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Effect of Strategic Human Resource Management Practices on Organizational Commitment

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Abstract: The research investigates the association between strategic human resource management techniques across many dimensions (Training, Performance appraisal, Selection, and compensation) and organizational commitment at the Middle East Food Trading Company in the Kingdom of Bahrain. The study selected and employed a descriptive quantitative research approach to fulfill the study goals via the use of a survey questionnaire designed for data collecting. The target sample consisted of personnel from the Middle East Food Trading Company in the Kingdom of Bahrain, with a total of 105 participants in this research. The findings revealed that strategic human resource management techniques (Training, Selection, and Compensation) had a statistically significant association with organizational commitment at the level of significance (0.05%). The data also revealed that the association between performance appraisal and organizational commitment was insignificant. The research proposed that the Middle East Food Trading Company combine and implement numerous training activities at all levels in respect to the varied practices of strategic human resources.

Keywords: Organizational Commitment, Training, Compensations, Selection, And Performance Appraisal.

1 Introduction

Globalization is a true phenomenon that is taking place in modern civilization [1, 2]. Globalization is a new world economic system that prescribes and explains how enterprises, thoughts, and events are arranged globally [3-5]. Organizations now confront a more competitive and fast changing environment that includes a varied labor market, advancements in information technology, globalization, deregulation, consumer expectations, and other factors [6-9]. The company must move quickly in order to adapt to the rapidly changing business environment [5, 10, 11]. It must be done by the organization in order to compete with the competitor and maybe win the competition [12]. Due to changes in different company structures and behavior throughout the globalization age, the Middle East has joined international competition in the regional industry [3, 13, 14].

Competitiveness affected not just product competition but also human resource management. The severity of competition has affected the requirement for all organizations or businesses to continue enhancing their management organization performance, particularly in terms of human resource capability [3]. It focused on the strategic approach, which included the interaction between the organization and its HRM in terms of structure, culture, and growth [3, 15]. To achieve organizational success, people must be highly committed to the commitment [16]. Having a high degree of organizational commitment will make the individual eager to fulfill the organization's objectives. It should pique the employees' interest in staying with the company. It will motivate employees to protect the organization's resources [17]. Any organization's success is influenced by more than just the growth of its human resources. In reality, it is also influenced by how management pushes people to demonstrate organizational commitment. It is also influenced by how management incorporates people into the organizational environment [1, 2]. The relationships between workers and the organization will be strengthened as a result of such integration [1]. The capacity of any organization to operate successfully is decided by the quality and performance of the individuals who work to achieve the company's goals and objectives. Employee performance in the workplace is critical to the overall success of any business company [18, 19]. SHRM play a significant role in fostering organizational commitment by providing human resources that are consistent with the organizational culture and capable of adapting to the demands of the work environment [1]. Strategic HRM was centered on empowering efforts, developing and sustaining human resources inside organizations due to optimum

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contribution toward organizational objectives based on skill, knowledge, and ability [12, 20]. The practice of applying human resource functions in a manner that is related to the conditions of the external environment that produced and interacted with the environment of the organization is what is known as HRM activity [15]. Managers are faced with two primary ongoing organizational challenges: fostering employee commitment and retaining existing staff members. The high cost of recruitment and selection for organizations, the lag and loss of productivity during the assimilation period, the likely loss of business opportunity, poor customer relationships, and the hidden cost of loss productivity have consequently highlighted the importance of retaining committed employees as an aspect of organizational survival. This is because committed employees are more likely to stay with an organization for its entirety [21]. Based on the ideas presented above, this research included four independent variables: training, compensation, selection, and performance appraisal, since these variables represented the management practice on strategic human resources inside the firm.

This research used the impression of HRM practices to describe in full human capital development and employee commitment to their firm. As a result, this research will investigate the link between Strategic HRM Practices and Organizational Commitment. The rest of the paper is organized as follows: Section 2 outlines the theoretical basis of the investigation as well as the creation of the study's hypotheses. This is followed by research methods in the next section. The device and technique for data collecting are detailed in this section. Section 4 discusses the data analysis procedures used in the research, as well as the psychometric qualities of the constructs and structural model testing findings. The last portion offers a discussion of the findings, including theoretical and managerial implications, as well as study limits and ideas for further research.

