

Variability of HR Practices and their Impact on Organizational Commitment Across Different Sectors in South Africa

Jiang Li

School of Management, Huazhong University of Science and Technology, Wuhan, Hubei, China.
jianglis@hust.edu.cn

Correspondence should be addressed to Jiang Li : jianglis@hust.edu.cn

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Abstract – In this study, Organizational Commitment (OC) and Human Resource (HR) practices are investigated in relation to each other across sectors in South Africa, using a sample of 3,180 employees in the state-owned enterprises (SOEs), private sector, and public sector. The participants were 20 to 72 years old, 57.1% male and 42.5% female, with an average age of 37.8 years and a tenure between one month to 42 years. Standardized questionnaires were used to collect data on different HR practices such as Communication (Com), Diversity Management (Div), Staffing (Sta), Supervisor Support (SS), Performance Management (PM), Remuneration (Rem), and Training and Development (T&D) as well as on overall HR practices (TOT) and OC. Statistical analyses, including ANOVA and correlation coefficients, indicated significant differences in T&D, Div and Com in these sectors, where the private sector demonstrated the highest correlations between HR practices and OC ($r = 0.51$). Also, the regression analysis revealed that HR practices account for 23% of the variance of OC with the percentage contribution of the highest from the private sector (27%). It is demonstrated in this research that targeted HR practices are vital to organizational commitment and that sector-specific HR practices are necessary to promote employee engagement and retention.

Keywords – Human Resource Management, Organizational Commitment, Strategic HRM Practices, Employee Relations, Recruitment Process, Employee Engagement, Organizational Success.

I. INTRODUCTION

The term “Human Resource Management” has mostly supplanted “people management”, which in turn replaced “labor management” in the 1940s, and the latter superseded ‘welfare’ in the 1920s, a transition that originated in the weaponries industries during World War 1. The field of Human Resource Management (HRM) mostly supplanted the human relations paradigm established by Elton Mayo in 1933, which was based on findings from the Hawthorne experiments undertaken in the 1920s. HRM is a systematic, integrated, and cohesive strategy to the employment, development, and welfare of individuals inside businesses. Kaufman [1] described it as ‘all actions related to the administration of employment relationships inside the organization.’ HRM is the managerial application of the efforts, skills, knowledge, and dedicated behaviors that humans contribute to a systematically organized human endeavor as part of an employment exchange (or a more transient contractual agreement) to perform work tasks in a manner that ensures the enterprise's sustainability.

The notion of organizational commitment, used as a predictor of employee retention, has garnered the attention of managers and human resources departments across several firms. The main role of a HR manager is to understand the components, which enhance employee commitment, subsequently using that insight to enhance staff retention and productivity. Organizational commitment (OC) refers to the degree of a person's affiliation with and engagement in a certain organization. Ariffin [2] posited that OC delineates an employee's level of dedication to the company, together with their alignment with its values and objectives. The predominant study on organizational commitment has been guided either by social identity theory and its associated literature or by attitudinal and behavioral attachment to the organization.

The multifaceted nature of Human Resource (HR) practice enables businesses to achieve both corporate and individual goals, hence the strategy of HRM is crucial to the company's success. To achieve a competitive advantage, firms must create a sustainable edge or domination over an extended duration. HRM has the ability to impact employee organizational behavior, hence facilitating the attainment of business goals. In accordance with the company's goals, HRM concentrates on enhancing and optimizing the performance of the many key business divisions. HRM fundamentally aims to coach workers

and assess the need for skill development, therefore empowering people for sustained corporate engagement. Human resource techniques are essential for implementing successful employee training, boosting motivation via persuasive incentive systems, and strengthening the recruitment and retention processes. Global competitiveness has necessitated that the influential leaders inside firms adopt HR practices.

Meyer and Smith [3] have shown that human resource management favorably impacts organizational performance, therefore resulting in organizational commitment. Previous research has substantiated the correlation between organizational performance and HR practices and has established a framework for evaluating the effect. HR procedures in every firm must guarantee the recruitment of productive and talented personnel who substantially contribute to the organization's success. The use of such strategies significantly affects the interaction between workers and organizations. In this study, we analyze how human resource practices affect organizational commitment in different sectors in South Africa. We examine the linking between particular HR strategies to employee engagement and identify key practices to increase the commitment in private, public, and SOEs. The rest of the article has been arranged as follows: Section II provides a discussion of related works on HRM and how it impacts organizational performance and commitment. Section III mentions the materials and methods employed in composing this research paper. This section determines the participants, variables, and statistical, correlation, and regression analysis used in our research. A detailed discussion of the finding has been provided in Section IV and V. Lastly, Section VI concludes the research and recommends future research directions concerning employees' commitment and organizational success.

