

## Strategic Human Resources Management Practices and Employee Commitment: Literature Review

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### Abstract

*Employee commitment is considered a key factor in achieving organizational goals. Employee commitment is one of the indicators of success in implementing strategic human resource management practices. In addition, organizational commitment is also stated as an antecedent of various indicators of organizational success. This paper aims to review the relationship between strategic human resource management practices and employee commitment. The findings of the literature review show that strategic human resource management practices have a direct positive effect on employee commitment. Employee commitment also has a role in mediating the relationship between strategic human resource management practices and human resource development and sustainable competitive advantage.*

### Keywords

employee commitment;  
literature review; strategic  
human resource management  
practices



## I. Introduction

Employees are the main asset and driving force in determining the success of an organization in a challenging environment and employee commitment is very important for every organization. Professional employees are stated to tend to be less committed to the organization because they consider themselves to have more job opportunities outside the organization where they work (Agus and Selvaraj 2020). Employee commitment is stated to be able to predict turnover, behavior, and performance in carrying out work (Azis). Employees who become less committed to an organization will direct their commitment in another direction. Therefore, it is important to know how to develop the type and level of employee commitment (Irefin and Mechanic 2014).

The importance of increasing employee commitment is also related to the role of employee commitment as an antecedent of employee performance. Organizations depend on employees who are committed to creating and sustaining competitive advantage and achieving superior performance. Committed employees who are highly motivated to contribute their time and energy to the pursuit of organizational goals. Employees who share a commitment to the organization and their collective well-being are better suited to generate social capital that facilitates organizational learning. Therefore, it is important for organizations to know the aspects that play an important role or have a big impact in increasing employee commitment (Irefin and Mechanic 2014). Organization must have a goal to be achieved by the organizational members (Niati et al., 2021). The success of leadership is partly determined by the ability of leaders to develop their organizational culture. (Arif, 2019).

Organizational commitment is considered a key factor in achieving organizational goals (Herrera and De Las Heras-Rosas 2021). Organizational commitment can be conditioned by several factors, including through strategic human resource management practices (Alolayyan, Alyahya, and Omari 2021). Kaufman (2015) stated that some of the critical success factors for large-scale organizational change required for effective adoption of the strategic human resource model are leadership commitment and carefully planned and managed implementation. The four main objectives related to strategic human resource management are integration, employee commitment, flexibility and quality (Castro et al. 2020).

Meanwhile, other studies report that strategic human resource management has a significant impact on individual and organizational performance. (Jiang) On the one hand, strategic human resource management practices can be a source of sustainable competitive advantage. (Delery and Roumpi 2017). This article aims to conduct a literature review of the relationship between strategic human resource management practices and employee commitment.

## **II. Review of Literature**

### **2.1 Strategic human resource management practices**

Strategic human resource management defined as the vertical relationship between human resource practices and organizational strategy and horizontally as the fit between several procedures of human resource practice. Human resource management integrated with organizational strategy, aligned with consistent human resource management policies can be used by managers and employees (Castro et al. 2020). Strategic human resource management can also be defined as the planned pattern of HR deployment and activities intended to enable the organization to achieve its objectives. HR practices are considered as a collection or system that collectively enhances the skills and motivation of the workforce (Delery and Roumpi 2017). A human resource pool is created and maintained, and motivated by using multiple HR practices, which is likely to increase the overall effectiveness of the HR system (Jiang et al. 2012).

HR management practices include recruitment, selection, training, development, performance appraisal, and rewards, strategic human resource management focuses on whether and how HR practice systems help organizations achieve strategic goals and improve company performance (Voegtlin and Greenwood 2016). Strategic human resource management practices can be a source of sustainable competitive advantage. Strategic human resource management practices, when viewed as systems of practices that are 'interrelated and internally consistent can be unique, causally ambiguous, synergistic, and difficult to imitate. (Phanwattana and U-on 2017).

