



Strategic Human Resource Management and Employee Outcomes: A Comprehensive Literature Review on the Impact of SHRM Practices on Job Satisfaction and Organizational Commitment

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ABSTRACT

Strategic Human Resource Management (SHRM) has emerged as a critical approach to managing human capital by aligning HRM practices with organizational objectives. This literature review examines the impact of SHRM practices on job satisfaction and organizational commitment. Key SHRM practices such as training and development, performance appraisal, and compensation and rewards are analyzed in relation to their effects on employees' attitude and organizational performance. This review synthesizes findings from prior research to establish a conceptual framework linking SHRM practices with job satisfaction and organizational commitment. The study highlights the significance of SHRM in fostering employee engagement, motivation, and retention. The review also identifies research gap particularly in the academic sector of Pakistan, emphasizing the need for further empirical studies.



Introduction

Strategic Human Resource Management (SHRM) has gained prominence as a vital approach to managing human capital in a competitive business environment. SHRM emphasizes integrating human resource policies with corporate strategies to enhance employee performance, job satisfaction, and organizational commitment. This literature review explores how SHRM practices influence job satisfaction and organizational commitment, with a focus on training and development, performance appraisal, and compensation and rewards.

Strategic Human Resource Management

The concept of SHRM originated in the late 1980s and early 1990s, stressing an integrated, proactive, and value-driven approach to HRM. In this new paradigm, human resources are considered a firm's asset rather than a reactive, inflexible, and administrative role (Hamid & Azhar, 2014). By comparing it with human resource management, the term "strategic human resource management" may be better understood. Human resource management (HRM) focuses on finding and keeping the best employees while also giving them the compensation, rewards, training, and growth they need to succeed in the workplace. However, strategic human resource management goes a step further by tying these operations to the objectives of other corporate divisions as well. Additionally, strategic HR departments make sure that all of their objectives are consistent with the mission, vision, values, and the company's overall objectives (Alaraqi, 2017; Afaq et al., 2022). In order to generate competitive advantages and cross-departmental cooperation, organizations may integrate their strategies with human resource management after learning about the external environment, opportunities, and threats. Even though both general and SHRM may enhance company performance, talented personnel can have a higher impact on SHRM (Thu, Senaji, & Kirimi, 2018). The social exchange theory states that when businesses show they care about their employees and take the necessary steps, a good social exchange relationship will form between them and their workforce. This connection will encourage individuals to adopt work practices and attitudes that are advantageous to their companies (Woodrow and Guest, 2020). Previous studies have demonstrated that the psychological contract is significantly influenced by HRM strategies that are consistent with organizational strategy (Ali et al., 2020).

Organizations utilize SHRM practices, to accomplish their strategic objectives (Han et al., 2019). According to studies, effective SHRM not only allows employees to fully utilise their talents, capabilities, and knowledge, but also makes them feel supported by their employers, strengthening their psychological contract and assisting them in achieving organisational goals using their skills and motivations (Hernaus et al., 2019). In addition, SHRM is more inclined to award staff members externally for their efforts (Woodrow & Guest, 2020). SHRM helps employees feel supported at work by employers while also assisting individuals in maximizing talents, expanding capacities, and boosting confidence (Han et al., 2019).

Training and Development

Because of the necessity of a changing environment, organizations are having difficulty thriving in a global setting. As a result, training is crucial for surviving in a constantly changing, competitive corporate environment. Training is seen as a crucial and dynamic role that contributes to employee retention and job satisfaction. Employee productivity increases as a result of training. Employees who are efficient and content contribute to the organization's success. Employees that have received additional training will be more diverse in their operations and flexible in their job. Training is an investment in human resources that promises a higher return in the future. As a result, training is critical in this globalized period (Nagaraju & Archana, 2015). Increased productivity in terms of quantity and quality of output per hour of labor is considered a byproduct of increased working life quality. Training aids in the acquisition of new skills and knowledge connected to a given career (Okechukwu, 2017).

The role of training and development in enhancing job performance has not been extensively studied. In addition, research shows that training and development is a learning approach that might aid workers in developing new abilities and knowledge for improved performance (Dermol

et al., 2013). A more recent study revealed that training identifies employees' requirements and, in reality, raises their level of capability to function successfully for the organization's aim. Additionally, it proved that employee performance and training and development are successful and advantageous techniques for the success of organizations and their workforce (Talwar & Thakur, 2016). Strategic human resource management and organizational performance were examined in three different methods by Liu (2016), the concepts of universality, form, and contingency correspond to these modalities. It was concluded that a contingency mode study would be required to look at the relationship between strategic human resource management and organizational performance. Following that, the organizational performance standard would be evaluated.

