

Determining Relationships Strategic Human Resources Management Practices And Employee Commitment

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Abstrak

Manajemen hubungan adalah strategi di mana organisasi mempertahankan tingkat keterlibatan berkelanjutan dengan audiensnya. Karena keterlibatan manajemen sumber daya manusia (SDM) yang tinggi, menjadi tantangan bagi organisasi untuk mengelola gejolak eksternal seperti perang atau perubahan kebijakan pemerintah. Komitmen karyawan dianggap sebagai faktor kunci dalam mencapai tujuan organisasi. Komitmen karyawan merupakan salah satu indikator keberhasilan penerapan praktik manajemen sumber daya manusia yang strategis. Selain itu, komitmen organisasi juga dinyatakan sebagai antecedent dari berbagai indikator keberhasilan organisasi. Tujuan utama artikel ini adalah untuk menyelidiki hubungan antara praktik strategic HRM (SHRM) dan employee commitment (EC). Makalah ini disusun dengan menggunakan metode tinjauan pustaka yang bersumber dari buku teks dan artikel yang memuat konsep dan hasil empiris. Artikel diperoleh dari sciedirect, MDPI dan googlescholar. Hasilnya disajikan dalam bentuk naratif. Hasil penelitian ini adalah dalam menentukan hubungan antara strategic human resource management practices dan employee commitment yang berdampak langsung terhadap employee commitment. Komitmen karyawan juga berfungsi untuk menengahi hubungan antara praktik manajemen sumber daya manusia yang penting dan berbagai indikator keberhasilan organisasi, termasuk yang terkait dengan pengembangan sumber daya manusia dan keunggulan kompetitif yang berkelanjutan.

Kata Kunci: Strategi hubungan, praktik manajemen, komitmen karyawan

Abstract

Relationship management is a strategy in which an organization maintains an ongoing level of engagement with its audience. Due to high involvement of human resource management (HRM), it has been a challenge for the organization to manage the external turbulence like war or government policy changes. 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. The main purpose of the article is to investigate the relationship between strategic HRM (SHRM) practices and employee commitment (EC). The paper is prepared using a literature review method sourced from textbooks and articles containing both concepts and empirical results. Articles obtained from sciedirect, MDPI and googlescholar. The results are presented in narrative form. The results of this study are in determining the relationship between strategic human resource management practices and employee commitment has a direct impact on employee commitment. Employee commitment also serves to mediate the relationship between important human resource management practices and various indicators of organizational success, including those related to human resource development and sustainable competitive advantage.

Keywords: *Relationship strategy, Management practices, Employee commitment*

Introduction

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 & Selvaraj, 2020). Employee commitment is stated to be able to predict turnover, behavior, and performance in carrying out work (Aziz et al., 2021). 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 (Nugroho, 2021)

Effective human resource management (HRM) has a strong impact on EC because it enhances employee engagement. This, in turn, will leverage their self-esteem, which improves their commitment to the organization (Jackson et al., 2014). Therefore, reliable HRM is aimed at adopting innovative techniques and methods to foster employee commitment and achieve effective human development. To improve human development, the organization has to provide the personnel with training, skills, career planning, professional development and competitive compensation and benefits through a long-term plan that becomes a sustainable human resource strategy. Emeagwal and Ogbonmwan (2018) found that the Strategic HRM practices have a positive impact on an employee's behavior and attitudes, and this further boosts organizational competitive priority (Alolayyan et al., 2021).

Organizational commitment is considered a key factor in achieving organizational goals (de las Heras-Rosas & Herrera, 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 (Nugroho, 2021). Therefore, other studies report that strategic human resource management has a significant impact on individual and organizational performance. In accordance of (Jiang et al., 2013), on the one hand, strategic human resource management practices can be a source of sustainable competitive advantage.

This article aims to conduct a literature review on the relationship between strategic human resource management practices and employee commitment. It is important to note that no research has been conducted on employee role commitment to the relationship between SHRM and HCD practices, therefore, this paper also explores the relationship of employee role commitment between SHRM and employee commitment.

Theoretical Studies and Hypotheses

Strategic Human Resource Management Practices

The strategic human resources practices (SHRM) founded on organizational performance and employee behaviour, or colloquially human resources practices, has been one of the top study topics in the developing world for many years (Delaney & Huselid, 1996). There is a very limited number of studies about human resources practices in developing countries in general (Budhar and Debrah, 2001, quoted by (Vlachos, 2008). The studies in the literature examine the modern human resources management practices and research. The importance and value of Human Resources Management (HRM), which has ensuring that organizations achieve their goals by satisfying the individual expectations and needs of the employees as its main goal, and therefore the human resources department for organizations has increased. The content of the job done by human resources managers who have the key role in the SHRM process has changed dramatically. In this framework, it is suggested that new tasks such as joining the strategic planning process, being represented in the administrative board, being in constant cooperation with other department and line managers, may cause the human resources managers to be perceived as more meaningful and important, more powerful and autonomous.. Limited studies in foreign literature, indicate that these changes happening in the jobs of managers employed in human resources departments cause a positive change in attitude in them towards their jobs (job satisfaction) and their organizational commitment (Paşaoğlu, 2015).

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 (Vlachos, 2008). 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 (Junengsih et al., 2022). 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 on the concept of employee commitment.