Many studies have addressed the methodological issues and challenges associated with strategic human resource management research. While there is a general consensus that a systems focus is needed, what should be measured in HR systems and how to measure those systems remains a matter of debate. Brings up the proposed model and previous discussion of multidimensional constructs. Each domain may have different antecedents and changes in each domain can lead to changes in the HR system as a whole. If researchers measure HR policies or practices from only one or two HR system domains, then it would be inappropriate to draw conclusions about the relationship of the entire HR system to other constructs. (Jiang et al. 2012).

## 2.2 Employee commitment

Employee commitment refers to the bond that exists between the organization and employees (Nishanthi and Kailasapathy 2018). According to behavioral theory, employee commitment occurs as a consequence of actions, namely behavior. Some theorists use the term will to describe this mechanism and state that if employees are free to make decisions about an activity in which they will participate, then they will feel a greater obligation and responsibility to carry out the activity to the end, as well as consider non-profit costs. - participation in this activity (Đorđević et al. 2020).

There are various definitions of organizational commitment, one of which is the desire of employees to make high efforts for the good of the institution, the desire to remain in it and accept its main goals and values. Another widely accepted definition is that of Greenberg and Baron (2008) which defines organizational commitment as the extent to which employees identify with the organization they work for, the level of commitment they show and whether they are willing to leave it. (Herrera and De Las Heras-Rosas 2021).

In research related to organizational commitment, there are three perspectives of organizational commitment including continuous, affective and normative commitment. Affective commitment is understood as an employee's constructive emotional bond with the organization. Such an employee strongly associates himself with the goals of the organization and tries to stay in the organization because he wants to do so. Continuing commitment with regard to emotional intelligence is largely debated and employees find it very costly to lose organizational membership. This can be for a number of reasons, from the financial costs of salaries and benefits to the social costs of bonding and reputation. Such an employee stays in the organization because he is bound (Aziz et al. 2021). Normative commitment focuses on the work ethic and responsibility that the worker acquires, which encourages him to do his job well in all circumstances (Herrera and De Las Heras-Rosas 2021).

## III. Research Method

The paper is prepared using a literature review method sourced from textbooks and articles containing both concepts and empirical results. Articles obtained from sciencedirect, MDPI and googlescholar. The results are presented in narrative form.

## IV. Result and Discussion

The selected articles are quantitative research, and the review of the articles taken is relevant with regard to strategic human resource management practices and employee commitment.

**Table 1.** Summary of 3 articles

Author (Year)	Object of research	Theoretical Framework	Method	Participants	Key Findings
Play Naser Alolayyan, Mohammad Sharif Alyahya, Dana Ahmad Omari	This research studies the effect of human resource management strategy on human	Resource-Based View (RBV) theory, strategic human resource management, employee commitment, human capital	Quantitative method with SEM	514 participants (medical staff) from five hospitals in northern Jordan	Strategic human resource management practices have a direct positive impact on employee commitment; strategic human resource management practices have a direct positive impact on human resource development;

(2021)	resource development through mediating employee commitment				the impact of employees' commitment to human resource development is positive and direct; employee commitment has a partial mediating effect between the two
Alaeldeen Al Adresi and Mohd Ridzuan Darun (2017)	Investigating the relationship between strategic HRM (SHRM) practices and organizational commitment	social exchange theory, Human resource management practices, Internal career ladders	Quantitative method with SEM	50 employees from 52 oil and gas companies in Libya	Employees are more committed to the organization when they get the best strategic human resource management
Halbast Hussein Hamadamin and Tarik Atan (2019)	Examine the effect of strategic human resource management (HR) practices on achieving sustainable competitive advantage, by evaluating the mediating role of human capital development, and employee commitment in the academic environment	Strategic human resource management sustainable competitive advantage, Employee commitment	Quantitative method with SEM	600 selected university employees in the Iraqi city of Erbil.	The linear and positive influence of strategic human resource management on the sustainability of competitive advantage; strategic human resource management was also found to positively influence human resource development and employee commitment to the institution; the influence of human resource development and employee commitment was found to have partial mediation in strategic human resource management practices and the relationship of sustainable competitive advantage

#### 4.1 Effect of Strategic Human Resource Management Practices and Employee Commitment

Several studies reported the results that human resource management practice strategically has a direct positive impact on employee commitment (Alolayyan, Alyahya, and Omari 2021; Hamadamin and Atan 2019). Employees are more committed to the organization when they get the best strategic human resource management (Al Adresi and Darun 2017). HR management practices result in strategic human resource management capital with greater commitment and lower turnover, so HR management practices in general can predict employee voluntary turnover rates (Allui and Sahni 2016).