II. RELATED WORKS

Chowhan [4] concentrate on the correlation between organizational performance and HR practices; however, few research has examined the impact of strategic HRM practices (SHRM) on enhancing organizational commitment (OC) and employee trust. SHRM is described as the systematic arrangement of human resource allocation and activities designed to facilitate an organization's attainment of its objectives. SHRM practices pertain to the implementation and actions aimed at attaining organizational performance via a systematic approach of deliberate behaviors. The scholar critically examined the domain of SHRM research to enhance and progress the literature on HRM systems. HRM enhances the quality of human resources, which is a foundation of sustained competitive rivalry based on resource-oriented perspective. Organizational culture is regarded as the primary element for aligning organizational and employee objectives. SHRM practices are essential for improving organizational efficiency and productivity through the implementation of employment security (ES), results-based performance appraisals (PAs), formal training (FT) models, internal career ladders (ICLs), employee participation and voice, performance-oriented compensation

The presentation of HR processes may also affect the linked consequences. Bryant [5] distinguishes between transactional and transformative HR approaches. Contrary to transformational leaders, transactional leaders focus only on the transactional perspectives of their relations with their followers. The connection between the leader and subordinates is founded on contractual agreements and mutual benefits. Expectancy theory and equity theory are considered to be the foundations of the transactional leadership style. Both theories emphasize the significance of task fulfillment and performance-based rewards. Individuals are more inclined to attain their objectives if they perceive that they will be justly and suitably compensated for their endeavors, according to these perspectives.

Groves and LaRocca [6] indicates that leaders adhering to transactional leadership principles may improve team performance by establishing clear objectives, providing explicit instructions, and overseeing progress toward those goals. Transactional leaders may motivate their teams to achieve project goals using a reward contingency strategy, as they excel in providing performance-based incentives and prioritizing workers' extrinsic needs and prompt task completion. The leaders are required to rectify any identified defects or mistakes, whether discovered actively or passively, to ensure the effective completion of the projects. Consequently, transactional leadership is more likely to achieve targeted outcomes. Consequently, transactional leaders 1) are reactive instead of proactive, 2) function within the organization's culture, 3) guarantee that individuals achieve their goals via a system of incentives and punishments, and 4) exhibit a managerial style characterized by exception management.

Borst et al. [7] have disputed whether HRM approaches provide comparable advantages in the public and semi-public sectors relative to the private sector. Empirical studies have identified characteristics unique to the public and semi-public sectors that may diminish the impact of HRM practices on individual performance. These include elevated levels of goal ambiguity, stricter regulations compared to private sector organizations, and the distinct work motivation of public sector employees. In other words, what is effective in corporate contexts may not be applicable to other sorts of organizations. The scholars exemplify aspects of the contingency and configurational perspectives on human resources, with sector-specific variations in transactional and transformational methods of HR service delivery. Contingency choices in Human Resource Management are mostly comprehended via the lens of internal and external alignment. Vertical alignment or external fit requires that HRM practices of the organization connect with its strategic objectives or the environmental conditions it encounters.

A failure to establish alignment between HR practices and context will eventually amounts to low performance. The major focus of HRM has been on the 'matching models' or 'best fit,' which necessitate that HRM methods are in alignment with a firm's organizational approach (e.g., innovation, quality, and cost). External fit has also been seen as the alignment of HRM with developmental phase of the organizational lifecycles (e.g., maturity, growth, and start-up). Furthermore, in accordance with contingency theory principles, it is fundamental for HRM practices to display internal coherence (sometimes known as horizontal alignment) in order to guarantee they collaboratively convey a unified communication and achieve the same intended results.

Configurational models represent one of the most thorough but intricate approaches to analyzing Human Resource Management (HRM). A configurational model offers a comprehensive perspective of the HRM system, analyzing the relationship between a set of independent factors (e.g., diverse bundles of HR practices) and a specific dependent variable (e.g., employee performance). A configuration framework refers to ‘any multi-sized constellation of abstractly separated features, which occasionally occur collaboratively’. The comprehensive nature of this investigation renders configuration models unique compared to universal techniques that analyze straightforward and direct linkages. Configurational models embrace the principle of equifinality, which posits that there are several equally effective methods to achieve the same intended goal. Configurational models therefore advocate for a systems-based analysis that encompasses both the desired goal and the many methods for attaining that goal. Consequently, configurational techniques often provide typologies or ideal types.

