# Human Resource Practices, Organizational Commitment and Job Performance

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## Introduction

Human resource (HR) practices are the strategies, policies and activities that organizations use to manage their workforce (Collins, 2021). They cover recruitment and selection, onboarding, training and development, compensation, performance assessment and employee relations. These activities aim to attract, retain and develop a capable workforce while aligning employees' work with organizational objectives. Diversity and inclusion initiatives, clearly designed roles and opportunities for feedback also shape employees' experience of work. Environmental responsibilities have extended this agenda through green HR management (Renwick et al., 2016). This narrative literature review examines how HR practices relate to organizational commitment and job performance across the studies discussed below.

HR practices connect organizational strategy with employees' day-to-day experience. Recruitment, development, rewards and performance management can influence whether employees feel supported and able to contribute. Leadership and the implementation of diversity practices also matter for the working environment (Ng & Sears, 2020). Mabaso (2017) examines rewards in relation to job satisfaction and organizational commitment among academic staff. Taken together, these perspectives suggest that effective HR management involves both administrative processes and the quality of relationships between employees and their organization. Retention is also considered in the review by Kossivi et al. (2016), while Stone et al. (2015) discuss how technology is changing HR management.

## Review of the Literature

### Organizational Commitment

Organizational commitment describes an employee's attachment to an organization. HR practices may strengthen that attachment through fair treatment, development opportunities, appropriate rewards and clear career pathways. Recruitment, onboarding, performance feedback and engagement initiatives can influence whether employees identify with organizational goals and wish to remain. Commitment is therefore a useful outcome when evaluating HR policies, although

attachment, performance and retention are distinct concepts and should be assessed separately.

Cherif (2020) examined HR management practices and job satisfaction as predictors of organizational commitment in the Saudi Arabian banking sector. HR practices and job satisfaction were positively associated, as were job satisfaction and commitment. Both HR practices and job satisfaction contributed significantly to predicting organizational commitment. The study suggests that banking managers should consider employees' experience of HR policies alongside satisfaction when seeking to strengthen commitment and address turnover or absenteeism. These associations should be interpreted within the banking context examined.

Aggarwal et al. (2022) used attraction–selection–attrition theory and self-determination theory to examine HR policies, job satisfaction, task performance and affective commitment among Generation Z employees. Structural equation modeling was applied to data from 493 employees. Flexible working, rewards and recognition, compensation and benefits, feedback-seeking behavior and volunteering were positively associated with job satisfaction. Job satisfaction also connected HR practices with task performance and affective organizational commitment. The findings highlight the value of understanding younger employees' expectations when designing HR policies.

Liggans et al. (2019) examined organizational inclusion, HR practices, trust in leadership and commitment among military veterans and nonveterans in US federal agencies. Using the 2015 Federal Employee Viewpoint Survey and structural equation modeling, they found positive relationships between inclusion, HR practices and commitment. Trust in leadership partially mediated these relationships. HR practices had a stronger association with commitment than inclusion did, but their relationships with commitment and trust were weaker among veterans. Inclusion had a stronger relationship with veterans' trust in leadership, while the association between trust and commitment was similar across the groups.

Aboramadan et al. (2020) studied HR management practices and organizational commitment using data from 237 employees in Palestinian universities. They also examined work engagement as a mediator. HR practices were associated with commitment, and engagement mediated the relationships linking performance appraisal, rewards and compensation with commitment. The findings suggest that university managers should consider how employees experience appraisal and reward arrangements, as well as whether those arrangements encourage engagement. Table 1 compares the focus and further questions arising from these studies.

Table 1. HR Practices and Organizational Commitment

| Study | Contribution | Further questions |
|---|---|---|
| Cherif, 2020 | Links HR practices and satisfaction with commitment in banking. | How specific HR practices relate to commitment over time. |

| | | |
|---|---|---|
| Aggarwal et al., 2022 | Models satisfaction, task performance and commitment among Generation Z employees. | Whether these relationships vary across age groups and settings. |
| Liggans et al., 2019 | Compares inclusion, HR practices and leadership trust among veterans and nonveterans. | How agencies can address differences between employee groups. |
| Aboramadan et al., 2020 | Examines engagement as a mediator in Palestinian universities. | Which appraisal and reward arrangements support engagement most effectively. |

## Developing Organizational Commitment

Organizational commitment develops through employees' experiences of their work, colleagues and management. Performance management, organizational culture, perceived fairness and opportunities to learn may all contribute to attachment. The studies in this section examine these relationships in education and other employment settings. They also distinguish commitment from organizational citizenship behavior, which refers to discretionary actions that support colleagues or the organization beyond narrowly specified job duties.

