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THE ROLE OF HUMAN RESOURCE MANAGEMENT IN EMPLOYEES' JOB SATISFACTION AND ORGANIZATIONAL COMMITMENT

Review Article

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Abstract

Unlike other resources, human resources are rare and hard to imitate, that makes them seen as a unique source of sustainable competitive advantages. Hence, it is essential for organizations to exert extra effort in order to manage such valuable assets. Through well-defined human resource management (HRM) practices, organizations can enhance their employees' satisfaction and commitment. As a result, it will stimulate them to perform extra efforts on behalf of their organizations and will increase their intention to stay. The study examines the role of HRM practices in increasing employees' job satisfaction and strengthening their organizational commitment, as well as explores the role of organizational culture and leadership style as a moderator of these relationships. By using secondary data from the previous studies, the result shows that the HRM practices play a significant role in increasing employees' satisfaction and commitment, and that role might be maximized if the HRM practices integrate properly with organizational culture and leadership styles.

INTRODUCTION

Organizations aim to perform their activities in such a way to accomplish good results. Indeed, the dynamic environment in which organizations work is characterized by instability, constant change and uncertainty, which cause various challenges for organizations (Bimpitsos & Petridou, 2012). Also, other factors, such as economic fluctuations, technological changes, and unexpected market demands affect the performance of the organizations (Savaneviciene & Stankeviciute, 2011). These factors lead to intense competition among organizations in terms of attracting customers and retaining qualified employees (Vanhala & Stavrou, 2013). As a result, organizations have been forced to utilize their available resources efficiently in such a way to help them gain a competitive advantage (Obeidat, Masa'deh, & Abdallah, 2014).

Unlike other resources, human resources are rare and hard to imitate, which makes human resources perceived as a unique source of sustainable competitive advantage (Jeet & Sayeeduzzafar, 2014). Thus, organizations need to exert extra effort in order to manage such valuable assets. In order to gain and sustain their competitive advantage, organizations should retain the accumulated knowledge, skills and experience of their members (Stavrou-Costea, 2002). In turn, the way of managing the organization's human resource is expected to be a primary determinant of its success, which is performed to help the organization conduct and achieve the targeted performance (Kazlauskaitė & Bučiūnienė, 2008). Therefore, organizations should design and implement their HRM practices to serve not only the organization's needs but their members' needs as well (Bal, Bozkurt, & Ertemsir, 2014).

HRM practices aim to utilize the available human resources in such a way to align the human resources functions with the organization strategic need, thereby maximizing the collaboration, integration and homogeneity within the organization, increasing the employees' job satisfaction level, strengthen their commitment towards their organization and achieving the desired performance.

The organizational commitment determines the relationship between the organization and its members. Also, it has been recognized as an antecedent for such organizational outcomes as job satisfaction (Yousef, 2000), job performance, motivation, turnover, attendance and absenteeism (Mowday, Steers, & Porter, 1979). Therefore, the HRM practices must attempt to increase employees' commitment by applying the best HRM strategies to meet the employees' expectations. In doing so, the employees will perceive that they are the most valuable assets in the organization, and they will pay back these efforts by showing an extra level of performance.

The job satisfaction is another significant factor in increasing employees' performance, productivity and effectiveness, as it tells the emotional state that an individual retains towards his or her job (Yousef, 2002). Based on the acknowledged assumption, the higher level of job satisfaction perceived by the employees leads to extra organization benefits such as the intention to remain a member of an organization and to spend extra effort to satisfy the organization's needs. Therefore, all organizations should recognize the influence of employees' satisfaction on the desired performance and how it can be a cause of significant loss of human resources advantages accumulated over time (Barmby, Bryson, & Eberth, 2012).

In order to avoid such loss, HRM practices should be pursued to maximize employees' job satisfaction. As Paauwe (2009) mentioned in his study for the "HRM-Performance link", it should be considered the so-called third factor that might affect that relationship. In the center of that, HRM faces several challenges in relation to the organizational culture and leadership, in which organizational culture acts as social glue for sustaining the organization's existence and leadership plays a valuable role in facilitating the organization's operational and strategic goals, as well as in shaping and spreading the organizational culture across the organization (Sharma & Sharma, 2010).

In general, HRM practices deal with several types of organizational culture and leadership styles that may strengthen or weaken the expected outcome through influencing the employees' job satisfaction and their organizational commitment. Accordingly, the study aims to clarify the relationships between HRM and such work attitudes as employees' job satisfaction and their commitment. Also, it is addressing the organizational culture and leadership styles as a moderator of those relationships. The study is developed based on reviewing some of the previous studies trying to clarify the relationships between the study variables such as HRM, organizational commitment, job satisfaction, organizational culture, and leadership styles.