According to Allen and Meyer [8], organizational commitment arose in the 1970s and 1980s as a pivotal element of the interaction between individuals and organizations, and has been conceptualized in many ways. In 1990, Allen and Meyer introduced a third component of employee engagement, termed normative commitment. They characterized normative commitment as the sense of responsibility arising from an individual's perceived connection to organizational objectives or allegiance to a profession. A three-dimensional model of employee commitment was subsequently developed. Simultaneously with Meyer and Allen's theory development, the scholars characterized organizational commitment (OC) as an individual's psychosocial affiliation with an organization, encompassing job involvement, loyalty to the organization's mission or professional objectives, and a readiness to exert additional effort for the organization.

III. MATERIALS AND METHODS

In this section, participants, data collection, variables measured, statistical methods used are described.

Participants and data collection

We employed a sample of 3180 employees from various companies in the South African public, private, and SOEs sectors. Of these, 1944 participants (61%) were from the private sector, the largest group, 719 participants (23%) from the public sector, and 480 participants (16%) from SOEs. Participants were 57.1% male and 42.5% female; 0.4% data were missing. The sample was racially Asian (8.3%), White (24.6%), Mixed race (8.4%), Black (8.4%), and Others (0.3%). Participants' ages ranged from 20-72 with a 37.8 average in years and standard deviation of 9.11. Tenures at their firms were from 1 month to 42 years, with standard deviation and mean of time spent at a given firm of 7.47 and 8.39 years respectively. The demographic information obtained about the workforce covered across different sectors in South Africa offered a broad perspective of human resource practices.

Data was collected through standardized questionnaires that capture different aspects of human resource (HR) practices and their relation to organizational commitment (OC). The questionnaire was divided into parts (each of them targeting certain HR practices such as T&D, Rem, PM, SS, Sta, Div, Com). They also measured the total score of HR practices (TOT) and organizational commitment (OC). Scores for each HR practice and OC were obtained by averaging the responses to perceived perceptions on a Likert scale. We employed the Cronbach's alpha to evaluate the scale's internal consistency used in the questionnaires. Most of the values were above the recommended threshold of 0.70 which indicates that there is acceptable reliability for the measured constructs, and the lowest alpha value recorded was 0.69.

Variables and statistical measures

The study employed different statistical measures to estimate HR practices' relationship with organizational commitment in different sectors. We measured organizational commitment (OC) with respect to the individual HR practices (T&D, Rem, PM, SS, Sta, Div, and Com) and their aggregate score (TOT). ANOVAs were used to identify differences in HR practices between the private, public and SOE sectors. Reliability coefficient (Cronbach's alpha), standard deviation, and means were calculated and reported for each HR practice. The results from ANOVA for each HR practice are summarized in **Table 2**, which includes F statistics and significance levels. Noteworthy, only three HR practices (T&D, Div, and Com) were shown to significantly differ across sectors, with T&D as well as SOEs and public sector significantly different (Cohen's d of .371, and mean variation of 1.091). Similar differences were observed in the HR practice aggregated scores and organizational commitment (OC) across sectors. We used the Scheffé test to identify the groups where these differences occurred.

Correlation and regression analysis

To establish the relation between HR practices and organizational commitment, correlation coefficients for Pearson product moment were calculated. The results showed that the most HR practices were positively and significantly correlated, and except for the insignificant relationship between OC and supervisor support (SS) in SOEs (where r is .141). Correlations strength differed across different sectors with the private having the strongest correlation between OC and aggregated HR activities (TOT) (where r is 0.510), then the public (where r is 0.442) and SOE (where r is 0.371). The correlations across sectors were then calculated in terms of z -observed values and it was found that private sector correlations were higher than those of SOEs and public sector. At the same time, in several cases, HR practices had a greater impact on organizational commitment in the private sector than in SOEs. People commitment was regressed against HR practices in different sectors to find out the percentage of variance in organizational commitment accounted for by HR practices. **Table 5** summarizes the results. Using the combined model, the variance in organizational commitment was explained by 23%, with the highest explained variance in the private sectors (27 percent), then the public sector (20 percent) and SOE (18 percent).