2 Literature review and hypothesis formulation:

2.1 Organizational Commitment and Training

Training is characterized as an essential activity in HR research that has a significant influence on competitive power. According to research, firms who engage extensively in training get the benefits in terms of improved individual and organizational performance [3, 15] examined the influence of strategic HRM techniques, i.e. training, selection, empowerment, and performance evaluation, on employee performance via organizational commitment. The sample research employed quantitative methods using a survey questionnaire sent to 145 workers in the firm. The study's results revealed that strategic HRM strategies have either a direct or indirect beneficial effect on employee performance through organizational commitment. According to the findings of the research, training has a favorable association with organizational commitment. Similarly, [22] studied the impact of HRM strategies on organizational commitment, both individually and systemically. The information was received from 304 banking industry members. A survey was done at several banks in Eskisehir for this reason. Correlations and multiple-regression statistics were utilized to examine the connection between the variables included in the research. The research's results support the factors (choice, training, performance assessment, promotion, performance-based incentives, information sharing, job security, and HRM system), which are also supported by prior study findings. According to the conclusions of this research, HRM methods have an impact on organizational commitment both individually and collectively.

[12] investigated the influence of HRM practices on workers' organizational commitment intentions in Turkish commercial firms. The research included 200 workers in all. The findings show a link between HRM methods (recruitment and selection, training and development, compensation and benefits, and performance reviews) and organizational commitment. The most significant elements influencing work satisfaction and organizational commitment are the subfactors' compensation and perks.

Nonetheless, [20] investigated a model including HRM practices, perceived organizational support, and organizational commitment. It was expected that HRM practices (performance appraisal, training, and career development) would be positively associated to organizational commitment, and that perceived organizational support would operate as a mediator in the connection between HRM practices and commitment. The statistical findings from a sample of 214 workers in Malaysia's manufacturing industry revealed that there are no positive and significant connections between training and organizational commitment. Similarly, [21] investigated the effects of important human resource (HR) practices on the organizational commitment and intention to remain of permanent workers. Facilitating person-organization fit (p-O fit), establishing effective compensation and recognition, generating suitably difficult tasks, and implementing training and career development are examples of these methods. A survey and interviews were carried out. Organizational commitment was influenced favorably by salary, recognition, and the ability to take on demanding work responsibilities. Surprisingly, training and professional growth had little effect on organizational commitment. Considering the above debate, the following research hypotheses might be established:

H1: Training and organizational commitment are significantly correlated.

2.2 Organizational Commitment and Compensation:

Performance Compensation administration is a critical component of HRM [3]. It aims to attract the greatest talent and create the organizational environment a highly appealing place to work for workers [1, 21] evaluated the influence of key human resource (HR) practices on organizational commitment and permanent employees' desire to stay. These strategies include facilitating person-organization fit (p-O fit), providing effective compensation and recognition, producing appropriately tough work, and implementing training and career development. A survey as well as interviews were used. Compensation, recognition, and the opportunity to take on difficult job duties all influenced organizational commitment positively.

[12] evaluated the impact of human HRM practices on organizational commitment intentions of employees in Turkish commercial enterprises. The study involved 200 employees in all. The results indicate a relationship between HRM approaches (recruitment and selection, training and development, compensation and benefits, and performance evaluations) and organizational commitment. The subfactors compensation and benefits have the greatest influence on job satisfaction and organizational commitment. [2] investigated the relationship between human resource practices and organizational commitment. The information was obtained from 218 employees employed in various telecoms enterprises in Lahore. PLS and SEM were applied to the data using the SmartPLS 3 program. Statistically significant changes in "Organizational Commitment" are caused by "Recruitment and Selection", "Performance Appraisal Satisfaction", "Rewards and Recognition", and "Work Environment". Another study [10] investigated the impact of human resource practices on employee commitment. A questionnaire was used to collect the data. According to the results, Recruitment, Selection, Compensation, and Social Influence all have a significant influence on employee commitment. Furthermore, there is no significant relationship between employee commitment, training, and performance review.