Nagaraju and Archana (2015) investigated the impact of staff development programs on job satisfaction. According to the findings of the study, employee satisfaction is increased through training and development. It is always expected of employees to arrive at work with the skills needed to support the company in achieving its objectives. Employees still need training to become fully trained in skills and knowledge in order to blend in and be valuable team members. Employee development is dependent on interactions with managers and coworkers, as well as education and training linked to the job. Armstrong and Taylor (2020), stated that employees with advanced degrees are more likely to be provided with opportunities for professional growth. In order to determine the staff's training requirements, the performance assessment system is required.

Performance Appraisals

The Parsad (2015) research examines how performance appraisal affects motivation and job satisfaction. According to the findings of the study using correlation analysis, there is a positive relationship between job satisfaction and motivation. Organizations are eager to make their performance evaluation procedures more open and inventive in order to decrease prejudice and conflict while increasing objectivity. Employee performance is a crucial factor in an organization's productivity (Singh, 2015). Performance appraisal is an important component of HRM processes, particularly for organizations. Job satisfaction, on the other hand, is dependent on the organization's performance appraisal system owing to its relationship with a positive attitude and emotion about the job. According to the findings of Saleem and Shah (2015), employees who are happy with their institute's performance appraisal system are enthusiastic about their jobs and are strongly committed to achieving organizational objectives and goals. In a nutshell, the performance assessment system has a significant influence on job satisfaction. Wahjono et al., (2016) found in their regression study that performance appraisal had predictive value toward job satisfaction.

According to Sajuyigbe and Ademola (2017), many firms have low productivity because PAS is not adequately managed (performance appraisal system). Only the outcomes of performance evaluations may be used to evaluate training needs. PAS is a high-productivity and high-performance model. Agyare et al., (2016) Performance appraisal is an important factor in motivating employees to attain company goals. The study examined the impact of performance appraisal on job satisfaction and staff commitment. The study employed descriptive research, with 200 samples drawn from a microfinance organization in Ghana. According to the findings of the study, fair employee appraisals by management have a beneficial effect on employee satisfaction.

Compensation and Reward

Employees are the most important resources for any firm, and when it comes to managing people, the reward, and compensation system is a vital aspect of the employment relationship. The organization's success or failure is mostly determined by its personnel. Employees must be motivated, attracted, and retained in order for the organization to be successful or to achieve the intended goals. The Organization's incentive and compensation management systems are the primary tools or instruments for this (Siyum, 2019). Compensation is an element that helps individuals achieve their goals in business. In order to produce good results, the researcher suggested that public institutions should adopt compensation practices for rewarding their employees. Employees will always obtain job satisfaction and job security through high remuneration, which will also contribute to the attainment of both organizational and individual goals (Omuya, 2018).

Strategic Human Resource Management enhances corporate performance by using novel approaches (Chopra, 2017; Delery & Roumpi, 2017). Having the best workers possible includes creating and implementing strategic human resource plans, such as providing a benefits and compensation package that satisfies employees and inspires them to go the extra mile for the firm (Dessler 2019). When designing a compensation plan, several issues must be considered, including company goals, equity, existing legislation, and unions (Anthony, 2009; Pynes, 2013). Aside from this, the corporation must consider whether its employees desire a higher salary or additional benefits.

According to a survey by the SHRM (2018), there are strong links between rewards and compensation and job satisfaction, with 92% of respondents saying that these factors were important for their job satisfaction. The survey also found links between compensation and reward and employee retention, with 29% of respondents saying that the compensation and reward package would affect their choice to look for another organization to work for and 32% saying it was the reason they liked working there. Peráček (2020) stated that one of the most important success factors is a company's ability to attract and retain talented employees, and that one of the best ways to do this is through compensation. To have the best employees possible, there are several steps to take: creating and putting into practice strategic human resource plans; identifying personnel requirements; recruiting and choosing the best candidates; training; evaluating employees through an appraisal system; and, of course, motivating to ensure employee retention. Another important step is providing a compensation package (Portolese, 2018).

