“Strategic human resource management practices and human capital development: The role of employee commitment”

AUTHORS
Main Naser Alolayyan
Mohammad Sharif Alyahya
Dana Ahmad Omari

ARTICLE INFO
Main Naser Alolayyan, Mohammad Sharif Alyahya and Dana Ahmad Omari (2021). Strategic human resource management practices and human capital development: The role of employee commitment. Problems and Perspectives in Management, 19(2), 157-169. doi:10.21511/ppm.19(2).2021.13

DOI
http://dx.doi.org/10.21511/ppm.19(2).2021.13

RELEASED ON
Thursday, 27 May 2021

RECEIVED ON
Sunday, 14 February 2021

ACCEPTED ON
Friday, 07 May 2021

LICENSE
This work is licensed under a Creative Commons Attribution 4.0 International License

JOURNAL
"Problems and Perspectives in Management"

ISSN PRINT
1727-7051

ISSN ONLINE
1810-5467

PUBLISHER
LLC “Consulting Publishing Company “Business Perspectives”

FOUNDER
LLC “Consulting Publishing Company “Business Perspectives”

NUMBER OF REFERENCES
41

NUMBER OF FIGURES
5

NUMBER OF TABLES
9

© The author(s) 2021. This publication is an open access article.
Abstract

This paper studied the influence of strategic human resource management on human capital development through the mediation of employee commitment. A descriptive cross-sectional study design was used to collect data from 514 participants (medical staff) from five hospitals in northern Jordan. The hospitals involved were from different sectors, including governmental, private, and university hospitals. Several analysis methods were used in the study: Confirmatory Factor Analysis (CFA), discriminant validity, and composite reliability. Direct and indirect hypothesis testing was also utilized using Structural Equation Modeling (SEM). The study showed that the practice of strategic human resource management had a direct positive impact on employee commitment; the practice of strategic human resource management had a direct positive impact on human capital development; the impact of employee commitment on human capital development was positive and direct; employee commitment has a partial mediating effect between both of them. Accordingly, HR managers in hospitals should move from “softer” responsibilities and traditional HR activities to a more strategic level (i.e., developmental strategy), where HR strategies are aligned and reinforce the hospital’s vision and mission and link organizational strategy to HR strategies. Healthcare managers should invest more in human capital through formal education and training.

INTRODUCTION

Over the years, healthcare sectors are challenged by doctors and nurses uncommitted due to their decisions to leave an organization. The World Health Organization (WHO, 2003) has identified: “The most critical issue facing healthcare system is the shortage of the people who make them work.” Globally, the employees’ resigning decisions are affected by pull and push factors (WHO, 2006). Pull factors include work-life balance, acquiring experiences, better remunerations and raising the qualifications. Push factors include the lack of facilities, promotion, career development and training, fruitless management, and stress (Mano-Negrin & Kirschenbaum, 1999). All these factors influence employee engagement and commitment. Employee commitment (EC) increases productivity and helps healthcare organizations achieve their goals, mission, and vision.

Effective human resource management (HRM) has a strong impact on EC because it enhances employee engagement. This, in turn, will leverage their self-esteem, which improves their commitment to the organization (Jackson et al., 2014). Therefore, reliable HRM is aimed at adopting innovative techniques and methods to foster employee...
commitment and achieve effective human development. To improve human development, the organization has to provide the personnel with training, skills, career planning, professional development and competitive compensation and benefits through a long-term plan that becomes a sustainable human resource strategy. Emeagwal and Ogbonmwan (2018) found that the Strategic HRM practices have a positive impact on an employee’s behavior and attitudes, and this further boosts organizational competitive priority.

Explaining the role of strategic human resource management (SHRM) for employee commitment (EC) and human capital (HC) and investigating the impact of employee commitment on Human Capital Development (HCD) are the main contributions of this study. It is important to note that no research has been conducted on the employee role commitment to the correlation between SHRM practices and HCD, especially in the health sector. Therefore, this paper also explores the role of employee commitment between SHRM and HCD in healthcare settings.

1. LITERATURE REVIEW AND HYPOTHESES

Resource-Based View (RBV) theory is applied to justify the relationships between the study variables that stem from internal development; in such a process, the employees’ sense of belonging to the firm will promote their commitment. Employee commitments increase when employees have a passion for what they are doing and willing to invest their skills and capacities for the organization’s success (Meyer et al., 2013). On another side, Cyert and March (1963) argued that behavioral leadership theory depends on the principle that a leader’s behavior can be learned rather than inherent. It concentrates on how leaders behave and assumes that leaders can be made. It focuses on their actions rather than their qualities. The purpose of adopting such theories is their importance in examining the role of SHRM practices and EC.