IV. RESULTS

The research participants included personnel from various South African organizations in both the private and governmental sectors, including state-owned enterprises (SOEs). A total of 3,180 people participated, representing 52 firms. The private sector was the biggest category, including 1,944 individuals (i.e. 60%), then the public sectors with 719 individuals ($\pm 23\%$), and SOE with 16% individuals (i.e. 480 individuals). A total of 57.1% identified as male, while 42.5% identified as female (missing data = 0.4%). Regarding race, there were Asians (8.3%), White (24.6%), Mixed race (8.4%), and Black (58.4%) (missed data is 0.3%). Ages varied from 20 years to 72 years, with a s.d. of 9.11 and mean of 37.8. The duration at their current firm varied from 1 month to 42 years, with s.d. of 7.47 and mean of 8.39 years.

Table 1. Averages, Reliability, And Analysis of Variance (ANOVA) For Mean Variations

Factors	Sectors	Mean	N	s.d.	α	Σ	df ²	Average squares	F	Significance	Factor
T&D	Public	11.88	480	2.49	0.81	374.05	2	187.03	21.47	$p \leq 0.001$	T&D
	SOEs	11.43	1981	2.97	0.78	374.05	2	187.03	21.47	$p \leq 0.001$	T&D
	Private	11.43	1981	2.97	0.78	374.05	2	187.03	21.47	$p \leq 0.001$	T&D
Rem	SOEs	8.61	480	3.06	0.84	24.88	2	12.44	1.28	Not significant	Rem
	Public	8.84	719	3.26	0.84	24.88	2	12.44	1.28	Not significant	Rem
	Private	9.06	1981	3.03	0.84	24.88	2	12.44	1.28	Not significant	Rem
PM	SOEs	10.70	480	2.92	0.78	101.68	2	50.84	5.81	Not significant	PM
	Private	10.85	1981	2.96	0.79	101.68	2	50.84	5.81	Not significant	PM
	Public	10.67	719	2.97	0.84	101.68	2	50.84	5.81	Not significant	PM
SS	Public	10.89	719	3.01	0.83	33.20	2	16.60	1.94	Not significant	SS
	Private	10.63	1981	2.96	0.85	33.20	2	16.60	1.94	Not significant	SS
	SOEs	10.70	480	2.92	0.78	33.20	2	16.60	1.94	Not significant	SS
Sta	Private	10.08	1981	2.90	0.77	32.73	2	16.37	2.32	Not significant	Sta
	SOEs	10.10	480	2.98	0.79	32.73	2	16.37	2.32	Not significant	Sta
	Public	10.29	719	2.69	0.70	32.73	2	16.37	2.32	Not significant	Sta
Div	SOEs	10.41	480	2.67	0.77	129.70	2	64.85	9.73	$p \leq 0.001$	Div
	Private	10.42	1981	2.78	0.78	129.70	2	64.85	9.73	$p \leq 0.001$	Div
	Public	10.41	719	2.67	0.77	129.70	2	64.85	9.73	$p \leq 0.001$	Div
Com	SOEs	9.84	480	3.15	0.87	473.79	2	236.90	28.20	$p \leq 0.001$	Com

	Private	10.35	1981	2.81	0.83	473.79	2	236.90	28.20	$p \leq 0.001$	Com
	Public	9.83	719	3.12	0.87	473.79	2	236.90	28.20	$p \leq 0.001$	Com
TOT	SOEs	71.77	480	15.02	0.92	3619.28	2	1809.64	7.79	$p \leq 0.001$	TOT
	Private	71.84	1981	14.30	0.92	3619.28	2	1809.64	7.79	$p \leq 0.001$	TOT
	Public	71.69	719	15.15	0.92	3619.28	2	1809.64	7.79	$p \leq 0.001$	TOT
OC	SOEs	36.64	480	10.40	0.94	1930.95	2	965.48	9.89	$p \leq 0.001$	OC
	Private	36.34	1981	10.87	0.94	1930.95	2	965.48	9.89	$p \leq 0.001$	OC
	Public	34.19	719	8.45	0.69	1930.95	2	965.48	9.89	$p \leq 0.001$	OC

Notes: SOE, state-owned entities; OC, organisational commitment; TOT, Aggregate of HR Practices Scale (HRPS); Com, Communication; Div, Diversity management; Sta, Staffing; SS, Supervisor support; PM, Performance management; Rem, Remuneration; T&D, Training and development; ANOVA, analysis of variance.