LITERATURE REVIEW

Human resource management
The emergence of the human capital theory, which was reported firstly by Schultz (1961), when he referred to those people who have acquired knowledge, skills, and expertise as a form of capital, highlights the need of a new approach to

invest in and manage such valued assets. Bontis, Dragonetti, Jacobsen & Roos (1999, p. 393), defined human capital as "the human factor in the organization; the combined intelligence, skills, and expertise that gives the organization its distinctive character. The human elements of the organization are those that are capable of learning, changing, innovating and providing the creative thrust which if properly motivated can ensure the long-term survival of the organization". The definition stresses on the importance of innovation and creativity in human capital development. Moreover, it highlights the role of motivation in maximizing the benefits of these valuable assets, and how it can be the source of its "distinctive character", which ensures the "long-term survival of the organization". That was the basic concept behind the emergence of a new HRM concept on the surface (Vardarlıer, 2016).

The HRM term, according to Guest (1987), is a new approach evolved from the traditional personnel management - the process of managing the organization's members and their needs - toward a more strategic approach. By aligning the operational functions with the business strategies, involving the line manager in developing the best practices for people management, and concentrating on HRM outcomes such as commitment, satisfaction, and quality, are expected to be associated with organizational outcomes as higher performance and turnover reduction through full utilization of the organizations' human resources (Paauwe, 2009).

Unlike the people management approach, the HRM approach acknowledged that human resources are the most valuable assets for organizations that need to be treated in such a way to facilitate the organizations' objectives (Vardarlıer, 2016). Hence, HRM practices have been designed to perform different missions starting from acquiring and attracting suitable human resource, motivating and rewarding it, training and developing it, managing its performance and relationships, and retaining it at the organizations (Imna & Hassan, 2015).

Numerous researchers have argued that HRM is crucial to assure organizational success by linking HRM practices with organizational performance (Boxall, 2012; Buller & McEvoy, 2012; Paauwe, 2009; Paauwe & Boselie, 2005). Other researchers have concluded that the vital role emerges via organizational members' attitudes, such as job satisfaction and organizational commitment (Savaneviciene & Stankeviciute, 2011).

Based on the review of Boselie, Dietz & Boon (2005), three common theories were applied to establish the HRM-Performance link, namely, the resource-based view (RBV), the contingency theory and the AMO framework. The RBV theory establishes the significance of developing and maintaining the organizations' valuable employees, and linking them in a unique and effective form to improve organizational performance.

According to the RBV, the competitive advantage among organizations relies on the valued, unique, and so difficult to imitate resources that have accrued over time within the organization (Stiles & Kulvisaechana, 2004), whereas the contingency theory explains how HRM systems respond correctly and effectively to the organization's internal and external environment and integrate to serve other organizational systems (Boselie et al., 2005).

The RBV and contingency theories are employed at the organizational level, whereas the AMO framework - Abilities, Motivation, Opportunity - is applied at the individual level. It stresses the significance of recognizing the organization's members' behavior and attitudes as they are the targeted consumers of HRM practices, so it is necessary to identify their skills and competencies, their motivation and their chance to participate (Paauwe, 2009). It is good to note that all theories highlight that organizations should not consider the HRM practices as strategic resources since they could be easily imitated, while it is the human and social capital owned by the organization's members that matters (Boselie et al., 2005). In this sense, employees' attitudes and behaviors have become very significant, especially for sustaining organization competitiveness.

A number of studies aimed to clarify the link between HRM (as a range of practices or a single one) and performance, using several measurements, such as productivity, product quality, profitability, and retention (Guest, Michie, Conway, & Sheehan, 2003; Imna & Hassan, 2015) or some indirect measures, such as organizational commitment and job satisfaction (Hassan & Mahmood, 2016; Patterson, West, Lawthom, & Nickell, 1997). However, Patterson et al. (1997) explained that there is a positive association between employees' attitudes, HRM, organizational culture and organizational performance. They stated that employees' job satisfaction and commitment are important for achieving and improving the organizational performance.

Job satisfaction
According to Hamermesh (1999, p. 3), "only one measure, the satisfaction that workers derive from their jobs, might be viewed as reflecting how they react to the entire changing panoply of job characteristics". Job satisfaction as defined by Spector (1985, p. 695) is "an emotional affective response to a job or specific aspects of a job". So, based on the perceived level of job satisfaction, the employees will be willing to contribute to the organization's human resources development, and they will show extra self-resistance or self-

motivation for participating in the HRM practices. The literature offered several empirical evidences to conclude that the high level of employees' job satisfaction is significantly correlated with the employees' overall motivation for their job and enhances their performance (Judge, Thoresen, Bono, & Patton, 2001; Tietjen & Myers, 1998).