However, it is commonly known that human resources play an essential role in achieving competitive advantages along with SHRM. SHRM enables HR managers to manage employee performance, knowledge, and skills effectively to impact strategic target achievement of firms considerably. In this regard, Dessler (2011) argued that SHRM entails making and performing practices and human resources policies that produce employee attitudes and efficiencies that the organization needs to achieve its strategic objectives. As a result, Mayhew (2018) indicated that SHRM enhances the relationship between employees and employers. In respect of the SHRM advantages, Hsu and Wang (2012) found that SHRM plays a role in collaborating and monitoring employees according to business strategies.

It is noteworthy that several studies (Guest, 1987; Schneider & Bowen, 1985; Ulrich et al., 1991) found a positive relationship between HRM policies and some variables such as productivity, equity, profitability, and commitment. The HRM practices and organizational performance relationship is also found in terms of labor productivity, turnover rates, and return on assets. All of these indicate employees’ satisfaction that is reflected in their commitment to an organization. McMahan et al. (1999) indicated that employees’ behavior plays a vital role in achieving an organization’s strategy outcomes due to SHRM and sustainable competitive advantage (SCA). Truss and Gratton (1994) clarify the role of SHRM in aligning employee skills with organizational goals.

Several studies indicated the importance of HC for achieving positive outcomes for organizations. In this regard, Barney (1991) found that HC is considered as a tool that enables an organization to achieve its competitive advantages. Several reasons could explain that: First, the level of HC in an institution is a primary component in determining the quality of outputs and operations; secondly, the scarcity of human resources distributed in the organization; thirdly, the difficulty to imitate HC resources due to their ambiguity, specificity, social complexity and peculiarity (Barney & Wright, 1998). In respect of the relationship between HRM and HR, Ahmad and Schroeder
(2003) found that HRM enhances the HR quality assumed as a source of competitive priority.

From a different perspective, Grant (1991) pointed out that human resources are the core of the organizational success because the individuals’ role is manifested in helping the organization to achieve effective HRM; organizations must recognize that employees are their most significant asset. Resources are the inputs or the factors available to a company that help perform its operations or carry out its activities. To achieve effective employee management, continuous hard work is essential. Therefore, any organization that acknowledges its workers’ vital role and values their capabilities will yield the results. Besides that, Mohrman (2007) clarified the contribution of human resources to creating critical issues in organizational design to achieve rapid organizational growth. Schultz (1993) considered HC as a primary factor for improving organization assets and employees for increasing productivity and the persistence of competitive advantage. The sustainability of the competitiveness of the HC organization is a tool used to enhance productivity. HC points to the processes concerning education, training, and other professional initiatives for improving skills, values and knowledge levels of an employee, consequent satisfaction and performance of an employee, and ultimately, firm performance. In this regard, Gundlach (1997) examined the relationship between HC and economic development, particularly at the macroeconomic level. The researcher revealed that the influence of human resource practices on the employees’ organizational commitment is positive. In this respect, Amponsah-Tawiah and Mensah (2016) showed that employee retention is achieved by maintaining and increasing employee commitment. As a result, qualified and skilled employees from other organizations will be encouraged to join the organization.

In respect of the role of HC, Crook et al. (2011) indicated a positive relationship between HC resources and firm performance, which, in turn, reveals the significant role of HC in organizations. Similarly, Ployhart and Hale Jr (2014) indicate that HC, whether at an individual and/or unit-level resource, is connected with the firm’s ability to produce economic value. Several studies also point to this (Delery, 1998; Wright & Boswell, 2002; Wright & Snell, 1991).

This study indicates that commitment is reflected in the performance of an organization’s employees, since the commitment of employees generates a sense of connection within their organization, as well as a sense of fit and understanding of the institutional goals. Therefore, enhancing EC mediates the strategic HR department, indicating the relationship between its human resources and strategies. EC also serves the SHRM goals that revolve around enhancing flexibility, achieving competitive advantages, and innovation. Also, EC mediates HCD, indicating improving employee performance, capabilities, and resources. It is essential for the growth and productivity of the organization. Accordingly, the main objective of this study is to investigate the impact of SHRM on HCD through the mediation (MF) of employee commitment. Following the above rationale and previous studies, this study hypothesized the following:

\[ H1: \text{SHRM practices positively impact employee commitment.} \]

\[ H2: \text{SHRM practices positively impact HCD.} \]

\[ H3: \text{EC positively impacts HCD.} \]

\[ H4: \text{EC mediates the relationship between strategic human resource management and HCD.} \]

2. RESEARCH METHODOLOGY

This study was a self-administered cross-sectional survey. It consisted of four parts, namely, socio-demographic, SHRM, HCD, and EC. The population was physicians, nurses, and medical technicians working in five healthcare institutions in Jordan (Irbid Governorate). The reason for choosing medical staff only was their contribution to achieving the mission, vision, and goal of the hospitals. The sample was a non-probability convenience sample. 700 questionnaires were distributed, 514 (73.4%) of which were returned and analyzed. Data collection was conducted between August to October 2020.
2.1. Study variables

The study variables were:

- Independent variable: Strategic Human Resource Management Practices (SHRM);
- Dependent variable: HCD;
- Mediating variable: EC.