A preliminary investigation was conducted to confirm adherence to the assumptions of normalcy. Subsequent to favorable outcomes, means were computed. **Table 1** presents the descriptive statistics, Cronbach's alpha, and the ANOVA findings. **Table 1** indicates that α coefficient, which reflects the instrument internal coherence and proportionate variance error, was deemed adequate, meeting the threshold of 0.70 or above established by Taber [9]. The minimum α value was 0.69. This enabled further computations to be conducted. **Table 1** reveals notable variability in the mean scores among sectors. Column 10 presents the statistical significance of these variances. Only three specific HR practices (Training and Development; Diversity; Communication) shown substantial differences in mean scores between sectors, as well as average aggregate HR activities scores (Total) and the Organizational Culture score. Scheffé test was conducted after ANOVA to identify the groups between which mean score disparities existed. **Table 3** delineates the substantial disparities among the industries. **Table 2** indicates that only statistically significant variation in the average score that was practically relevant, was seen between the public sector and SEO for T&D. The variation from mean was 1.091, accompanied with a .37 Cohen's d score.

Table 2. Scheffé Test Showing the Mean Scores Variations Across Sectors (Practically Significant Variations Are Indicated)

Factor	Private vs. Public	Private vs. SOEs	SOEs vs. Public
T&D	Mean diff: .64*, s.e.: .13, Impact size [d]: .21	Mean diff: -.45*, s.e.: .15, Impact size [d]: .16	Mean diff: 1.09*, s.e.: .17, Impact size [d]: .37
Rem	Not significant	Not significant	Not significant
PM	Not significant	Not significant	Not significant
SS	Not significant	Not significant	Not significant
Sta	Not significant	Not significant	Not significant
Div	Mean diff: .43*, s.e.: .12, Impact size [d]: .16	Not significant	Mean diff: .60*, s.e.: .16, Impact size [d]: .22
Com	Mean diff: .92*, s.e.: .13, Impact size [d]: .29	Mean diff: .50*, s.e.: .15, Impact size [d]: .18	Not significant
TOT	Mean diff: 2.58*, s.e.: .66, Impact size [d]: .17	Not significant	Mean diff: 2.42*, s.e.: .90, Impact size [d]: .23
OC	Not significant	Mean diff: -2.22*, s.e.: .50, Impact size [d]: .21	Mean diff: 1.97*, s.e.: .58, Impact size [d]: .023

Notes: SOE, state-owned entities; OC, organisational commitment; TOT, Aggregate of HR Practices Scale (HRPS); Com, Communication; Div, Diversity management; Sta, Staffing; SS, Supervisor support; PM, Performance management; Rem, Remuneration; T&D, Training and development; ANOVA, analysis of variance; *, $p \leq 0.001$

The correlations of the Pearson's product-moment were employed to ascertain the association between the individual HR practice (independent variable) and the cumulative scores on HR practice score and OC (dependent variable quantity). Preliminary study was conducted to verify compliance with assumptions of homoscedasticity, linearity, and normality.

Subsequent to favorable outcomes, correlations were computed. All coefficients shown in **Table 3** were statistically significant and positive, except for the connection OC and Ss for SOE (where r is .14). The connection between OC and TOT shown a substantial impact (where r is .51) for the private sector. The remaining instances had a correlation with a medium impact size. Overall, HR activities, both collectively and individually (TOT), are associated with organizational culture (OC). The analysis of the TOT scores across the 3 segments reveals that correlations for the overall HR activities value is greatest in the private sector (where r is .51), then the public sector (where r is .44) and SOE (where r is .37). These relationships are significant both practically and statistically.

Table 3. Correlation Between OC And HR Practices, Together with Variations in The Relationships

HR Practices	Private Sector (r_a)	Public Sector (r_x)	SOEs (r_b)	Relevance of the Difference (z-values)	a, b	b, c	a, c
T&D	0.41*	0.34*	0.30*	a, b	2.24†	-0.75	1.59
Rem	0.37*	0.39*	0.33*	a, b	0.89	-1.17	-0.54
PM	0.39*	0.33*	0.25*	a, b	3.07†	-1.48	1.58
SS	0.41*	0.28*	0.14	a, b	5.78†	-	3.39†
						2.48†	
Sta	0.37*	0.31*	0.30*	a, b	1.55	-0.19	1.56
Div	0.36*	0.32*	0.21*	a, b	3.21†	-	1.04
						2.00†	
Com	0.41*	0.37*	0.27*	a, b	3.11†	-1.89	1.08
Total	0.51*	0.44*	0.37*	a, b	3.42†	-1.42	2.07†

Notes: SOE, state-owned entities; OC, organizational commitment; TOT, Aggregate of HR Practices Scale (HRPS); Com, Communication; Div, Diversity management; Sta, Staffing; SS, Supervisor support; PM, Performance management; Rem, Remuneration; T&D, Training and development; ANOVA, analysis of variance. †, Relevance of the difference between correlations *, $p \leq 0.001$; ($-1.961 \leq z_{obs} \leq 1.960$).