Kalleberg (1977, p. 124) identified six dimensions of work value related to job satisfaction: "intrinsic, convenience, financial, relations with co-workers, career opportunities and resource adequacy". The first dimension is related to the employee task itself, which covers if the employee is engaged in doing his task, and the opportunity to develop and use his knowledge and skill. This dimension reveals the internal factors of employee tasks. The convenience dimension satisfies the employee job characteristics needs, such as suitable travel to and from work, working hours, freedom and a pleasant physical environment.

The financial dimension contains such items as pay, benefits and job security. It reflects the reward and compensation level gained from the job. This dimension is covering an external factor of job satisfaction. The relationships with co-workers explain whether the job allows making friends and provides friendly, helpful and cooperative work surrounding or not. Thus, this dimension facilitates the employee social needs from the work activity. Career opportunities dimension shows opportunities for promotion, whether it is good, fair or consistent, and if the employer is willing to give everyone a chance to grow and build a career path. The resource adequacy dimension represents the employees' needs of suitable resources to do their tasks well, such as support, equipment and information required for accomplishing the targeted job performance (Kalleberg, 1977).

Based on the aforementioned, it is notable that HRM practices should be planned, implemented and adjusted to serve employees' job satisfaction. However, as job satisfaction is recognized as a multidimensional construct, the overall job satisfaction might be achieved by making a balance among all dimensions (Kalleberg, 1977). Some of the HRM practices, such as training and development will serve the employees' desire for skill-enhancing, while performance appraisal can help in increasing employees' motivation to be more engaged with the organization's activities and programs, by linking their performance with rewards or internal rotation (Savaneviciene & Stankeviciute, 2011).

Organizational commitment
In their study, Porter, Steers, Mowday & Boulian (1974, p. 604) defined organizational commitment as "the strength of an individual's identification with an involvement in a particular organization". They classified three basic behaviors that the

individuals might employ to show their commitment towards their organizations: strong belief in or acceptance of the organization's values and goals, the desire to make a great effort on behalf of the organization, and the continued intention to retain membership in the organization. Organizational commitment refers to something beyond the normal loyalty toward an organization. It reflects the individuals' active association with their organizations, in which individuals are willing to give a part of themselves to contribute to the organization's success (Lamba & Choudhary, 2013). According to Allen and Meyer (1990), organizational commitment involves three different sub-components labeled as affective, continuance and normative commitment. Affective commitment shows the positive emotional attachment to the organization that explains the desires of employees to remain members of the organization because they want to, while the employees with strong continuance commitment tend to remain because they need to, and those with a strong normative commitment continue to work within their organizations because they feel that they ought to do so (Allen & Meyer, 1990).

In this sense, employees' commitment has become very important for organizations, especially for maintaining the employees' membership. Numerous researchers inspected the relationships between HRM practices and organizational commitment. For instance, HRM practices have been reported to relate with commitment in a sample of frontline employees from services, accounting, finance, insurance, agriculture and industrial fields (Aladwan, Bhanugopan, & D'Netto, 2015). Payne and Huffman (2005), in their study, reported that affective commitment is partially mediating the relationship between mentoring, a kind of HRM practice, and employees' turnover.

Organizational culture and leadership styles
Organizational culture and leadership are key factors of organizational success (Ogbonna & Harris, 2000). Organizational culture refers to a set of common values, beliefs and assumptions that are realized and adopted by organization's members. It reflects the organization's internal and external environment and plays a vital role in sustaining the organization (Pool, 2000; Schein, 1990). Simultaneously, leadership might be seen as an influential power that is employed by leaders to lead, motivate, and alter their followers' behavior and attitudes to accomplish the desired purposes (Al-Sawai, 2013).

Organizational culture has been defined by Schein (1984, p. 3), as "the pattern of basic assumptions, that a given group has invented, discovered, or developed in learning to cope with its problems of external adaptation and internal integration, and

that have worked well enough to be considered valid and, therefore is to be taught to new members as the correct way to perceive, think, and feel in relation to those problems". The organizational culture is the specific theme that the organization is utilizing to accomplish its organizational functions and which is distinguishing it from other organizations (Khan, Usoro, & Majewski, 2012).