Employee compensation and reward, according to Dessler (2014, 2019), encompass all types of income that employees get in addition to their normal earnings or salary. They are made up of both direct and indirect cash. The compensation aspect is critical throughout both the recruitment and retention phases. One study found that teachers who received incentives at the beginning of the school year but had to return them if they failed to meet educational objectives were more motivated and outperformed those who were only guaranteed the reward at the end of the year if the objectives were met (Fryer et al. 2012). Comparatively speaking, some sectors offer more advantages. The sectors that provide greater benefits are manufacturing, banking and insurance, and public administration and governance. Retail, housing, and food industry staff receive far fewer benefits (Greenwald & Fronstin, 2019). In order to boost employee loyalty, higher education institutions, according to Mabaso and Dlamini (2021), should improve their compensation strategy. However, they must also provide excellent results efficiently.

Strategic Human Resource Management and Organizational Commitment

Organizations are struggling to perform optimally in today's rapidly changing business environment and intense global competition. Employee commitment is increasingly regarded as a natural process for individuals and companies to achieve high productivity (Armstrong & Taylor 2023). Employee commitment can boost a company's performance, although it is not always beneficial, such as when the firm does not provide incentives or include people in their work (Iqbal et al., 2013). If a firm provides adequate possibilities and advantages to its employees, the employees will feel comfortable, and their commitment level will grow with time (Ahmad, Zaman & Shah, 2015). Job satisfaction is an attitude toward work-related circumstances and is the outcome of employees' organizational commitment to the organization. Commitment is a more general response to an organization, whereas job satisfaction is more of a response to a specific job or multiple aspects of the job state (Reza, 2019). There has been much prior research on best practices in HRM aimed at establishing an optimal combination of activities that might promote the organizational commitment of workers and their intention to stay in the organization (Chew & Chan, 2008).

Organizational commitment is critical for completing organizational activities. Organizational commitment helps to keep the relationship between the organization and its personnel intact. Thus, it is critical to examine effective methods of fostering organizational commitment among workers (Endodu, Kocabacak, & Güven, 2013). Morrow (2011) stated that there is a need for scholars and academics to extensively focus on the variables impacting organizational commitment. Based on the findings of previous studies, the following hypothesis on the influence of SHRM on organizational commitment has been developed:

H₁: Strategic Human Resource Management practices have a positive and significant impact on organizational commitment.

Strategic Human Resource Management and Job Satisfaction

Strategic Human Resource Management is becoming increasingly important in organizations (SHRM). Strategic human resource management is essential to an organization's productivity and employee satisfaction. The development of businesses now heavily depends on people. Strategic choices influence the need for skills and human resources. Ineffective and unbalanced training and development, incentive, and performance appraisal methods leads to low performance and job dissatisfaction (Knies et al., 2017). The application of strategic organizational processes and practices by human resource management may have an impact on organization performance, which is why SHRM is seen as a crucial component of human resource practices (Lengnick-Hall et al., 2013).

According to Obeidat (2017), human resource management has a beneficial influence on business performance, highlighting the need of carrying out HR activities to sustain corporate strategy in order to increase organizational performance and establish an organizational culture that supports creativity and adaptability. An SHRM strategy that addresses employees' needs and helps them adopt positive attitudes is likely to increase their engagement with the organization and job satisfaction (Haque, 2018). According to Adgüzel (2019), SHRM pursues a strategy that aims to draw in competent individuals who are eager to work toward attaining corporate goals. This enhances job performance and lowers employee absenteeism, fosters organizational transformation and creativity, and helps to find solutions to issues that arise in the workplace.

According to different literature studies, employee satisfaction is related to HRM practices. According to research on HRM practices and employee satisfaction conducted at micro-financial institutions in Nigeria, strategic human resource procedures can help MFBs satisfy their employees while maintaining a competitive edge. According to the findings of the study, HRM practices are the instruments utilized by various firms to get the maximum performance out of their personnel. It says that in order to be competitive, firms must consider all stakeholders and assure their satisfaction by using strategic HRM practices (Nwachukwu, & Chladková, 2017).

A Saudi Arabian bank research looks into the influence of human resource management methods in determining organizational commitment. The survey approach was used to obtain relevant data for the study. Employee satisfaction and HRM practices were independent variables, while organizational commitment was the dependent variable. According to the results, HRM practices have a good association with job satisfaction and organizational commitment. While job satisfaction correlates positively with organizational commitment. Both individual independent variables contributed significantly to organizational commitment. (Cherif, 2020).