The study instrument and variables are presented in Table 1.

Table 1. Study variables

| Variables | Indicator |
|-----------|-----------|
| SHRM1 | Selection of an employee is taken very seriously by this hospital |
| SHRM2 | Selection of an employee places priorities on the candidate’s potential to learn |
| SHRM3 | Selection of an employee emphasizes the capacity to perform well right away |
| SHRM4 | An employee in this hospital has a clear career path |
| SHRM5 | A training program emphasizes the job experience |
| SHRM6 | Performance appraisals emphasize the development of abilities/skills |
| EC1 | Committing to the hospital |
| EC2 | Caring for the hospital’s future |
| EC3 | Finding employee values and hospital values very similar |
| EC4 | Feeling like these hospital problems are his own |
| HCD1 | Employees are highly skilled |
| HCD2 | Employees are considered the best |
| HCD3 | Employees are encouraged to be creative |
| HCD4 | Employees are experts in their job |

2.2. Reliability and validity of the instrument

The survey was developed by a panel of experts. Structural Equation Modeling (SEM) with the path-weighing scheme was conducted to analyze the data in the study and investigate the impact between variables.

2.3. Ethical considerations

The research protocol obtained approval from the Institutional Review Board (IRB) at Jordan University of Science and Technology, the Ministry of Health, and Irbid Specialty Hospital. Verbal and written approval in Arabic was obtained from participants before proceeding to the questionnaire about the study’s purpose.

2.4. Data analysis

This study uses the SEM approach, which is a recommended method used to describe the relationships between variables (constructs) in detail. This method includes identifying the effect of EC as a mediator in the relationship between SHRM as an independent variable and HCD as a dependent variable. SPSS Version 21 was used for descriptive analysis. However, the Social Package of Social Sciences SPSS-AMOS Version 21 software was used to develop SEM.

3. RESULTS

In total, 514 medical workers took part in the survey (response rate 73.4%). Socio-demographic characteristics of the participants are shown in Table 2. Most participants were females (57.8%) in the age group of 28-37 years (56.6). The table also shows that the majority of the participants had a bachelor’s degree (66.3%).

Table 2. Participant characteristics

| Demographics data | Frequency | Percent |
|-------------------|-----------|---------|
| Age (years)       |           |         |
| 18-27             | 126       | 24.5    |
| 28-37             | 291       | 56.6    |
| 38-47             | 79        | 15.4    |
| 47.5 and more     | 18        | 3.5     |
| Total             | 514       | 100.0   |
| Gender            |           |         |
| Male              | 213       | 41.4    |
| Female            | 297       | 57.8    |
| Missing data      | 4         | 0.8     |
| Total             | 514       | 100.0   |
| Marital status    |           |         |
| Single            | 147       | 28.6    |
| Married           | 355       | 69.1    |
| Divorced          | 8         | 1.6     |
| Missing data      | 4         | 0.8     |
| Total             | 514       | 100.0   |
| Education level   |           |         |
| Diploma           | 75        | 14.6    |
| Bachelor          | 341       | 66.3    |
| Postgraduates     | 94        | 18.3    |
| Missing data      | 4         | 0.8     |
| Total             | 514       | 100.0   |

http://dx.doi.org/10.21511/ppm.19(2).2021.13
Table 2 (cont.). Participant characteristics

| Hospital name | Frequency | Percent |
|---------------|-----------|---------|
| KAUH          | 229       | 44.6    |
| Irbid specialty | 93        | 18.1    |
| Princess Basma | 69        | 13.4    |
| Princess Rahma | 89        | 17.3    |
| Princess Badea | 34        | 6.6     |
| Registered nurse | 288      | 56      |
| Assistant nurse | 38        | 7.4     |

| Profession                  | Frequency | Percent |
|-----------------------------|-----------|---------|
| Registered nurse            | 288       | 56      |
| Assistant nurse             | 38        | 7.4     |
| Resident - medical doctor   | 110       | 21.4    |
| Specialist - medical doctor | 42        | 8.2     |
| Medical technician          | 36        | 7.0     |

| Experience | Frequency | Percent |
|------------|-----------|---------|
| < 1 year   | 39        | 7.6     |
| 1-5        | 160       | 31.1    |
| 6-10       | 133       | 25.9    |
| 11-15      | 89        | 17.3    |
| 16-20      | 45        | 8.8     |
| > 20 years | 48        | 9.3     |