H2: There is a positive relationship between compensation and organizational commitment.

2.3 Organizational Commitment and Selection:

Performance The compensation of salaries and benefits is a crucial component of HRM. Its goal is to bring in the most talented candidates and to create the working environment inside the business one that is extremely appealing for staff members [1, 15] conducted research to investigate the effect that strategic HRM practices such training, selection, empowerment, and performance assessment have on employee performance by way of organizational commitment. The study sample used a quantitative methodology by way of a survey questionnaire that was sent to 145 different employees. The findings of the research demonstrated that strategic approaches to managing human resources may have a positive impact, either directly or indirectly, on employee performance, particularly via the medium of organizational commitment. According to the findings of the study, there is a positive connection between selection and organizational commitment. [12] conducted research on the relationship between HRM (HRM) practices and workers' intentions to commit to their organizations as employees of Turkish commercial businesses. In all, there were 200 people that participated in the study. The research demonstrates that there is a connection between HRM practices (such as recruiting and selection, training and development, compensation and benefits, and performance evaluations) and organizational commitment. The subfactors compensation and benefits are the most important components that influence job satisfaction and organizational commitment. [2] conducted research to investigate the connection that exists between HR practices and organizational commitment. The data was compiled from the experiences of 218 individuals who are employed by a variety of telecommunications companies in Lahore. The PLS and SEM statistical analysis methods were applied to the data by using the SmartPLS 3 software. There are statistically significant variations in "Organizational Commitment" caused by "Recruitment and Selection," "Performance Appraisal Satisfaction," "Rewards and Recognition," and "Work Environment."

H3: There is a positive link between selection and organizational commitment.

2.4 Organizational Commitment and Performance Appraisal:

Performance evaluation is an official process that is typically carried out as an interview once a year and is carefully planned; and it is a platform that allows employees to discuss their past performance and future needs with their employers and design their future action plans ([3, 12, 17, 20] analyzes a model that includes HRM methods, perceived organizational support, and organizational commitment. HRM practices (performance assessment, training, and career development) were projected to be positively linked with organizational commitment, while perceived organizational support was expected to function as a mediator in the relationship between HRM practices and commitment. Career development and performance assessment have direct, positive, and significant connections with organizational commitment, according to statistical data from a sample of 214 Malaysian industrial employees. [12] evaluated the impact of HRM practices on organizational commitment intentions of employees in Turkish commercial enterprises. The study involved 200 employees in all. The results indicate a relationship between HRM approaches (recruitment and

selection, training and development, compensation and benefits, and performance evaluations) and organizational commitment. The subfactors compensation and benefits have the greatest influence on job satisfaction and organizational commitment. [15] investigated the influence of strategic HRM approaches on employee performance through organizational commitment, such as training, selection, empowerment, and performance review. A survey questionnaire was employed in the research as a quantitative approach. According to the study's findings, strategic HRM methods have either a direct or indirect positive influence on employee performance through organizational commitment. According to the study's results, performance assessment has a positive relationship with organizational commitment. Similarly, [22] investigated the effect of HRM practices on organizational commitment, both individually and as a whole. The data was gathered from 304 members of the banking sector. For this purpose, a poll was conducted at numerous banks. Correlations and multiple-regression statistics were used to investigate the relationship between the variables included in the study. The study's findings support the elements (choice, training, performance evaluation, promotion, performance-based incentives, information sharing, job security, and HRM system), which are also supported by previous research findings. HRM approaches, according to the findings of this study, have an influence on organizational commitment both individually and collectively.

[2] investigated the relationship between human resource practices and organizational commitment. The information was obtained from 218 employees employed in various telecoms enterprises in Lahore. PLS and SEM were applied to the data using the SmartPLS 3 program. Statistically, organizational commitment varies according to selection, performance assessment, incentives, and work environment. Another study investigated the impact of human resource practices on employee commitment [23]. A questionnaire was used to collect the data. According to the results, Recruitment, Selection, Compensation, and Social Influence all have a significant influence on employee commitment. Meanwhile, there is no significant relationship between employee commitment, training, and performance review.