Organizational culture serves as a social glue for the organization's members integration and reflects its identity, while leadership acts as a mean of fostering and sharing the organizational culture among the organization's members. In this sense, the HRM practices are influencing and being influenced by the adopted culture and leadership styles.

The main factors of creating the organizational culture are the human actions, regarding how it is possible to control and adapt it. Given that, organizational culture explains the interaction of organization's members with its internal and external environment to meet the organizational objectives. Thus, organizations are invited to define and adopt suitable organizational culture that can serve their functional and operational needs, so they can increase or maximize their performance (Matkó and Takács, 2017).

As HRM practices are engaged with human resources issues to serve the organizations' needs, they have a potential role in helping the organizations to establish, adapt, shape and spread their culture via the implemented HRM practices in order to modify the organizations' members' behaviors and attitudes (Singh, 2010). The process starts by recruiting suitable human resources and then looking for matching the individuals' values, beliefs, and assumptions with the employed organizational culture. This will accelerate the merging of the new employees.

Next, it will extend to other HRM practices, such as training, career development and performance management, in which organizations should attempt to merge their values, beliefs, and assumptions in the implemented practices. This will allow the employee - old or new - to adapt faster and easier to the organizational culture (Adewale & Anthonia, 2013). As a result, the visual and dynamic side of organizational culture can be seen through HRM practices (Omar, Salessi and Urteaga, 2017).

Similarly, the leadership concept has been established to identify the characteristics of the good leaders, who are responsible to lead a group of people within good or bad situations (George, 2000). As explained by Yukl (1989), leaders have the power to influence organizations' objectives and strategies, to stimulate employees' commitment and their compliance to achieve these objectives, to foster group integration and identification, and to shape and alter the culture of an organization. Therefore, leaders through their leadership competencies should be ready for producing changes, building trust, setting the vision, creating integration, inspiring and motivating their followers (Wallace & Chernatony, 2009).

Accordingly, HRM practices should take into account the leadership influence, and how it can be an enormous lever for their aims. In turn, the leadership behaviors can represent one of the major barriers that delay or minimize the HRM effect (Hartog & Boon, 2013). The leader, as a direct line manager, is giving a day to day signal in order to influence his followers, as HRM practices do to accomplish the desired organization's goals. However, it's not enough to send such signals, but they should be configured in the same direction to gain the maximum impact (Marescaux, Winne, & Forrier, 2018).

METHODOLOGY

This paper aims at examining the relationships among HRM, job satisfaction and organizational commitment. In addition to this, it aims at studying the impact of the organizational culture and leadership style on those relationships. So, this research aims to explain the influence of HRM practices on job satisfaction and organizational commitment and to clarify the organizational culture and leadership style impact as moderators. The author used secondary data that was collected while studying various research papers to create and develop the research hypotheses. The result was analyzed with the help of literature reviews. Based on the abovementioned overview of the previous literature, the following hypotheses were established:

H1. The HRM practices are correlated with perceived job satisfaction and organizational commitment.
H2. Organizational culture and leadership style moderate the relationships of HRM with job satisfaction and organizational commitment.

In order to justify and test the research hypotheses, a review of the past empirical studies will be summarized.

PREVIOUS EMPIRICAL RESULT

Savaneviciene and Stankeviciute (2011) aimed to clarify the link between HRM practices, and job satisfaction and organizational commitment. Based on the AMO framework, they found that motivation-enhancing, engagement-enhancing and skill-enhancing, as HRM practices, have positive

relations with job satisfaction and organizational commitment. These relationships are established through the perceived motives and the available opportunity to participate. Within these, skill-enhancing strengthens the organizational commitment and stimulates motivation-enhancing practice, whereas engagement-enhancing raises job satisfaction.

Besides, it has been found that HRM practices increase employees' overall job satisfaction and their satisfaction with pay, as reported by Petrescu and Simmons (2008), when they analyzed two different cross-sectional data sets for British workers. The study includes supervision, employee involvement, training and learning, recruitment and selection, and pay practices, as HRM practices. The result tells that training and learning practices have a positive significant impact on job satisfaction, whereas supervision has a negative influence on workers' job satisfaction.

Omar, Salessi and Urteaga (2017) examined the effect of five HRM strategies on job satisfaction. They classify three hard HRM strategies, such as focusing on results, rigid systems and external markets, and two soft HRM strategies that focus on employees and open systems, by using a sample from private and public companies from Argentina. They found that those who perceived that their companies implemented employees-oriented and open system-oriented strategies experienced a high level of job satisfaction.

