4: Aggregate results of the relationship between HRM practices and employee commitment

VARIABLES	Overall	Affective Commitment	Continuance Continuance	Normative Continuance
HRM practices index	0.792*** (0.0830)	0.925*** (0.0806)	-0.641*** (0.103)	0.773*** (0.165)
Stakeholders' participation index	0.0757** (0.0359)	0.0202 (0.0349)	-0.117*** (0.0444)	0.0932 (0.0716)
Cost management index	0.142*** (0.0417)	0.168*** (0.0406)	-0.0387 (0.0516)	0.262*** (0.0832)
NGO age	0.000492 (0.000738)	-0.000428 (0.000718)	-7.79e-05 (0.000913)	0.00265* (0.00147)
Ln size of NGO	-0.00140 (0.00896)	0.00223 (0.00870)	0.0100 (0.0111)	0.00701 (0.0178)
Constant	0.0807** (0.0326)	0.0417 (0.0317)	0.814*** (0.0403)	0.0320 (0.0650)
Observations	110	110	110	110
(Adjusted) R-squared	0.608	0.664	0.393	0.391
Overall significance p-value	0.0000	0.0000	0.0000	0.0000
Mean VIF	1.40		1.40	
Breusch Pagan Prob > Chi2	0.5162		0.0000	

Note: Standard errors in parentheses; *** p<0.01, ** p<0.05, * p<0.1

Table 5: Disaggregate results of the relationship between HRM practices and employee commitment

VARIABLES	Overall	Affective	Continuance	Normative
Justice & fairness practices index	-0.152 (0.192)	0.296 (0.190)	0.329 (0.240)	-0.582 (0.400)
Effective communication index	0.888*** (0.213)	0.474** (0.210)	-1.070*** (0.266)	1.207*** (0.443)
Employee involvement & participation index	-0.00680 (0.0640)	0.0719 (0.0632)	0.131 (0.0800)	0.0693 (0.133)
Job security index	0.275*** (0.0462)	0.267*** (0.0457)	-0.225*** (0.0578)	0.355*** (0.0962)
Stakeholders participation index	0.0276 (0.0345)	-0.0215 (0.0341)	-0.0689 (0.0431)	0.0378 (0.0718)
Cost management index	0.127*** (0.0447)	0.128*** (0.0441)	-0.0719 (0.0558)	0.207** (0.0930)
NGO age	0.000526 (0.000698)	-0.000568 (0.000689)	-0.000479 (0.000872)	0.00236 (0.00145)
Ln size of NGO	0.00206 (0.00830)	0.00280 (0.00820)	0.00543 (0.0104)	0.0131 (0.0173)
Constant	0.0234 (0.0319)	-0.000908 (0.0315)	0.869*** (0.0398)	-0.0508 (0.0663)
Observations	110	110	110	110
(Adjusted) R-squared	0.672	0.710	0.482	0.444
Overall significance p-value	0.0000	0.0000	0.0000	0.0000
Mean VIF	3.16		3.16	
Breusch Pagan Prob > Chi2	0.4955		0.0003	

Note: Standard errors in parentheses; *** p<0.01, ** p<0.05, * p<0.1

The findings reveal that the HRM practices index has a strong and statistically significant positive effect on overall, affective, and normative commitment ($\beta = 0.792, 0.925$, and 0.773 , respectively; $p < 0.01$), but an

adverse effect on continuance commitment ($\beta = -0.641, p < 0.01$).

Findings indicate that effective communication and job security are the strongest predictors of employee commitment across NGOs in crisis regions. Effective communication significantly improves overall, affective, and normative commitment, but reduces continuance commitment. Job security also exhibits consistent positive effects across all commitment dimensions, except for continuance. Cost management strengthens overall, affective, and normative commitment. In contrast, the effects of justice and fairness, employee involvement, and stakeholder participation are weak or insignificant. Overall, the models are statistically robust, with high explanatory power (R^2 ranging from 0.44 to 0.71).

5. Discussions

The aggregate findings in Table 4 suggest that overall HRM practices significantly enhance employees' affective and normative commitment, but reduce continuance commitment. This pattern suggests that well-implemented HRM systems encourage employees to develop emotional attachment and shared organizational values, rather than relying on necessity or the absence of alternatives. This aligns with previous research, which emphasizes that HRM practices such as training, communication, and fair compensation strengthen employees' psychological attachment and loyalty (Meyer & Allen, 1997; Ndlovu, 2021). A negative relationship with continuance commitment may indicate that effective HRM reduces employees' perceived costs of leaving, thereby fostering intrinsic motivation (Adekoya *et al.*, 2019). These findings are consistent with prior studies highlighting HRM's role in building affective bonds and trust between employees and their organizations (Katou, 2017; Ndlovu, 2021).

The regression results in Table 5 reveal that effective communication and job security are the strongest and most consistent predictors of employee commitment in NGOs operating in crisis regions. Specifically, effective communication significantly increases overall, affective, and normative commitment while reducing continuance commitment. This shows that when employees experience clear, transparent, and responsive communication, they feel emotionally connected to the organization and morally obligated to remain, rather than staying only because of a lack of alternatives. This pattern aligns with wider evidence: for example, Employee Involvement and Commitment in Internal Communication (Soc. Sci., 2022) found that internal communication effectiveness strongly fosters affective and normative commitment, while Ndlovu *et al.* (2023) in South Africa confirmed that open line manager communication builds trust and satisfaction, reinforcing affective commitment.