Van Waeyenberg et al. (2022) examined performance management, teacher performance, affective commitment and exhaustion among 458 teachers in Flanders. Their framework drew on social exchange theory and the job demands–resources model. Performance management was associated with lower exhaustion and better performance through affective commitment. The study emphasizes the importance of employees' emotional attachment when considering how performance management relates to both well-being and work outcomes.

Soelton et al. (2020) analyzed the relationships among organizational commitment, work environment, organizational culture, citizenship behavior and employee performance. They used structural equation modeling with SmartPLS and data from 60 respondents. The reported relationships connected culture, environment and commitment with behavior and performance, while organizational citizenship behavior was also associated with better performance. The small sample makes the organizational setting important when interpreting the findings and considering their relevance elsewhere.

Donglong et al. (2020) examined organizational justice, commitment and organizational citizenship behavior among 257 university faculty members in China. Survey analysis indicated a positive relationship between justice and commitment, with commitment predicting citizenship behavior. These findings suggest that faculty members' perceptions of fair treatment may help explain their

willingness to contribute beyond formal job requirements. They also show why commitment is often examined as a link between organizational practices and employee behavior.

Soelton (2023) examined transformational leadership, work engagement, learning organization characteristics and organizational citizenship behavior using quantitative data from 96 employees. Work engagement was positively associated with citizenship behavior and learning organization characteristics. Transformational leadership and learning organization characteristics showed negative relationships with citizenship behavior in the reported model. The study also examined indirect relationships through the learning organization. These results should be read in their particular setting rather than treated as evidence that leadership or organizational learning is generally harmful. Table 2 compares these studies and identifies questions for further investigation.

Table 2. Commitment, Management and Citizenship Behavior

| Study | Contribution | Further questions |
|---|---|---|
| Van Waeyenberg et al., 2022 | Connects performance management, affective commitment, exhaustion and teacher performance. | Long-term relationships between performance management and teacher outcomes. |
| Soelton et al., 2020 | Uses structural equation modeling to examine commitment, culture and performance. | Replication with larger and more varied samples. |
| Donglong et al., 2020 | Examines justice, commitment and citizenship behavior among university faculty. | How changes in institutional fairness relate to commitment. |
| Soelton, 2023 | Examines leadership, engagement, learning organization characteristics and citizenship behavior. | Why some modeled relationships are negative in the studied setting. |

## Theoretical Frameworks

Three dimensions help distinguish the reasons employees remain attached to an organization. Affective commitment concerns emotional attachment and identification; normative commitment concerns a felt obligation to remain; continuance commitment concerns the perceived costs of leaving. Social exchange theory explains how support and fair treatment may encourage employees to reciprocate. The job demands–resources model focuses on the balance between demands and resources that support motivation and well-being. These perspectives provide complementary ways

to interpret relationships among HR practices, commitment, engagement and performance.

Suzuki and Hur (2020) compared organizational commitment among civil servants across 20 European countries. Drawing on social exchange theory, they examined differences associated with civil service structures. Closed civil service systems were associated with higher continuance and normative commitment among senior public officials than open systems. The findings indicate that institutional employment arrangements may influence why employees remain, and that stronger commitment does not always mean stronger emotional attachment.

Arasanmi and Krishna (2019) investigated perceived organizational support and employee retention in a New Zealand local council. Their online survey included 134 participants. Perceived support was positively related to retention, with organizational commitment mediating the relationship. The study suggests that employees' sense of being valued and supported can help explain their intention to stay. Its implications concern both the provision of support and employees' interpretation of that support.

Jehanzeb and Mohanty (2020) used structural equation modeling to examine organizational justice, commitment and citizenship behavior among bank employees in Pakistan. They found no significant direct relationship between justice and citizenship behavior, but justice was significantly associated with commitment. Organizational commitment fully mediated the relationship between justice and citizenship behavior in their model. Power distance moderated the relationship between justice and commitment. The study therefore highlights both an indirect pathway and the role of employees' attitudes toward unequal power relationships.