Table 3. Model fit categories

| Standard fit indices | Index | Acceptance level |
|----------------------|-------|------------------|
| Absolute Fit         | RMSEA | More than 0.08   |
|                      | GFI   | Less than 0.90   |
| Incremental Fit      | AGFI  | Less than 0.90   |
|                      | CFI   | Less than 0.90   |
|                      | TLI   | Less than 0.90   |
|                      | NFI   | Less than 0.90   |
| Parsimonious Fit     | Chi sq/df | Chi-Square/ df < 3.0 |

3.1. Confirmatory Factor Analysis (CFA)

This study used two data analysis methods: CFA, and SEM. Before running the SEM, data was checked for normality, validity, and reliability. According to Awang (2015), the data should be validated by measuring the constructs’ convergent and discriminant validity to check the model validity. Fitness indices were used to assess validity; Average Variance Extracted (AVE) was also used to assess the convergent, while discriminant validity index was used to validate the discriminant validity. Composite Reliability (CR) is used to evaluate constructs reliability, and it has replaced Cronbach alpha for SEM (Bandalos & Finney, 2010). There are three standard fit indices that have respective indices and acceptable standard values (Table 3).

This study’s model had an independent variable, one mediating construct, and a dependent variable. The theoretical model of this study and the interest path with the examined hypotheses are given in Figure 1. The constructs involved in the model were measured using few items.
As Figure 1 shows, there were four hypotheses regarding the relationships between the constructs being analyzed in this study. The hypothesis statements are shown in Table 4, where the Path Analysis is used for all the hypotheses and Bootstrapping is used for hypothesis 4.

Table 4. Study hypotheses

| Hypothesis numbers | Hypothesis statement |
|--------------------|---------------------|
| H1                 | SHRM has a significant and direct effect on HCD |
| H2                 | SHRM has a significant and direct effect on employee commitment |
| H3                 | EC has a significant and direct effect on HCD |
| H4                 | EC mediates the relationship between SHRM and HCD |

3.2. Pooled CFA for all constructs of the measurement model

It was also decided to evaluate another CFA process, namely pooled CFA, which includes all constructs in one model, rather than assess them individually. Therefore, all latent constructs involved in this study were first order, there were no dimensions or sub-constructs; the researchers were interested in starting the CFA process by pooling all constructs at once to get quick and accurate results. At this step, it was necessary to display the fitness indices for all variables included in the model, and another type of validity was evaluated, namely the Discriminant Validity between the variables. The pooled-CFA procedure is shown in Figure 2.

Figure 2 also shows the fitness indices for all constructs in the model, the factor loading for every construct, and the correlation between the model’s constructs. The fitness indices should meet threshold values as shown in Table 3, the factor loading for every item should be at least 0.5, and the correlation coefficient between two constructs should not more significant than the value of 0.85. The multicollinearity problem occurs once this correlation exceeds 0.85. Interestingly, the double-headed arrow’s correlation values indicate that all values were less than 0.85, hence the multicollinearity problem was not found.

To examine the Convergent Validity, the study evaluated the AVE and CR. Usually, the construct achieves Convergent Validity if the values exceed the threshold value of 0.5 and 0.6, respectively (Winship & Western, 2016). AVE and CR values are presented in Table 5.

![Figure 2. The measurement model of all constructs](http://dx.doi.org/10.21511/ppm.19(2).2021.13)
Table 5. AVE and CR for pooled CFA

| Construct | Items | Factor loading | CR (>0.6) | AVE (>0.5) |
|-----------|-------|----------------|-----------|------------|
| SHRM      | SHRM1 | 0.65           |           |            |
|           | SHRM2 | 0.70           |           |            |
|           | SHRM3 | 0.78           | 0.860     | 0.506      |
|           | SHRM4 | 0.73           |           |            |
|           | SHRM5 | 0.71           |           |            |
|           | SHRM6 | 0.69           |           |            |
| EC        | EC1   | 0.73           | 0.787     | 0.484      |
|           | EC2   | 0.76           |           |            |
|           | EC3   | 0.73           |           |            |
|           | EC4   | 0.73           |           |            |
| HCD       | HCD1  | 0.68           | 0.779     | 0.471      |
|           | HCD2  | 0.69           |           |            |
|           | HCD3  | 0.78           |           |            |
|           | HCD4  | 0.58           |           |            |

Regarding the AVE and CR values, Table 5 shows that some of AVE and CR did not exceed their threshold values of 0.5 and 0.6, respectively. Fornell and Larcker (1981) indicated that if AVE is less than 0.5, but CR reliability is more significant than 0.6, the convergent validity of the construct is adequate.