Human resource management is the process of regulating human resources starting from selection, recruitment, training, development, compensation, and employee performance appraisal that supports human resources so that it has a good impact on company goals. In addition, human resource management is the process of retaining competent people or individuals required by the organization. A study reported that the availability of training as support from the leadership made employees more committed to their organization. Training and development also have a significant effect on organizational commitment. Perceptions of employees, current management is very supportive of the training program, influencing employee attitudes and participation in

training. Training and development has a significant impact on organizational commitment (Ikhsani, Bagis, and Darmawan 2022).

Other studies report that there is a positive relationship between employees' perceptions of appropriate HR practice work and stronger organizational commitment along with high levels of job satisfaction. In particular, HR practices with a high commitment to recruitment and selection, rewards and recognition as well as the work environment were found to be positively related to the level of organizational commitment possessed by employees. (Jawaad et al. 2019).

Strategic HR management has become an important concept to enhance the strategic capabilities of organizations by ensuring the availability of a committed, motivated and skilled workforce. Organizations that invest in their people need to ensure that this investment is not lost, through developing strategies to retain staff long enough to earn an acceptable return on their investment in employee skills and knowledge. Thus, strategic HR management policies can be considered as the main source for achieving organizational commitment.

#### **4.2 Employee Commitment as a Mediating Variable in Strategic Human Resource Management Practices**

This review shows that employee commitment is not only directly influenced by strategic HR management practices, but also mediates the relationship between strategic HR management practices with HR development and sustainable competitive advantage. (Alolayyan, Alyahya, and Omari 2021; Hamadamin and Atan 2019). When discussing the effect of employee commitment, it can be caused by several factors, such as research on the factors that influence employee commitment and their impact. The mediating role of employee commitment is based on several studies which explain that employee commitment can be the dependent variable that is influenced by the level of training and development carried out by the organization in strategic HR management practices. However, employee commitment can also be an independent factor that contributes to employee performance, the relationship of one person to another in the work environment often shows the bond between employees and related organizations. (Inuthai and Phinaitrup 2022).

Rehman et al. (2013) studied the influence of factors that influence organizational commitment. The results of the study prove that compensation and employment have a significant effect on organizational commitment to general education while career development has no effect on organizational commitment in Pakistan. Compensation affects a higher commitment, which goes beyond the nature of the work for which the employee is responsible. Study Alfes et al. (2013), suggesting that employee engagement is positively connected with task performance and mediates the relationship between perceived human resource management practices and task performance. In addition, in investigating the effect of employee commitment to examine the effect of employee commitment as a mediator to explore the indirect effect between strategic HR management and employee performance, it was found that employee commitment is a partial mediating effect. This finding supports the direction that if employees are highly committed, they can serve the organization to fulfill its strategic goals and objectives. Employee commitment acts as a mediator between factors related to human resources and performance.

With regard to the important need for research to investigate the relationship between strategic HR management practices and organizational commitment, all HR management practices are significant predictors of employee engagement. HR management practices need to be prioritized and given adequate focus by management to increase employee

engagement. HR management practices work as an instrument of social exchange introduced by organizations to motivate their employees in a positive way and provide them with socio-economic and emotional resources which, in turn, make employees feel obligated and more involved towards their work in some kind of pay. The mediating effect of organizational commitment on the relationship between HR management practices and employee engagement with regard to career advancement,(Aktar and Pangil 2018).

## V. Conclusion

Strategic human resource management practices have a direct effect on employee commitment. Employee commitment also has a role in mediating the relationship between strategic human resource management practices and various indicators of organizational success, including those related to human resource development and sustainable competitive advantage. In addition, it can also be related to employee performance and employee engagement. Therefore, practitioners should specifically focus on implementing appropriate HR practices, policies and procedures as such activities lead to positive work attitudes emanating from the workforce.

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