H4: There is a strong link between performance appraisal and organizational commitment.

3 Research Approaches and Methods

3.1 The Method of Analyzing the Data:

This study was carried out to get an understanding of the connections that exist between the latent variables. For the purpose of this study, the survey method was used since it has been shown in previous research to be an efficient technique to identify potential new research subjects. Random sampling in its most basic form is used here to choose the sample from the whole population. To accomplish the goals of the study, a survey questionnaire that was prepared specifically for the purpose of data collecting was used as part of the descriptive quantitative research technique that was chosen for and employed in the study. The employees of the Middle East Food Trading Company located in the Kingdom of Bahrain served as the target sample for this research project. A total of 105 respondents took part in the research endeavor. SEM-PLS, one of the most cutting-edge and stringent data analysis tools in the social sciences, was used in this study for the purpose of analyzing the collected information, especially with regard to structural issues. For the purpose of data collection, a questionnaire developed from prior study is used.

3.2 The Operational Variables and the Measurements of These Variables

It was necessary to develop streamlined questionnaire items that represented the dimensions of the construct's measurements in the research model because the primary method for collecting data in this investigation was a survey questionnaire. This was because the survey questionnaire was the primary method for collecting data in this investigation. These products were created in order to satisfy a need that was set out. In particular, the questions for the questionnaire were constructed using conceptual explanations taken from the applicable research in order to support their inclusion in the questionnaire [24]. As a consequence of this, the questions on the questionnaire were altered from those that had been used in previous research that were conceptually comparable. In addition to the computation of the four IV and one DV, the questions on the questionnaire that assessed demographic data were also included in their respective portions of the questionnaire. However, only one moderator variable was used in this study. This research is an official inquiry into the influence that Strategic HRM Practices (such as training, Compensations, selection, and performance appraisal) have on Organizational Commitment. Specifically, the research focuses on how these practices affect organizational commitment. As can be seen in the table that follows, one strategy for building the instrument was either adopting or adapting existing research that was relevant to the process. The components that make up the scale for the variables are detailed in Table 1.

Table 1: Study Survey

No.	Scale Items for Variables:
	Organizational Commitment:

1	To attain managerial excellence, I am ready to expend more effort than is customary.
2	I would like to continue in the administration and not leave it, even if I have another better opportunity.
3	I abide by the laws and procedures set for me at work.
4	I am ready to continue my work even outside official working hours.
5	Make sure to come and get out on time for work.
6	I keep the material possessions such as furniture and various work tools.
7	Working in management encourages me to show my fullest performance and skills.
8	My supervisor provides me with objective feedback
9	My occupation satisfies my needs.

Sources: Adapted from [25]

SCI:

Training

1	The management adopts regular training programs for new employees to acquire the necessary skills for them.
2	The management identifies training needs periodically.
3	The administration relies on a variety of training programs in line with global changes.
4	Management monitors employees after completion of training to ensure that the skills they have acquired are applied in training.
5	Management monitors employees after completion of training to ensure that the skills they have acquired are applied in training.
6	The management develops the capabilities of the employees to match the requirements of the job.

Sources: Adapted from [3]

Compensations:

1	The management has a flexible incentives and compensation policy.
2	The incentives and compensation policy are based on objective bases for distributing wages and benefits.
3	Management provides incentives and compensation to maintain the efficiency of employees.
4	The management is keen to give incentives based on experience and productivity.
5	Management gives high rewards to employees who demonstrate creative abilities and skills.
6	The management resorts to using the incentives and compensation policy to maintain and motivate the current employees to work.

Sources: Adapted from Adapted from [25]

Selection:

1	Your company always chooses the most qualified individual for the position.
2	The process of selection adheres to established norms and protocols.
3	There is no opportunity for personal prejudice to have a role in the selection of the individual.
4	You are pleased with the procedures that the firm uses to choose employees
5	The criteria for selection are objective and defensible.
6	There is no conflict of interest in personnel selection.

Sources: Adapted from [17].