This highlights the importance of the distinctions in how HR practices connect to organizational culture. The degree of variation in correlations among different sectors was qualified by z-values. Examining solely the correlation between OC and TOT, 2.071 (private-public sectors) and the observed z-values of 3.41 (private-SOE sectors) demonstrate that correlations with private sectors surpasses that of the public sector and SEO sector, while the correlation between the public and SOE sectors do not exhibit significant differences. The correlation, at a sub-scale phase, between HR activities and organizational culture varied in 5 cases between SOE and private sectors, once between the public and private sector, and double when contrasting SOEs with public sectors. In all the 5 instances, correlations within the private sector were more robust than those of SOE more robust in private sectors. The relationships were more robust in the public sector compared to state-owned enterprises (SOEs).

Table 4. Regression Results; OC Variance Attributed to HR Practices

Variable	Private sector	SOE	Public sector	Combined
R	0.52	0.42	0.45	0.47
R²	0.27	0.18	0.20	0.21
Adjusted R²	0.27	0.16	0.19	0.23
Standard error (s.e.)	9.06	8.11	7.60	8.70
Significance (Sig.)	$p \leq 0.001$	$p \leq 0.001$	$p \leq 0.001$	$p \leq 0.001$

Notes: Dependent variable: OC (organisational commitment); Predictors: (constant); HR practices

We employed linear regression to ascertain the degree to which the collective HR activities (without considering overall HRPS score) elucidated the variation in organizational commitment (OC), as well as to identify the distinct contributions of each HR activities to OC variance (see **Table 4** and **5**). In accordance with coefficients presented in **Table 3**, the overall variance elucidated by 7 HR activities, with each contributing distinct weightings, is greatest by 27% within the private segment, in contrast to the public segment and SOE, which account for 19 percent and 16 percent variance determined, correspondingly (where $p \leq 0.001$).

Table 5. Distinct Contributions of Variables to Variation in OC (Only Standardized Coefficients Are Shown)

HR practices	Public segment; standard coefficients		SOE: Standard coefficient		Private segment: Standard coefficients	
	β	t	β	t	β	t
Com	0.15	2.90	0.04	0.73	0.11*	4.06
Div	0.03	0.55	-0.05	-0.82	0.04	1.70
Sta	0.03	0.64	0.15	2.66	0.07	2.56
SS	0.04	0.83	-0.05	-1.00	0.16*	6.53
PM	-0.01	-0.02	0.02	0.033	0.06	2.28
Rem	0.20*	3.93	0.18*	3.39	0.08	2.98
T&D	0.12	2.79	0.21*	4.37	0.16*	6.41
Constant	-	14.70	-	8.62	-	7.49

Notes: SOE, state-owned entities; Com, communication; Div, diversity management; Sta, staffing; SS, supervisor support; PM, performance management; Rem, remuneration; T&D, training and development. *, $p \leq 0.001$.

In the private sectors, SS and T&D have the highest contributions ($p < 0.001$; $\beta = 0.161$), following by Com ($p \leq 0.001$; $\beta = 0.110$). For the state-owned enterprises, Rem ($p < 0.001$; $\beta = 0.181$) and T&D ($p \leq 0.001$; $\beta = 0.210$) made distinct and substantial contributions to organizational commitment. Ultimately, for the public sectors, only Rem ($p < 0.001$; $\beta = 0.201$) made a unique and substantial contribution to the variation in OC.

V. DISCUSSION

The study responds to the need to examine and evaluate organizational challenges outside a single business, organization-wide, or Western setting. A total of 52 organizations, categorized into three sectors, including 3,180 South African workers, were analyzed. This is a rather extensive investigation. Nonetheless, it is not an impeccable sample in every regard, since the selection of organizations was opportunistic. Sampling within organizations was conducted randomly.

The primary aim of the research was to evaluate potential disparities in the average scores of efficient and satisfying HR transfer across 3 sectors. Statistical significance in mean score variations were identified in 4 out of 7 instances for comparisons between the private and public sectors, and in 2 out of 7 instances for comparisons involving either the private or SOE and public or SOE sector. At least 1 correlation produced a practically relevant result. Consequently, in just 1 out of 21 correlations regarding mean variations was deemed practically relevant. Consequently, it was unfeasible to reproduce the results of Shen et al. [10], who identified disparities in different sectors on satisfied or effective HR practices.