Jeet and Sayeeduzzafar (2014), examined the factors that affect the job satisfaction level among a sample of Indian private bank employees. The result shows that some HRM practices, such as training, teamwork and compensation have positive impact on job satisfaction. However, they found no significant impact results for performance appraisal. Furthermore, Ijigu (2015) reported that several HRM practices, such as recruitment and selection, performance appraisal, compensation packages, and training and development practices have a positive impact on job satisfaction level among a sample of employees and managers from Ethiopian public bank.

By using a multi-source data from 403 employees and 53 line managers, Marescaux, Winne and Forrier (2018) studied the role of affective commitment and exhaustion as wellbeing variables in mediating the relationships between some of HRM practices, including performance appraisal, career development, training and employees' task performance. Also, they explored the role of developing the leadership style as a moderator of the relationship between HRM and wellbeing variables. They found that affective commitment is positively associated with training, career development and employee performance. In addition, developing leadership styles relates significantly to employees' affective commitment.

A study was conducted by Aladwan et al. (2015), by using survey data from 493 frontline employees across various industries in Jordan, in order to examine the impact of four HRM practices, namely recruitment and selection, performance appraisal, training and development, and rewards and benefits on the organizational commitment. They found that the three subcomponents of organizational commitment are positively influenced by training and development, and recruitment and selection practices. Also, they reported that no relationships were found between the other two practices and frontline employees' commitment.

Similarly, a study conducted by Giauque, Resenterra and Siggen (2010) aimed to assess the effects of HRM practices and strategies on organizational commitment of knowledge workers in Swiss small-medium enterprises. They found that some of the HRM practices and strategies, such as involvement in decision making and skills management don't have any impact on knowledge workers' commitment, whereas the other HRM practices and strategies, such as procedural justice, organizational support and the reputation of the organization have an influence on knowledge workers' commitment. However, affective commitment was found significantly affected by HRM practices.

Kim, Su and Wright (2018) explored the link between the human resource (HR) manager and the line manager, and how they influence the employee turnover rate. Their analyses on a sample of high-technology companies from China show that strong social network and a shared language between the HR manager and the line manager can reduce employees' turnover rate in implementing such HRM systems. However, employees' turnover is highly related to employees' commitment and their job satisfaction. According to Danchev and Sevinc (2012), the job satisfaction level is affected by the financial level and its related aspects. If these aspects increase, the level of job satisfaction will increase. In addition, it's affected by the non-financial aspects, such as organizational culture, leadership style, motivation, work stress and HRM practices.

Lok and John (2004) examined organizational culture and leadership style impact on organizational commitment and job satisfaction. Innovative, supportive and bureaucratic cultures have been selected to assess the organizational culture. In order to measure the leadership style, consideration and initiating structure were used. The result shows that innovative and supportive cultures, and consideration leadership style positively influence organizational commitment and job satisfaction. In the same line, Yousef (2000) found that leadership styles influence employees' job satisfaction, organizational commitment and performance. The result suggests

that those who realize their leaders are employing consultative or participative leadership style are manifesting a high level of commitment toward their organizations, high level of job satisfaction and high level of performance.

Based on an individual-level analysis, a study conducted by Paul and Anantharaman (2004) revealed that such HRM practices as a friendly workplace environment, career development and training have had a positive association with organizational commitment. They emphasize that it is essential for organizations to develop commitment-oriented policies to enhance the employees' commitment.

Wright, Gardner and Moynihan (2003) inspected the relationships of HRM practices and organizational commitment at a unit-level analysis. By using a sample of 50 business units from a large foodservice corporation operating in the US and Canada, they found a positive relationship between HRM and employees' commitment, and both were associated with the business unit performance.

SUMMARY

The findings of this review highlight the significant role of HRM practices for enhancing employees' commitment and their job satisfaction. Therefore, organizations should plan and assess the HRM practices, in a way to ensure that they are implemented effectively and efficiently. In doing so, employees' organizational commitment and job satisfaction could be enhanced. As a result, employees' performance will be stimulated. Nevertheless, the organizations should recognize the impact of their organizational culture and leadership styles, in which both can be an enormous lever for their members' satisfaction and commitment

Based on this review, an organization with an organizational culture and leadership style that fit with an appropriate HRM practices and strategies, can easily raise and sustain employees' job satisfaction and commitment, since both organizational culture and leadership style support organization's members commitment towards their organizations and strengthen their bond with their organizations.

Accordingly, one might assume that, if the employed organizational culture and leadership style are integrated with HRM practices, this might lead to a higher level of employees' job satisfaction and commitment, and to a significant performance enhancement. In order to support this assumption empirically, a study will be conducted in the future.

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