Performance appraisal:

1	The administration evaluates the performance of its human resources according to their job description.
2	The management performance appraisal system is transparent.
3	The evaluation process is not affected by personal relationships with the employee being evaluated.
4	The performance appraisal system helps raise the level of employees' performance by clarifying their

	strengths and weaknesses.
5	The evaluation system allows the employee to complain about the level of his evaluation.
6	Management reviews employee performance results prior to the promotion process.
Sources: Adapted from [25]	

3.3 Conceptual Framework:

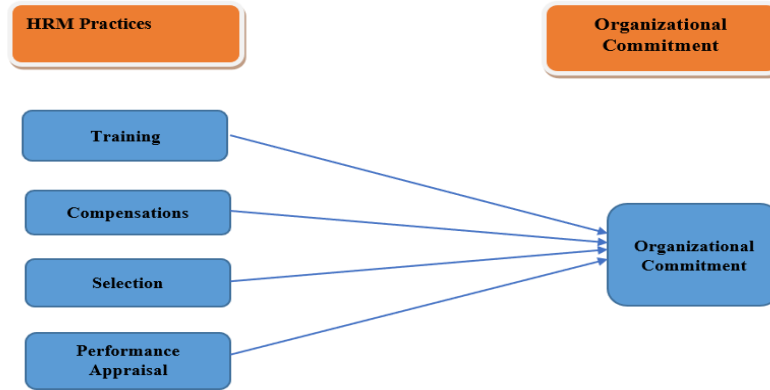


Fig. 1: Research framework

4 Discussion and Interpretation

The measurement model and the structural model are both part of the PLS structural equation. The measurement model explains the conceptual model's reliability and validity, while the structural model explains the path coefficients between and among the latent variables. We are currently in these two phases of study. The measurement model utilized in this investigation is shown in Figure 1.

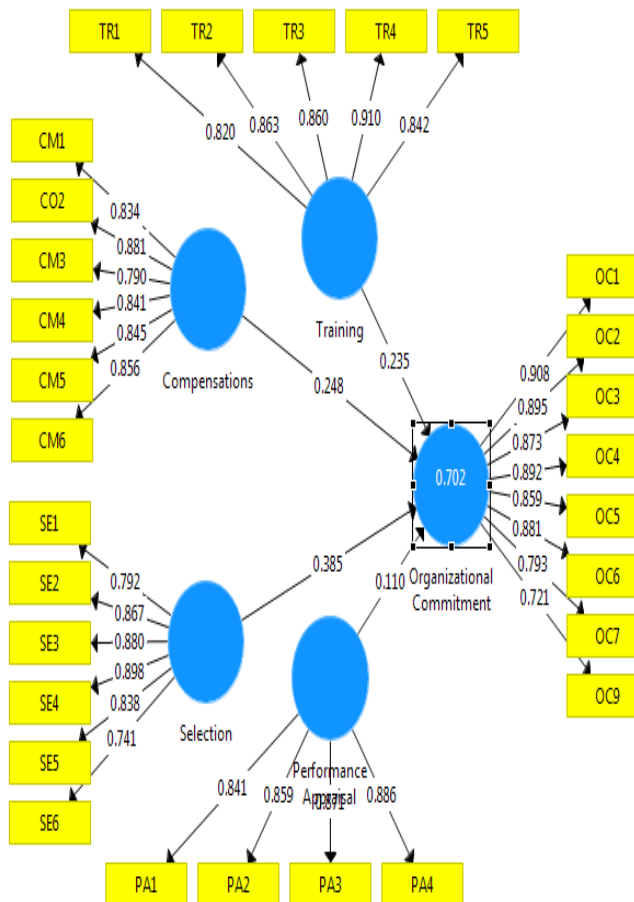


Fig. 2: Measuring Model

Table 1 demonstrates the convergent validity of the model that is currently in use. The threshold value of 0.60 is not met by any of the item's external loadings, which are all greater than that number. Therefore they are accepted according to [26] because all items are above 0.7.