Dorta-Afonso et al. (2021) examined high-performance work systems (HPWS) and hospitality employees' attitudes, well-being and performance. Survey data from hotel employees were analyzed using structural equation modeling. The model linked HPWS with motivation, commitment, job satisfaction and quality of life. Motivation and commitment were positively related to satisfaction, while satisfaction and quality of life predicted performance. These findings support examining the mechanisms through which bundles of HR practices operate. They also leave questions about which particular practices contribute most to different employee outcomes.

## Factors Associated With Organizational Commitment

Job satisfaction, leadership, organizational culture, perceived support and development opportunities can influence commitment. These factors may affect emotional attachment, a sense of obligation or the perceived costs of leaving in different ways. Studies that distinguish these pathways provide more useful guidance than treating all forms of commitment as interchangeable.

Jehanzeb (2020) examined perceived organizational support, employee development, organizational commitment and citizenship behavior using data from 331 bank employees in Pakistan. Structural equation modeling with AMOS supported relationships between support, development and

commitment. Direct relationships between support, development and citizenship behavior were not significant. Person–organization fit moderated the relationship between commitment and citizenship behavior. The findings suggest that support and development may relate to discretionary behavior through employees' attachment and perceived fit rather than through a simple direct effect.

Battistelli et al. (2019) investigated information sharing and innovative work behavior among 756 employees in a military organization. Structural equation modeling examined work-based learning, challenging tasks and organizational commitment as potential mediators. Information sharing was positively related to work-based learning. Task-related learning was linked with innovation through challenging tasks, while interactional learning operated through commitment and challenging tasks. The study shows how different forms of workplace learning can connect information sharing with innovation, while its military setting remains relevant to interpretation.

Pham Thi et al. (2021) studied organizational culture, job satisfaction and commitment among 240 office employees in small and medium-sized enterprises in Ho Chi Minh City, Vietnam. Structural equation modeling examined relationships among dimensions of culture, satisfaction and commitment. The findings indicated that job satisfaction helped connect organizational culture with commitment. The study offers a basis for considering how employees experience culture in smaller firms, while specific cultural interventions require evaluation in their own settings.

Guzeller and Celiker (2020) used a meta-analysis of 13 studies to examine organizational commitment and turnover intention in tourism and hospitality. They found a moderate negative relationship: stronger commitment was associated with lower turnover intention. This synthesis supports the relevance of commitment to retention, although intention to leave is not the same as observed turnover. Table 3 compares these studies and highlights questions about context and mechanisms.

Table 3. Factors Associated With Commitment

| Study | Contribution | Further questions |
|---|---|---|
| Jehanzeb, 2020 | Examines support, development, commitment and person–organization fit in banking. | Other contextual factors that influence these relationships. |
| Battistelli et al., 2019 | Connects information sharing and workplace learning with innovative behavior. | Whether the pathways apply outside military organizations. |
| Pham Thi et al., 2021 | Examines culture, satisfaction and commitment in Vietnamese SMEs. | Evaluation of specific cultural interventions over time. |

| | | |
|---|---|---|
| Guzeller and Celiker, 2020 | Synthesizes the negative association between commitment and turnover intention. | Factors that explain variation in this association and actual turnover. |

## Job Performance

Job performance concerns how effectively employees carry out their responsibilities and contribute to work objectives. It includes the quality and quantity of task outputs, achievement of agreed goals and relevant behaviors at work. Performance appraisal and feedback are common assessment methods, but the outcome being measured must be clear. General task performance, environmental behavior, satisfaction and perceived organizational performance are related concepts rather than equivalent measures.

## Performance Assessment and Related Employee Outcomes

Monitoring job performance involves assessing work against clear standards and objectives. Goal setting, performance reviews, key performance indicators and feedback can help employees understand expectations and development needs. The studies below examine several outcomes relevant to performance management, including environmental behavior, empowerment and satisfaction. Their different measures should be considered when interpreting their implications for employee performance.

Dumont et al. (2017) examined green HR management and employees' workplace environmental behavior, considering psychological green climate and individual green values. Their research linked green HR practices with both in-role and extra-role green behavior through different social and psychological mechanisms. Individual green values moderated the relationship involving extra-role behavior. The outcome is specifically environmentally responsible behavior, so the findings should not be presented as a direct measure of overall job performance.