### 3.3. Discriminant validity of constructs

Another important type of validity that concerns model evaluation is discriminant validity. This validity ensures that no redundant construct is involved in the respective model. These redundant constructs occur when a pair of constructs in the model is mostly correlated. To evaluate the discriminant validity, an index summary for all constructs was produced (Table 6).

Table 6. Discriminant validity for all constructs

| Construct | SHRM | EC | HCD |
|-----------|------|----|-----|
| SHRM      | 0.71 |    |     |
| EC        | 0.67 | 0.69|     |
| HCD       | 0.75 | 0.71| 0.68|

### 3.4. Structural model and SEM

Once the CFA analysis was entirely performed and all values met the acceptable cut-off for both validity and reliability, this study concluded that the measurements of all variables were valid and reliable. Consequently, combine all constructs in the model to carry out the SEM procedure. The constructs have drawn from left to right, starting with the exogenous construct (independent) followed by the mediator construct (if any) in the middle, and the endogenous construct (dependent) at the right side. Based on the hypothesis direction, one needs to connect the independent variable with the respective dependent variable through a mediator using the arrows, as shown in Figure 3.
The arrows (Figure 3) indicate the independent variable’s causal effects on the respective dependent variable being analyzed. As the current structural model consisted of only one independent variable, there was no need for a double-headed arrow to estimate the correlational effects between two or more independent variables. The structural model outputs that provide the standardized regression weights are given in Figure 4.

The outputs for the regression coefficient (beta) for the independent construct on the dependent construct extracted from Figure 4 are provided in Table 7.

Table 7. Regression path and significance

| Endogenous       | Path         | Exogenous     | Estimate | C.R.  | P-value |
|------------------|--------------|---------------|----------|-------|---------|
| HCD              | ← SHRM       | 0.495         | 6.860    | 0.000 |
| Employee commitment | ← SHRM     | 0.668         | 8.924    | 0.000 |
| HCD              | ← Employee commitment | 0.375 | 5.201    | 0.000 |

The outputs for every direct effect in this study (test the study hypothesis), presented by the model in Figure 4, are given in Table 8.

3.5. Testing the mediation hypothesis

This study also examined the mediating effect of the hypothesis formulated for the mediator construct in the model, and this analysis was performed separately. The results of the MF effect are shown in Figure 5 and Table 9.

Based on the results obtained from Figure 5, the results can be summarized as follows:

Table 8. Hypothesis testing of direct effects

| Hypothesis statements                                      | P-value | Result |
|-----------------------------------------------------------|---------|--------|
| H1: SHRM has a significant effect on HCD                  | 0.000   | Accepted |
| H2: SHRM has a significant effect on employee commitment   | 0.000   | Accepted |
| H3: EC has a significant effect on HCD                     | 0.000   | Accepted |
1. Direct effect 1 = 0.54 (significant).

2. Direct effect 2 = 0.34 (significant).

3. Total indirect effect 1x2 = (0.56) × (0.34) = 0.183.

4. Direct effect 3 = 0.42 (significant).

5. Therefore, MF occurs, since both 1 and 2 are significant, the type of MF is a partial MF, since the direct effect 3 is still significant after entering the mediator into the model.

After testing the MF hypothesis and obtaining the type of an MF effect, this study performed a Bootstrapping analysis to confirm MF within the relevant paths (Awang, 2015). To calculate the MF effect, this study used the Maximum Likelihood Estimator (MLE) procedure in bootstrapping, which employed 1,000 bootstrap samples, with 95% for both bootstrap and bias-corrected confidence intervals. The results of testing employee commitment as a mediator in the relationship between SHRM and HCD are presented in Table 9. Based on these results, the bootstrapping results were consistent with the mediation test results given in Figure 5.