HR practice universalistic approach, which posits that organizational success is contingent upon standardized HR procedures irrespective of industry or strategy, seems to be corroborated by the facts. Many scholars have discovered experiential data showing that particular HR approaches may directly influence performance. In addition, extensive training and selection procedures are typically linked with enhanced organizational effectiveness and productivity. Bundles or systems of HR activities have a higher impact on organizational performance compared to personal activities functioning in isolation. A critical notion is that organizations must have a significant degree of internal coherence in their HR strategies.

Cooke [11] assert that a firm's HR operations must be cohesive and mutually supportive to attain good organizational performance. The rationale connected these general HR activities (i.e., cross-utilization, job rotation, extensive training, and selective hiring) to business success is instinctively compelling and substantiated by hypothetical frameworks from several perspectives. From the microeconomics perspective, the human capital theory posits that individuals possess knowledge, skills, and talents that confer economic values to organizations. Investments geared towards boosting employee knowledge, skills, and talents include both direct and opportunity costs, and are warranted only if they provide future returns via heightened production. In summary, enhanced productivity resulting from investments in human capital is contingent upon the contributions made inside a business; the greater the likelihood of a firm investing in human capital, the more the investments would elevate organizational performance and individual productivity.

Our study focused to ascertain if the link between organizational culture and HR procedures is consistent across the three industries. Do successful human resource strategies correlate with elevated levels of OC? HRM practices encompass a series of strategic and coherent management decisions and actions aimed at cultivating a highly committed and skilled workforce, fostering an optimal relationship with the organization to ensure service quality. According to Adresi and Darun [12], HRM practices are management strategies including various choices on policies and procedures aimed at strengthening the employee-organization relationship. The scholars indicate that HRM packages may influence business performance. The different activities comprising these bundles may mutually reinforce one another in improving certain workforce attributes, resulting in synergistic impacts that significantly exceed those of isolated best practices.

Maheshwari and Vohra [13] proposed a conceptual framework that differentiates the primary HRM practices that facilitate organizational transformation and determines their effect on employee commitment and perception to change. A

comprehensive evaluation of literature on organizational transformation at macro levels has been conducted to determine essential behaviors required from major organizational stakeholders throughout the change process. Moreover, the importance of HRM is underscored as a vital organizational component throughout periods of transformation. Further examination of the sufficiency of HRM practices obtained by HRM professionals throughout organizational transition was conducted. Research on employee commitment and recognition of transformation is reviewed to identify potential connections to HRM functions during organizational transition.

Finally, they presented eight suggestions for establishing a cohesive framework that identifies fundamental HRM practices throughout organizational transition and their effect on workers' commitment and perceptions to transformation. Furthermore, they suggested that HRM practices related to culture, management, cross-functional incorporation, technology, communication, and training when introduced and applied, would positively affect workers' perceptions, hence diminishing resistance and enhancing commitment to change. Consequently, examining employee observations on fundamental HRM practices at several stages of development, including initiation, performance, and integration, may enhance comprehension of employee commitment to change. This would assist HRM experts in assessing the viability of HRM initiatives implemented during periods of transition.

Paşaoğlu [14] investigated the correlation between OC and HRM. They conducted a comprehensive evaluation of experimental evidence on the HRM-OC link, published between 2001 and 2016 in international peer-reviewed publications. A total of 63 observational publications were included in their evaluation. They obtained the methodological framework to organize the empirical findings on the HRM-OC link and the research methodologies used. The majority of the research demonstrated a favorable correlation between HRM practices and OC. Their research indicated a significant mediating impact of OC on the link between HRM practices and various individual and business outcomes. Their review also found support for a complex relationship between HRM methods or frameworks and OC, mediated by organizational circumstances characterized by factors such as work dedication, job satisfaction, individual-organization fit, and a supportive organizational environment.