Choi et al. (2016) investigated transformational leadership, empowerment and job satisfaction among nurses in Malaysian healthcare institutions. Survey measures and partial least squares structural equation modeling were used to examine the relationships. Employee empowerment mediated the positive relationship between transformational leadership and job satisfaction. The study is relevant to supportive management practices, but its principal outcome was satisfaction rather than a direct assessment of nurses' task performance.

El-Kassar and Singh (2019) examined green innovation and organizational performance, including the roles of big data, management commitment and HR practices. Their framework was tested using survey data from 215 respondents. The findings supported relationships among these factors,

competitive advantage, economic performance and environmental performance. The study concerns organizational outcomes and provides a broader context for understanding how HR practices may support innovation and sustainability.

Bin Shmailan (2016) reviewed the relationships among job satisfaction, job performance and employee engagement. The discussion emphasized job fit, communication, recognition and clear goals as factors relevant to satisfaction and performance. It also considered the contribution of engagement to organizational competitiveness and profitability. As an explorative discussion, the article offers a conceptual account of these connections rather than establishing a universal causal relationship. Table 4 distinguishes the contributions and further questions associated with these different outcomes.

Table 4. Performance-Related Outcomes

| Study | Contribution | Further questions |
|---|---|---|
| Dumont et al., 2017 | Examines green HR practices, green climate, values and environmental behavior. | Which practices most effectively support environmentally responsible behavior. |
| Choi et al., 2016 | Examines empowerment as a link between leadership and nurses' job satisfaction. | How specific management practices support empowerment and satisfaction. |
| El-Kassar and Singh, 2019 | Models green innovation, HR practices, management commitment and organizational outcomes. | How organizations can implement and evaluate green innovation effectively. |
| Bin Shmailan, 2016 | Explores satisfaction, performance and engagement conceptually. | How technology and remote working may change these relationships. |

## Factors Associated With Job Performance

Individual skills, motivation, job design, management support and the work environment can all influence performance. Engagement, satisfaction and clear expectations may also matter, alongside industry conditions and economic circumstances. Performance management is therefore most useful when it identifies the particular barriers employees face and connects feedback with appropriate training, resources and support.

Diamantidis and Chatzoglou (2019) examined firm, environmental, job and employee factors

associated with performance in small and medium-sized enterprises. Structural equation modeling indicated that the job environment and management support had strong relationships with performance. Adaptability and intrinsic motivation were also directly related to performance. The model explained a substantial portion of variation in the measured outcome, emphasizing the combined relevance of organizational conditions and individual characteristics.

# HR Practices and Organizational Commitment

HR practices can influence commitment by shaping employees' experience of support, fairness and opportunity. Recruitment, development, rewards, engagement and employee relations may operate together rather than independently. The following sections consider these practices and related working conditions, while recognizing that several cited studies examine broader support or engagement processes rather than recruitment or compensation alone.

## Selection, Hiring and Supportive Working Conditions

Selection and hiring can contribute to commitment when role requirements, organizational expectations and candidates' skills are clearly communicated. A fair recruitment experience and realistic expectations may help employees assess their fit. After appointment, safety, supervisory support and opportunities to participate continue to shape that experience. The following studies address these wider conditions rather than providing direct tests of recruitment methods.

Kaynak et al. (2016) examined occupational health and safety practices, organizational commitment, work alienation and job performance in private-sector organizations. Using partial least squares structural equation modeling, they found that different dimensions of safety practice were associated with different employee outcomes. Some were positively related to commitment, reduced alienation or indirectly related to performance. The study places safe working conditions within the wider discussion of supportive employment practices.

Dajani (2015) investigated employee engagement, job performance and organizational commitment in the Egyptian banking sector. The study approached 245 bank employees and obtained 200 responses, which were analyzed using correlation and regression. Organizational fairness and leadership were important predictors of engagement, which was in turn related to performance and commitment. The study applied a social exchange perspective and illustrates how employees' experience of management may connect with both attachment and work outcomes.

Kang et al. (2015) examined supervisory support, commitment, career satisfaction and turnover intention among frontline hospitality employees. Their survey analysis linked supervisory support with stronger commitment and career satisfaction and with lower turnover intention. Commitment mediated the relationship between supervisory support and turnover intention. The findings indicate that the quality of immediate supervision is relevant to retention and should be considered alongside

formal HR policies.