### Table 9. Bootstrapping results of the mediator

| Indirect effect | Direct effect |
|-----------------|--------------|
| **Lower bounds**| 0.136        | 0.341       |
| **Upper bounds**| 0.234        | 0.500       |
| **Two-tailed significance** | 0.002 | 0.002 |

**Results**

- Significant

**Type of MF**

- MF was found, since both indirect effects are significant. The type of MF is partial, since the direct effect is still significant

### 4. DISCUSSION

This study was aimed at examining the influence of SHRM practices on HCD through the MF of employee commitment. The study utilized both the “resource-based view” (RBV) and “behavioral theory” in the healthcare sector. It was found that SHRM practices in hospitals positively influenced HCD and EC. Similarly, Hamadamin and Atan (2019) found that SHRM practices positively impacted HCD and EC in the academic sector. They also found that SHRM had a direct positive impact on the achievement of competitive advantages. In line with the RBV theory, the achievement of sustainable competitive advantage requires the support of SHRM practices through human expertise development with core values of an organization. Emeagwal and Ogbonmwan (2018) applied the RBV theory and behavioral based view to investigate whether SHRM practices in the academic sector have a direct effect on the sustainable competitive advantage, and whether developing HC
and employee commitment mediate the impact of SHRM on the sustainable competitive advantage. They found that SHRM practices enhanced developing HC and employee commitment, and it had a direct effect on a sustainable competitive advantage in universities.

This research, thus, suggests that hospitals should place more significant efforts on SHRM practices in their organizations, and these will enhance HCD by enabling employees to develop their knowledge and competencies. Moreover, efficient management of human resources will enhance employee engagement, making them part of an organization; this will raise their morale and be more commitment to the organization. Enhancing HCD enables employees to develop and improve their knowledge to be difficult for competitors to imitate. Mincer (1997) indicated that positive outcomes, such as greater productivity and higher salaries, would be reflected in the organization's more significant HC stock. Similarly, Baird et al. (2019) found that the relationship between the hospital performance and employee organizational performance, staff resources, and support facilities is linked to patient care and operational effectiveness by their effect on employee organizational commitment.

The findings indicated that employee commitment could improve developing HC. This study has also investigated, for the first time in healthcare sector, employee commitment as a mediator in the relationship between SHRM and HCD. A partial mediating role of EC was found between SHRM and HCD.

HCD improves organizational productivity and quality through employees’ knowledge, skills, and competencies. Furthermore, Gundlach (1997) found a positive relationship between HC and economic development, particularly at the macroeconomic level, and also found that the effect of human resource practices on employee organizational commitment was positive. Similarly, Amponsah-Tawiah and Mensah (2016) found that employee retention was achieved by maintaining employee commitment. Crook et al. (2011) found a positive relationship between HC resources and corporate performance. All these studies are comparable to this research outcome, which could explain the reciprocal and intertwined relationships between SHRM, HCD, and employee commitment. The implication of these findings for hospital management is to pay more attention to HCD by involving employees in more formal training and education programs to enhance their competencies, abilities, and skills. On the other hand, hospital management should foster employee commitment that improves HC to accomplish their strategic goals.

CONCLUSION

The basic idea of this paper is to clarify the relationships between SHRM and HCD through EC. The results show that all relationships between the study variables are positive and significant. The results also show the importance of examining the relationship between SHRM and HCD, especially in the health sector, and the study adds further knowledge on the importance of EC practices as a mediating variable between SHRM and HCD.

Strategic HRM practices positively affect HCD and employee commitment. HR managers in hospitals should move from “softer” responsibilities and traditional HR activities, such as staffing and performance appraisal, to a more strategic level (i.e. developmental strategy), where HR strategies are aligned and reinforce the hospital’s vision and mission, and link the organization’s strategy to HR strategies. Healthcare employees who receive professional training and official education and development are less likely to leave their organizations or look for another opportunity. This underlines the career growth and development of healthcare professionals. Developing career opportunities and commitment is especially important for nursing staff, who usually feel unsatisfied due to feelings of limited career advancement opportunities. Thus, healthcare managers should invest more in formal training and organizational programs to enhance employees’ skills and competencies related to organizational strategic goals.
The findings of this study also indicate that employee commitment has a significant positive effect on HCD. Employees tend to perform better based on their sense of belonging and loyalty towards their organizations. Therefore, the absence of EC in the organization increases their intent or even act-to-leave and reduces the overall organizational performance. Further, the study suggests that when employees are satisfied with their job, they are more likely to experience higher levels of commitment to their organization. Satisfied and committed employees are more willing to receive training and show more interest in development opportunities.

**AUTHOR CONTRIBUTIONS**

Conceptualization: Main Naser Alolayyan, Mohammad Sharif Alyahya.
Data curation: Dana Ahmad Omari.
Formal analysis: Main Naser Alolayyan.
Funding acquisition: Main Naser Alolayyan, Dana Ahmad Omari.
Investigation: Mohammad Sharif Alyahya.
Methodology: Main Naser Alolayyan, Mohammad Sharif Alyahya, Dana Ahmad Omari.
Project administration: Main Naser Alolayyan.
Resources: Dana Ahmad Omari.
Software: Dana Ahmad Omari.
Supervision: Main Naser Alolayyan, Mohammad Sharif Alyahya.
Validation: Main Naser Alolayyan.
Visualization: Main Naser Alolayyan, Mohammad Sharif Alyahya.
Writing – original draft: Dana Ahmad Omari.
Writing – review & editing: Main Naser Alolayyan, Mohammad Sharif Alyahya.