Table 2: Outer Loading:

	Compensations	Organizational Commitment	Performance Appraisal	Selection	Training
CM1	0.834				
CM3	0.790				
CM4	0.841				
CM5	0.845				
CM6	0.856				
CO2	0.881				
OC1		0.908			
OC2		0.895			
OC3		0.873			
OC4		0.892			
OC5		0.859			
OC6		0.881			
OC7		0.793			
OC9		0.721			
PA1			0.841		
PA2			0.859		
PA3			0.871		
PA4			0.886		
SE1				0.792	
SE2				0.867	

SE3				0.880	
SE4				0.898	
SE5				0.838	
SE6				0.741	
TR1					0.820
TR2					0.863
TR3					0.860
TR4					0.910
TR5					0.842

Source: Calculation by the author

The AVE, Cronbach's alpha, and composite dependability are all contained in table three that may be found below, as seen in the picture to the right. All the values in the table that is above are higher than the threshold levels, which demonstrates that the conclusions of our research are credible.

Table 3: Shows Cronbach's alpha.

	Cronbach's Alpha	rho A	Composite Reliability	AVE
Compensations	0.918	0.922	0.936	0.708
Organizational Commitment	0.947	0.948	0.956	0.731
Performance Appraisal	0.888	0.892	0.922	0.748
Selection	0.914	0.922	0.934	0.702
Training	0.911	0.913	0.934	0.739

During the course of our inquiry into the discriminant validity of the criteria, we came to the realization that each diagonal value is substantially higher than the value that serves as the cutoff, and that each diagonal value is also greater than the value that serves as the minimum that could possibly be considered [27].

Table 4: R Square:

	R Square	R Square Adjusted
Organizational Commitment	0.702	0.690

According to the findings shown in Table 4, a combination of factors including selection, performance appraisal, compensation, and training were able to substantially predict up to 70.2% of the variance in organizational commitment ($R^2 = 0.702$). Other factors that are not included in the regression model are responsible for the remaining 29.8 percent of unexplained variance in organizational commitment. The value of the modified R-Square was also shown in the result that was found in Table 4. The value of the adjusted R-Square was computed after taking into consideration the total number of variables included in the model as well as the total number of observations upon which the model was built. The corrected R-square value of 0.702 provided the clearest and most insightful indication of how well the model worked. In addition to this, it provided a notion of how effectively the model could be extended, which meant that the better it was, the closer it was to R-square.

Table 5: Discriminant Validity (Fornell-Larcker Criterion):

Variables	Compensations	Organizational Commitment	Performance Appraisal	Selection	Training
Compensations	0.842				
Organizational Commitment	0.703	0.855			
Performance Appraisal	0.347	0.492	0.865		
Selection	0.697	0.779	0.431	0.838	
Training	0.629	0.737	0.552	0.739	0.859

Following an evaluation of the study's reliability and validity, the subsequent phase in this investigation is to evaluate the path coefficient between the variables that comprise the sample that is being considered for this inquiry [27]. A representation of the structural model used in the research of currents may be seen in Figure 3.