SHRM is recognized as an important field of practice that improves employees' capabilities and productivity (Sareen, 2018). As an outcome, SHRM may favorably influence employee job satisfaction by highlighting their skills and expertise and enhancing their task-based performance in order to achieve organizational objectives. Several studies have found that SHRM practices have a positive and significant impact on job satisfaction (Hamid & Azhar, 2014; Haque, 2018; Sareen, 2018). Several studies show a link between HRM practices and employee satisfaction. Although there is extensive literature on the effectiveness of SHRM in various sectors such as banks, industry, and other business sectors, very few studies have been conducted on the effectiveness of SHRM practices in academia, with particular reference to the Pakistani academic sector. To fill this gap, both empirical and conceptual studies on the influence of SHRM practices on job satisfaction and organizational commitment may be conducted. Based on the findings of previous studies the following hypothesis on the influence of SHRM on job satisfaction has been developed:

H₂: SHRM practices have a positive and significant influence on job satisfaction.

Methodology

This study adopts a systematic literature review approach to examine the impact of Strategic Human Resource Management (SHRM) practices on job satisfaction and organizational commitment. The methodology involves identifying, analyzing, and synthesizing existing research on SHRM practices, specifically focusing on training and development, performance appraisal, and compensation and rewards.

Inclusion and Exclusion Strategy

To maintain the relevance and rigor of the review, the following inclusion and exclusion criteria were applied:

Inclusion Criteria

- Studies published in peer-reviewed journals.

- Research that examines SHRM practices in relation to job satisfaction and organizational commitment.
- Studies conducted in various organizational contexts, including corporate, industrial, and academic institutions.
- Empirical and conceptual studies that provide insights on the impact of SHRM practices on employee attitudes and organizational performance.

Exclusion criteria

- Non peer-reviewed articles, conference proceedings, and opinion pieces.
- Research focusing on HRM practices without strategic perspective.
- Studies unrelated to job satisfaction or organizational commitment.

Conceptual Framework



Conceptual Framework and Variables Description

According to the hypotheses developed based on the findings of the reviewed studies, a Conceptual Framework was constructed to illustrate the relationship between SHRM practices and employee attitudes. The framework identifies training and development, performance appraisal, and compensation and rewards as independent variables, with job satisfaction and organizational commitment as dependent variables.

Conclusion

This literature review highlights the critical role of SHRM practices in enhancing job satisfaction and organizational commitment. Training and development, performance appraisal, and compensation and rewards are key factors influencing employees attitudes and performance. The review underscores the need for further empirical research on the impact of SHRM practices in academic institutions, particularly in Pakistan. By implementing SHRM practices, organizations can foster a motivated, committed, and high-performance workforce.

Future Research Directions

While this literature review provides significance insights into the impact of SHRM practices on job satisfaction and organizational commitment, several research gaps remain that warrant further investigation:

1. Empirical Research in Academic Institutions

Most existing studies focus on SHRM practices in corporate and industrial settings. However, limited research has examined how these practices influence employees in academic institutions, particularly in Pakistan. Future studies should conduct empirical investigations to explore how SHRM practices can enhance jobs satisfaction and organizational commitment in universities.

2. Longitudinal Studies on SHRM Practices

Much of the current literature relies on cross-sectional research designs, which provide a snapshot of SHRM impact at a single point of time. Future research should adopt longitudinal studies to assess how changes in SHRM practices affect employee attitude and organizational performance over time.

3. Role of Technology in SHRM Implementation

With advancements in HR technology, such as AI-driven recruitment and automated performance appraisal system, there it a need to explore how digital transformation in HRM influences job satisfaction and organizational commitment. Future studies should investigate the role of HR analytics, digital performance management tools, and virtual training programs in SHRM.

4. Sector Specific SHRM Strategies

While this review highlights general SHRM practices, different sectors may require tailored HR strategies, future research should examine sector-specific SHRM approaches to understand how customized HRM strategies can enhance employee satisfaction and commitment in different industries.

5. Comparative Analysis Across Cultural Contexts

Given the globalization of organizations, comparative studies between different cultural and economic context are essential. Future research should analyze how SHRM practices impact employees in various cultural settings to identify best practices application across diverse work environment.

6. Policy Implication and Practical Application

Further research is needed to bridge the gap between theoretical insights and practical applications of SHRM. Studies focusing on policy formulation, HR interventions, and best practices for implementing SHRM strategies in organizations would provide valuable guidance for HR practitioners and policymakers.

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