**ACKNOWLEDGMENTS**

The Deanship of Research at Jordan University of Science and Technology (JUST) in Jordan is acknowledged by authors for providing facilities through the research No. 488/2020 and research environment to accomplish the goals of this work. The authors thank Professor Fareed Nusair at the Department of Health Management & Policy, the Faculty of Medicine.

**REFERENCES**

1. Ahmad, S., & Schroeder, R. G. (2003). The impact of human resource management practices on operational performance: recognizing country and industry differences. *Journal of Operations Management, 21*(1), 19-43. https://doi.org/10.1016/S0272-6963(02)00056-6
2. Ampsonah-Tawiah, K., & Mensah, J. (2016). Occupational health and safety and organizational commitment: Evidence from the Ghanaian mining industry. *Safety and Health at Work, 7*(3), 225-230. https://doi.org/10.1016/j.shaw.2016.01.002
3. Aryanto, R., Fontana, A., & Afiff, A. Z. (2015). Strategic human resource management, innovation capability and performance: An empirical study in Indonesia software industry. *Procedia-Social and Behavioral Sciences, 211*, 874-879. https://doi.org/10.1016/j.sbspro.2015.11.115
4. Awang, Z. (2015). *SEM made simple: A gentle approach to learning Structural Equation Modeling*. MPWS Rich Publication.
5. Baird, K. M., Tung, A., & Yu, Y. (2019). Employee organizational commitment and hospital performance. *Health Care Management Review, 44*(3), 206-215. https://doi.org/10.1097/hmr.0000000000000181
6. Bandalos, D. L., & Finney, S. J. (2010). *Exploratory and confirmatory. The reviewer's guide to quantitative methods in the social sciences*, 93.
7. Barney, J. (1991). Firm resources and sustained competitive advantage. *Journal of Management, 17*(1), 99-120. https://doi.org/10.1177%2F014920639101700108
8. Barney, J. B., & Wright, P. M. (1998). On becoming a strategic partner: The role of human resources in gaining competitive advantage. *Human Resource Management: Published in Cooperation with the School of Business Administration, The University of Michigan and in*
10. Cyert, R., & March, J. (1963). A Behavioral Theory of the Firm. Englewood Cliffs, NJ: Prentice Hall.

11. Delery, J. E. (1998). Issues of fit in strategic human resource management: Implications for research. Human Resource Management Review, 8(3), 289-309. https://doi.org/10.1016/S1053-4822(98)90006-7

12. Dessler, G. (2011). Human resource management twelfth edition. Pearson International Edition.

13. Emeagwal, L., & Ogbonnwan, K. O. (2018). Mapping the perceived role of strategic human resource management practices in sustainable competitive advantage. Academy of Strategic Management Journal, 17(2), 1-19. Retrieved from https://www.semanticscholar.org/paper/Mapping-the-Percived-Role-of-Strategic-Human-in-Emeagwal-Ogbonnwan/b81d8b150f55a157044f087d1cb12368a11c419

14. Fornell, C., & Larcker, D. F. (1981). Evaluating structural equation models with unobservable variables and measurement error. Journal of Marketing Research, 18(1), 39-50. https://doi.org/10.2307/3151312

15. Grant, R. M. (1991). The resource-based theory of competitive advantage: implications for strategy formulation. California Management Review, 33(3), 114-135. https://doi.org/10.2307/25116664

16. Guest, D. E. (1987). Human resource management and industrial relations. Journal of Management Studies, 24(5), 503-521.

17. Gundlach, E. (1997). Human capital and economic development: a macroeconomic assessment. Interregionomics, 32(1), 23-35. Retrieved from https://link.springer.com/article/10.1007/BF02929817

18. Hamadamin, H. H., & Atan, T. (2019). The impact of strategic human resource management practices on competitive advantage sustainability: The mediating role of human capital development and employee commitment. Sustainability, 11(20), 5782. Retrieved from https://ideas.repec.org/a/ins/ susmat/v11y2019i20p5782-d277906.html

19. Hsu, L. C., & Wang, C. H. (2012). Clarifying the effect of intellectual capital on performance: the mediating role of dynamic capability. British Journal of Management, 23(2), 179-205. https://doi.org/10.1111/j.1467-8551.2010.00718.x