Saeed et al. (2019) studied green HR management and pro-environmental behavior using data from 347 employees across different industries. Pro-environmental psychological capital mediated the relationship between green HR practices and environmentally responsible behavior. Environmental knowledge also moderated the relationship. The findings concern a specific behavioral outcome and show how employees' psychological resources and knowledge can influence the implementation of environmental HR policies.

## Training and Development

Training and development can signal that an organization values employees and is willing to invest in their future. Opportunities to build skills, learn continuously and pursue career goals may contribute to affective commitment. Employees may also feel an obligation to reciprocate support. The effect of training depends on its accessibility, relevance and the support available for applying new skills at work.

Hanaysha (2016) examined employee engagement, work environment, organizational learning and commitment among 242 employees in public universities in northern Malaysia. Statistical analysis indicated positive relationships between engagement, environment, learning and commitment. The study suggests that development opportunities should be considered together with the wider working environment when seeking to strengthen attachment in higher education.

Dhar (2015) examined employees' perceptions of training and service quality in small and medium-sized tourist hotels. The study considered access to training, support for training, perceived benefits and organizational commitment, using structural equation modeling. The reported relationships linked training perceptions with service quality through commitment. The findings emphasize the importance of employees' experience of training rather than merely whether a program exists.

## Rewards, Trust and Employee Loyalty

Compensation and benefits can shape employees' perceptions of fairness, recognition and financial security. These perceptions may influence satisfaction and attachment, especially when rewards are transparent and consistent with responsibilities. However, the studies below address leadership, trust and loyalty more broadly; they should not be interpreted as isolating the effects of pay or benefits.

Top et al. (2015) compared leadership, job satisfaction, organizational commitment and organizational trust among 2,108 healthcare employees in Turkey. Established survey instruments were used to examine public servants and private-sector employees. The groups differed in their perceptions of leadership and job satisfaction, and predictors of commitment varied between them. Trust was an important predictor in both groups, highlighting the relevance of organizational

relationships alongside formal employment arrangements.

Yao et al. (2019) examined hotel employees' loyalty through a framework informed by organizational commitment theory. They distinguished affective, normative and continuance commitment and examined attitudinal loyalty, behavioral loyalty, trust and satisfaction. The dimensions of commitment had different relationships with loyalty, while attitudinal loyalty was strongly related to behavioral loyalty. Trust and satisfaction were also important. Table 5 compares the two studies as evidence about employment relationships and loyalty rather than direct tests of remuneration.

Table 5. Trust, Commitment and Loyalty

| Study | Contribution | Further questions |
|---|---|---|
| Top et al., 2015 | Compares leadership, satisfaction, trust and commitment across healthcare employment sectors. | How leadership and trust can be strengthened in different employment settings. |
| Yao et al., 2019 | Distinguishes commitment dimensions and forms of employee loyalty in hotels. | Whether the loyalty framework applies in other sectors. |

## Employee Engagement

Employee engagement concerns involvement, energy and investment in work. Practices that provide meaningful work, opportunities to participate and supportive conditions may encourage both engagement and commitment. These concepts remain distinct: employees may be engaged in their tasks while feeling less attached to their organization, or may remain committed without consistently experiencing high engagement.

Cesário and Chambel (2017) examined organizational commitment, work engagement and performance using commitment and engagement scales alongside performance appraisal ratings for 274 workers. Work engagement had a stronger positive relationship with performance than organizational commitment did. The study suggests that attachment alone may not explain performance and that managers should also consider the conditions that make work engaging.

Singh and Gupta (2015) examined job involvement, organizational commitment, professional commitment and team commitment among 477 full-time employees divided into generational cohorts. Job involvement, affective and normative organizational commitment, and team commitment were positively associated. Professional commitment showed inverse relationships with the other forms of commitment. Differences across generations suggest that HR policies should account for varying forms of attachment rather than assuming that commitment is a single, uniform attitude.

Zhong et al. (2016) used social exchange theory to examine high-performance HR practices, job engagement and work outcomes. Their cross-level model drew on 605 employees and information from supervisors and HR managers across 130 companies. High-performance HR practices were directly related to engagement and indirectly related through perceived organizational support. Engagement was positively associated with in-role performance and negatively associated with intention to quit. Cultural value orientations moderated some of these relationships.