Similarly, job security emerges as a powerful driver of commitment, with positive effects on overall, affective, and normative commitment, and an adverse effect on continuance commitment. This suggests that when employees feel secure, they are more emotionally attached and morally committed, rather than remaining solely because they lack options. Evidence from the Catholic Education Agency in Cameroon reinforces this, as recognition, training, and working conditions, which are indicators of job stability, were found to strengthen organizational commitment. More broadly, global studies on job security have consistently highlighted its positive influence on affective and normative commitment, while weakening continuance, as employees are more motivated by loyalty than by necessity (Nguyen *et al.*, 2023).

In contrast, justice and fairness practices display mixed results. While they show positive effects on affective and continuance commitment, their impact on normative commitment is negative, and overall results remain weak. This implies that in high-pressure environments such as crisis regions, fairness alone may not be sufficient to sustain commitment unless combined with practices that address employees' psychological security and communication needs. Supporting this, "The Impacts of Organizational Culture on Organizational Commitment in Vietnamese Garment Companies" found that communication and recognition had stronger influences on employee commitment than fairness practices alone.

Moreover, cost management shows positive and significant effects on overall, affective, and normative commitment, but a non-significant effect on continuance commitment. This suggests that employees perceive efficient financial and resource management as a sign of organizational competence and sustainability, which in turn enhances their emotional and moral commitment. This result is consistent with findings from SMEs and family business contexts in Latin America, where efficient resource practices, combined with effective communication, have enhanced employee engagement and long-term commitment (Torres *et al.*, 2023).

Interestingly, employee involvement and participation, as well as stakeholder participation, do not show strong or significant relationships with the commitment dimensions. This could suggest that in NGOs operating under crisis conditions, participation mechanisms may be underdeveloped or overshadowed by more urgent concerns such as job stability and financial sustainability. Prior evidence suggests that involvement contributes to commitment, but its effects are often conditional on trust and supportive leadership (Brewster *et al.*, 2022).

Finally, the results confirm a theoretical pattern: continuance commitment decreases when HRM practices strongly emphasize communication and job security. This aligns with Meyer and Allen's (1997) framework, which suggests that when affective and normative commitment increase, employees are less likely to feel "trapped" in the organization. Recent studies support this finding, for example, "The Impact of Communication Strategies on Organizational Commitment" (Frontiers, 2022), which showed that feedback and the adequacy of communication reduce turnover intentions, indicating that stronger affective and normative bonds displace continuance-based motives.

6. Conclusion and Policy Implications

Human resources are a critical and strategic asset in any organization, including Non-Governmental Organizations (NGOs). This study demonstrates that effective human resource management practices (HRMP), particularly justice and fairness, effective communication, employee involvement, and job security, play a pivotal role in enhancing employee commitment, which in turn strengthens NGO sustainability in crisis regions of Cameroon. Skilled employees are more likely to develop strong affective, continuance, and normative commitment when organizations promote fairness, transparent communication, cordial employer–employee relations, and job security, thereby fostering loyalty, motivation, and a sense of organizational belonging.

The findings indicate that justice and fairness practices enhance social sustainability, but may inadvertently impact economic and environmental outcomes if not carefully managed. Therefore, NGOs should refine fairness policies to align with performance outcomes, equitable reward systems, and resource-efficient operations. Effective communication and employee involvement should be institutionalized through clear policies, structured platforms, and digital tools to build trust, transparency, and participation in decision-making, including environmentally responsible initiatives. Job security should be reinforced through long-term contracts, career development pathways, and internal mobility to improve morale, retention, and social cohesion.

7. Limitations and Directions for Further Studies

This study acknowledges several limitations. First, the selection of human resource management practices (HRMP) examined, including justice and fairness, effective communication, employee involvement, and job security, was not exhaustive; other HRMP dimensions may influence employee commitment and NGO sustainability, potentially providing additional insights. Geographic constraints posed another limitation, as the vast distances between the Southwest, Northwest, and Far North Regions of Cameroon restricted full participation from all NGOs. In contrast, time, financial, and logistical constraints prevented the conduct of a nationwide study. Additionally, the study focused on HRMP aspects that could be discussed without

compromising organizational confidentiality, which may have potentially limited the comprehensiveness of the findings. Despite these limitations, the data collected remains valid and relevant.

To build on this work, future research should explore contextual factors such as organizational culture, leadership style, and external stakeholder pressures, which may moderate the effects of HRMP on employee commitment. Comparative studies across NGO sectors (e.g., health, education, relief aid) and different crisis zones would further illuminate sectoral and regional differences. At the same time, longitudinal designs could capture changes in commitment over time. Researchers are also encouraged to disaggregate HRM Functions to examine individual functions such as training, recruitment, performance appraisal, and compensation, and to explore potential feedback loops in which employee commitment influences HRM effectiveness. Mixed-method approaches combining surveys with interviews or focus groups could provide deeper insights into the mechanisms behind Human resource management practices and commitment. Integrating theoretical frameworks, such as Social Exchange Theory, the Job Demands-Resources model, or Self-Determination Theory, may offer stronger explanatory power for differential outcomes across affective, continuance, and normative commitment dimensions.

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