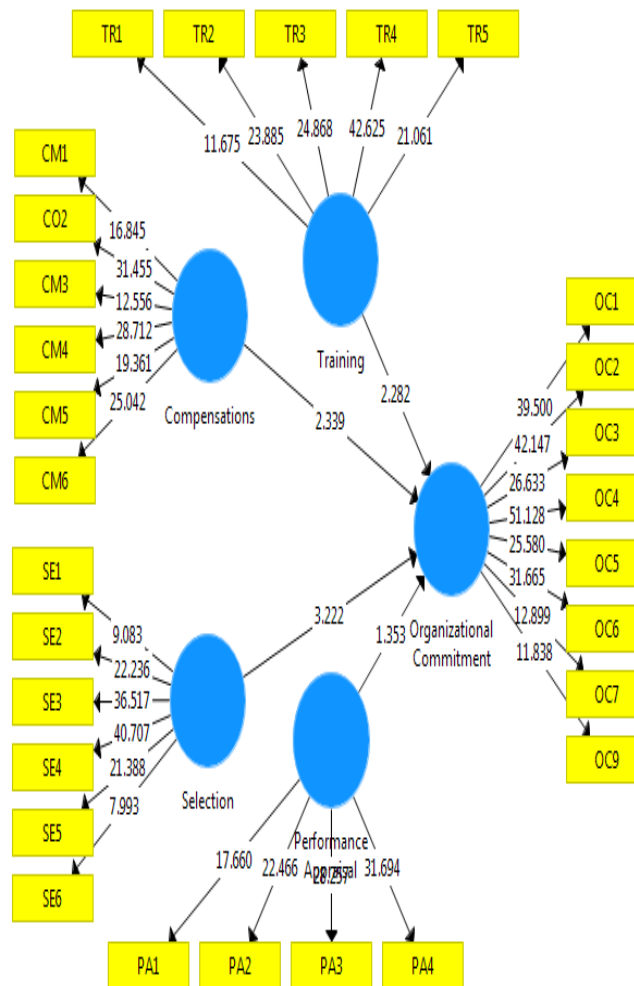


Fig. 3: displays a model for structural.

In this study, the bootstrapping method is used to investigate the direct and indirect correlations that exist between and among the many variables that are under investigation. Commitment to an organization is directly correlated with strategic HRM practices such as training, compensations, selection, and performance evaluations. We started out by utilizing our enormous dataset, which was developed with the intention of removing any possibility of selection bias, to investigate the direct links that exist between the various aspects of strategic HRM practices and organizational commitment.

Table 1 displays the mean correlations between the four dimensions of Strategic HRM Practices and Organizational Commitment, as well as the number of estimates (i.e., the number of correlations detected for each connection) and sample sizes for each association. Table 1 also explains how the mean correlations were calculated (i.e., total sample size from all studies included in the relationship analysis). According to the data shown in Table 1, To begin, the (Compensations) variable has a significant positive correlation with the (Organizational Commitment) variable, with a P value of 0.020. This finding is in line with the findings of [2, 12, 23]. Similarly, the (Selection) variable has a positive relationship with the (Organizational Commitment) variable, and the corresponding P value is 0.001. This finding is in line with the findings of [2, 12]. In a similar vein, the average correlation coefficients between total (Training) and (Organizational Commitment) are significant, and the p value for this result is 0.023. These findings are in line with those of [15]. However, there is no association between (Performance Appraisal) and (Organizational Commitment), and the P value for this finding is 0.177. This result is consistent with what was expected given the hypothesis [23].

Table 6 provides a high-level perspective of the connections between strategic HRM practices (such as training, compensation, selection, and performance evaluation) and employee commitment to the organization as a whole.

Table 6: Result of the Study:

	(O)	(M)	(STDEV)	T Statistics	P Values
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Compensations Organizational Commitment ->	0.248	0.249	0.106	2.339	0.020
Performance Appraisal Organizational Commitment ->	0.110	0.111	0.081	1.353	0.177
Selection Organizational Commitment ->	0.385	0.386	0.120	3.222	0.001
Training Organizational Commitment ->	0.235	0.229	0.103	2.282	0.023

5 Study Conclusions and Recommendations:

The purpose of this research is to assess the influence of Strategic HRM Practices (Training, Compensation, Selection, and Performance Appraisal) and Organizational Commitment in Bahrain businesses. The study's findings indicate that there is a significant association between human resource practices and organizational commitment. Positive attitudes about compensation improve corporate commitment. The most significant indications of human resource practices on the degree of organizational commitment have been recognized as selection. Similarly, training development has had a substantial impact on workers' commitment to the business. Meanwhile, there is no discernible link between performance appraisal and organizational commitment.

Finally, if management methods on strategic human resources are strong, such as training, compensation, selection, and performance appraisal, organizational commitment and employee performance may be strengthened. Additionally, increased corporate commitment may have an impact on employee performance improvement. This research focused on several strategic HRM methods and examined their influence on employee performance. However, since time was restricted in this investigation, only four management approaches could be observed. Other management methods are suggested for future research. Future study on achieving sustainable competitive advantages in the academic setting via strategic HRM practices should incorporate additional dimensions, such as innovations and technology, to broaden the literature on sustainable competitive advantage studies in an academic context.

Conflict of interest

The authors declare that there is no conflict regarding the publication of this paper.

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