Ćulibrk et al. (2018) examined work characteristics, satisfaction, involvement, commitment and organizational policies in Serbia's transition economy. Data came from 566 employees in eight companies. Job involvement partially mediated the relationship between satisfaction and commitment. Work characteristics were associated with satisfaction, while organizational policies and procedures had a weaker relationship with satisfaction than reported in some studies of developed economies. The findings underline the importance of national and organizational context.

## Employee Relations

Employee relations concern the quality of interactions between employees, managers and the organization. Transparent communication, consistent procedures and fair treatment may support trust and satisfaction. These experiences can contribute to commitment, but employees' interpretations of management practices also matter. The following studies examine climate and HR attributions as ways of understanding those interpretations.

Berberoglu (2018) examined organizational climate, commitment and perceived organizational performance among healthcare employees in North Cyprus. Quantitative survey data were analyzed using analysis of variance and linear regression. Climate was strongly associated with commitment and perceived organizational performance and significantly predicted both measured outcomes. Because organizational performance was assessed through employee perceptions, the findings should be distinguished from independently measured performance results.

Van De Voorde and Beijer (2015) examined employees' interpretations of HPWS using data from 1,065 employees in 150 work units. They considered attributions relating to well-being and performance, alongside commitment and job strain. Enacted HPWS were positively related to these HR attributions, which were associated with employee outcomes. The study demonstrates why the meaning employees assign to HR practices is relevant when interpreting effects on well-being and commitment.

# HR Practices and Job Performance

HR practices may support performance by helping employees acquire relevant skills, understand expectations and access the resources needed to work effectively. Recruitment, training, rewards and supportive employee relations can contribute through different pathways. Engagement and

organizational culture are two mechanisms examined below. Their contribution should be assessed against clearly defined individual or organizational outcomes.

Albrecht et al. (2015) proposed an integrated conceptual model connecting employee engagement, HR management and competitive advantage. Drawing together existing research, they argued that engagement should be incorporated into HR policies and practices. Their contribution is a theoretical framework for explaining possible pathways to employee and organizational outcomes. Testing those pathways across industries and regions remains an empirical task.

Roscoe et al. (2019) examined green HR practices, green organizational culture enablers and environmental performance in Chinese manufacturing firms. Survey data from 204 respondents supported relationships between green HR practices, culture enablers and environmental performance. The findings suggest that HR practices may help embed environmental priorities through organizational culture. Table 6 compares this empirical contribution with Albrecht et al.'s conceptual framework, while retaining the distinction between environmental performance and general job performance.

Table 6. HR Practices and Organizational Outcomes

| Study | Contribution | Further questions |
|---|---|---|
| Albrecht et al., 2015 | Proposes an integrated model of engagement, HR management and competitive advantage. | Empirical testing across industries and regions. |
| Roscoe et al., 2019 | Examines green HR practices, culture enablers and environmental performance. | Whether these relationships persist over longer periods. |

# Conclusion

The literature reviewed connects HR practices with commitment and performance through several recurring mechanisms. Fair treatment, perceived support, development opportunities and trust can shape employees' attachment, while engagement and motivation help explain their willingness to contribute. The studies also distinguish affective, normative and continuance commitment, showing that remaining with an organization can reflect different motives. Stronger attachment should therefore be interpreted alongside employees' satisfaction, well-being and opportunities to perform.

Context matters. The reviewed studies cover banking, higher education, hospitality, healthcare, public agencies, manufacturing and military organizations. Relationships vary across employee groups and institutional settings. For example, the federal agency study identifies differences between veterans

and nonveterans, while the civil service comparison links institutional structures with particular commitment dimensions. These findings support adapting HR practices to the workforce and setting rather than assuming that one arrangement will produce identical results everywhere.

Measurement also affects interpretation. Job satisfaction, turnover intention, citizenship behavior, green behavior, perceived organizational performance and task performance are separate outcomes. Evidence about one should not automatically be treated as proof of another. Many of the reviewed studies use survey models, so their associations offer useful explanations but do not, by themselves, establish causal effects. The comparison tables identify contributions and possible further questions rather than claiming that every suggested research direction is a demonstrated flaw.

Overall, the review supports considering HR practices as an interconnected system. Recruitment, development, rewards, engagement and employee relations can work through support, trust, learning and commitment to influence work outcomes. Further longitudinal and context-sensitive research would help clarify the direction of these relationships and identify which combinations of practices are most useful for particular organizations and employee groups.

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