Employee commitment

Organizational success because the role of the individual is realized in helping the organization to achieve effective human resources; organizations must recognize that employees are their most significant asset. Amponsah Tawiah and Mensah (2016) show that employee retention is achieved by maintaining and increasing employee commitment. As a result, qualified and skilled employees from other organizations will be encouraged to join the organization.

Employee commitment refers to the bond that exists between the organization and employees (G.H.H.P & Nishanthi, 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.

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 until the employee will get the satisfactions from the employee as well. This is connectively with the research that ever conducted by (Aziz et al., 2021).

Research Methods

Methodology in accordance of (Cresswell, 2009), the one of terms that has the multiply positions which are enabling the component parts of the phenomenon to be the one of solutions and it is also compatibles on the side of the aspects of the parts of the problems that maybe has the significance side. Further, the paper is prepared using a literature review method sourced from textbooks and articles containing both concepts and empirical results which are connected to the parts of definition of study literature review by (Darmalaksana, 2020). Articles obtained from sciencedirect, MDPI and googlescholar. The results are presented in narrative form, which are described as fully as the aspect that described from the side of the problems and the object that possibly become the one of alternatives on the research. This currently being the one of sample which are already correlated and being the one parts that proven of the research. Especially, in this parts of the research are correlated to the parts of relationship of human resource management and the employee commitment.

Data Analysis and Discussion

Here are following the list of component parts of the relevance of the research are as following:

Table 1.
Study Literature

Author	Title	Method	Result
(Al Adresi & Darun, 2017)	Determining Relationship Between Strategic Human Resource Management Practices And Organizational Commitment	Quantitative	Employee motivation and JD are a strong factor for trust and commitment of employees, there is a need to give attention to benefits and compensation, employee motivation, and evaluation and satisfaction of employees in the organization. Since the research was analyzed based on the perception of low- or middle-level managers who are also part of employees in the organization, top management must share experience and knowledge with its subordinates to improve commitment and trust of their employees along with increased motivation
(Emmanuel, 2019)	Human Resource Management Practices And Employee Commitment In Private Organizations in Burundi: A Case Study Of Viettel Group Bujumbura	Descriptive Survey Research Design	Training and development processes that employees are exposed to also have an effect on their commitment to the organization. This is because when employees perceive the existing training and development processes within the organization as sufficient enough to facilitate their desired career path, they will be committed to the organization and vice versa
(Şendoğdu et al., 2013)	The Relationship Between Human Resource Management Practices And Organizational Commitment: A Field Study	Quantitative	The number of employees increases in a business, and the business institutionalizes, its correlation with organizational commitment affects in a positive manner
(Nugroho, 2021)	Strategic Human Resources Management Practices And Employee Commitment : Literature Review	Descriptive Survey Research Design	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

Effect of Strategic Human Resource Management Practices and Employee Commitment

Selection, recruitment, training, development, compensation, and performance appraisal of employees that support human resources so that they have a positive impact on company goals. In addition, human resource management is the process of maintaining competent people or individuals required by the organization. A study reports that having training as support from leaders makes

employees more committed to their organization. Training and development also has a significant effect on organizational commitment (Şendoğdu et al., 2013).

Several studies have reported the results that strategic human resource management practices have a direct positive impact on employee commitment. Employees are more committed to the organization when they get the best strategic human resource management HR management practices result in strategic human resource management capital with greater commitment and lower turnover, so that HR management practices in general can predict employee performance (Nugroho, 2021)

Another study reported that there is a positive relationship between employees' perceptions of appropriate HR work practices and stronger organizational commitment along with high levels of job satisfaction. In particular, HR practices with a high commitment to recruitment and selection, reward and recognition and the work environment were found to be positively related to the level of organizational commitment possessed by employees. Thus, strategic HR management policies can be considered as the main source for achieving organizational commitment.

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

Discussing the influence of employee commitment 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 which 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, one person's relationship with others in the work environment often indicates a bond between employees and related organizations.

In addition, in investigating the effect of employee commitment to test 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 the performance of all HR management practices is a significant predictor of employee engagement. HR management practices need to be prioritized and given sufficient focus by the management to increase the number of employees

So in this respect HR management practices serve as instruments of social exchange introduced by organizations to motivate their employees in a positive manner and provide them with socio-economic and emotional resources which, in turn, make employees feel obligated and more engaged in their work in several forms and greatly influence the mediation of organizational commitment to the relationship between HR management practices and employee engagement towards career advancement,

Conclusions, limitations, and suggestions

Conclusion

In determining relationships Strategic human resource management practices and employee commitment have a direct impact on employee commitment. Employee commitment also serves to mediate the relationship between important human resource management practices and various indicators of organizational success, including those related to human resource development and sustainable competitive advantage. Not only that, it can also be related to employee performance and employee interest. Therefore, practitioners must specifically focus on implementing appropriate HR practices, policies, and methods because these activities lead to positive activity actions that originate from a series of activities.

Limitation

This article is limited only to investigate the relationship between the practice of strategic HRM (SHRM) and employee commitment (EC) by using literature, the author collected several articles that are in accordance with the research problem.

Suggestion

On every companies on recent days has the complications and the difficulties that faced. Thus, it could be one of mistakes, if the companies not produced the full training to the worker who will apply the works on the companies. Until, the employee are needed the complexities of the provisions of the employee with the longest aspect.

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