Nevertheless, the magnitude of these relationships varies by sector. The discrepancies in correlations between the private sector and state-owned enterprises occurred in 5 out of 7 instances, with the private sector exhibiting stronger correlations in all situations. Discrepancies between the private and public sectors manifested in just 1 out of 7 instances, with the association being more pronounced in the private sector. Ultimately, 2 out of 7 discrepancies were seen when contrasting the SOE with the public segment, with relationships for the public segment exhibiting greater magnitude. The above-mentioned indicates that the impact of HR activities on organizational commitment is greatest in the private segment, lesser in the public segment, and least in state-owned enterprises. This could relate to the presentation of HR procedures. HR services in the private sector should be delivered transformationally as change agents, while in the public sector, they should be provided transactionally, solely addressing administrative requirements; these distinctions may elucidate certain correlations. Human Resources professionals should acknowledge these results, which suggest that HR methods exhibit varying degrees of effectiveness that are sector-dependent and may correlate with the method of service delivery.

The regression analysis indicated that the overall variation accounted for by 7 HR activities is greater by 27% in the private segment than 19% in the public segment and 16% in the state-owned enterprises. This could affirm, as Al-Swidi, Gelaidan, and Saleh [15] optimistically assert, that organizational culture serves as an indicator that validates whether the human resource strategies used within an organization can foster psychological connections between organizational and employee objectives. This connection may exist in transformational compared to HR activities that are transactional. An examination of human resource management (HRM) publications indicates a significant use of psychological ideas and theories. Scholars from several disciplines have observed and sometimes criticized the perceived unwanted but growing influence of psychology on HRM research, a phenomenon referred to by Barry and Wilkinson [16] as the psychologisation of HRM. Their comments, already noted in HRMJ provocations, provide many problems. Their significance is in the suggestion that a psychological viewpoint either jeopardizes advancement in HRM research or misguides it. They contend that psychology research is too administrative and unitarist, very individualistic, and unduly reliant on quantitative technique. Such sweeping generalizations need a reaction that has yet to materialize.

Efforts to establish rigid definitions of HRM are likely to be in vain. There are unavoidably intersections between, for instance, industrial relations, employment relations, and occupational health and safety. Jackson et al. [17] assert that "Human resource management is the process by which management develops the workforce and endeavors to cultivate the human performance required by the organization." Human Resource Management study examines these processes, the settings from which they originate and are implemented, the participants engaged, and their implications for individuals and organizations. Due to its extensive scope, Human Resource Management inherently incorporates several academic and interdisciplinary viewpoints, including industrial relations, strategy, sociology, economics, psychology, and organizational behavior. The scholars, in their comprehensive analysis of the HRM literature, delineate five overarching themes that have predominated HRM research and discourse. They categorize them as strategic HRM, experiential HRM, employment relationships, international HRM, and personnel assessment.

Stokes et al. [18] delineate three domains: micro, strategic, and international HRM, whereas Malik, Lenka, and Sahoo [19] generally differentiate between macro and micro viewpoints. Various disciplines involved in HRM research has specific capabilities in certain areas. Psychology is likely to be closely linked to micro views and subjects such as human resource management experiences and personnel assessment. The examination of HRM development contextualizes the function of psychology more broadly. Modern Human Resource Management may be attributed to three primary sources. The first aspect is the enduring heritage of theory, study, and practice in industrial relations and people management. Throughout a significant portion of the 20th century, decision-making engagement, collective bargaining, and the relevance of employee

opinions were crucial factors for both practitioners and scholars. According to Baccaro and Howell [20], industrial relations underwent transformation, first in the U.S. and later in highly developed economies, due to a shift in power, partially enabled by management's professed emphasis on mutual gains, which also signaled the emergence of contemporary HRM.

VI. CONCLUSION AND FUTURE RESEARCH

We establish a fundamental link between HR practices and Organizational Commitment (OC) among private, public and State-Owned Enterprise (SOE) workers across sectors in South Africa, and provide insight into the dynamics of employee engagement in terms of private, public and SOE contexts. The findings indicate, however, that some HR practices, particularly T&D, diversity management, and communication, have substantial variations between sectors, and that the private sector has the highest correlations and levels of OC. Moreover, the analysis further highlights that HR practices contribute to a sizable share of the variance in OC, particularly in the private sector where the contribution of HR strategies is strongest. This suggests the need for organizations to fine tune their HR practices to engage more employees, especially in public and SOE in view of the fact that the impact does not seem to be as strong. Moreover, our study suggests that the understanding of the realities of different sectors with their unique challenges and opportunities to foster employee commitment and help the organization succeed are important. These insights bring to the discussion of HR management, and offer a useful framework for organizations seeking to maximize their human capital in a more competitive environment.

Data Availability

No data was used to support this study.

Conflicts of Interests

The author(s) declare(s) that they have no conflicts of interest.

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