20. Jackson, S. E., Schuler, R. S., & Jiang, K. (2014). An aspirational framework for strategic human resource management. Academy of Management Annals, 8(1), 1-56. http://dx.doi.org/10.5465/annals.2014.2014.872335

21. Kadir, A. R. A., Aminallah, A., Ibrahim, A., Sulaiman, J., Yusoff, M. F. M., Idris, M. M., Bahar, M. R., Hasanordin, R., Rahim, S. S. A., & Abd Malek, Z. (2018). The influence of intellectual capital and corporate entrepreneurship towards small and medium enterprises’ (SMEs) sustainable competitive advantage: building a conceptual framework. Proceedings of the 2nd Advances in Business Research International Conference. http://dx.doi.org/10.1007/978-981-10-6053-3_7

22. Mahdi, O. R., & Almsaifir, M. K. (2014). The role of strategic leadership in building sustainable competitive advantage in the academic environment. Procedia-Social and Behavioral Sciences, 129, 289-296. https://doi.org/10.1016/j.sbspro.2014.03.679

23. Mano-Negrin, R., & Kirschbaum, A. (1999). Push and pull factors in medical employees’ turnover decisions: The effect of a careerist approach and organizational benefits on the decision to leave the job. International Journal of Human Resource Management, 10(4), 689-702. https://doi.org/10.1080/095851999340341

24. Mayhew, R. (2018). Employee turnover definitions & calculations. Small Business—Chron. com. Retrieved from https://smallbusiness.chron.com/employee-turnover-definitions-calculations-11611.html

25. McMahan, G. C., Virick, M., & Wright, P. M. (1999). Alternative theoretical perspectives for strategic human resource management revisited: Progress, problems, and prospects. Research in Personnel and Human Resource Management, 4(1), 99-122.

26. Meyer, J. P., Kam, C., Goldenberg, I., & Bremner, N. L. (2013). Organizational commitment in the military: Application of a profile approach. Military Psychology, 25(4), 381-401. http://dx.doi.org/10.1037/mil0000007

27. Mincer, J. (1997). The production of human capital and the life cycle of earnings: Variations on a theme. Journal of Labor Economics, 15(1, Part 2), S26-S47. Retrieved from https://www.journals.uchicago.edu/doi/abs/10.1086/209855

28. Mohrman, S. A. (2007). Designing organizations for growth: The human resource contribution. Human Resource Planning, 30(4), 34. Retrieved from https://go.gale.com/ps/-/anonymous?id=GALE%7CA1732925201&sid=googleScholar&v=2.1&it=r&linkaccess=abs&issn=01989865&p=AONE&sw=w

29. Ployhart, R. E., & Hale Jr, D. (2014). The fascinating psychological microfoundations of strategy and competitive advantage. Annual Review of Organizational Psychology and Organizational Behavior, 1(1), 145-172. Retrieved from https://www.annualreviews.org/doi/10.1146/annurev-orgbehav-011314-012109
30. Saha, N., & Gregar, A. (2012). Human resource management: As a source of sustained competitive advantage of the firms. *International Proceedings of Economics Development & Research, 46*, 1-5. Retrieved from http://www.ipedr.com/vol46/001-ICBER2012-G10016.pdf

31. Sánchez, A. A., Marín, G. S., & Morales, A. M. (2015). The mediating effect of strategic human resource practices on knowledge management and firm performance. *Revista Europea de Dirección y Economía de la Empresa, 24*(3), 138-148. https://doi.org/10.1016/j.redee.2015.03.003

32. Schneider, B., & Bowen, D. E. (1985). Employee and customer perceptions of service in banks: Replication and extension. *Journal of Applied Psychology, 70*(3), 423-433. https://psycnet.apa.org/doi/10.1037/0021-9010.70.3.423

33. Schultz, T. W. (1993). The economic importance of human capital in modernization. *Education Economics, 1*(1), 13-19. https://doi.org/10.1080/09654599300000003

34. Todericiu, R., & Stăniț, A. (2015). Intellectual capital – The key for sustainable competitive advantage for the SME’s sector. *Procedia Economics and Finance, 27*, 676-681. Retrieved from https://core.ac.uk/download/pdf/82623984.pdf

35. Truss, C., & Gratton, L. (1994). Strategic human resource management: A conceptual approach. *International Journal of Human Resource Management, 5*(3), 663-686. https://doi.org/10.1080/095851994000000053

36. Ulrich, D., Halbrook, R., Meder, D., Stuchlik, M., & Thorpe, S. (1991). Employee and customer attachment: synergies for competitive advantage. *Human Resource Planning, 14*(2), 89-103. Retrieved from Ulrich D Halbrook R Meder D Stuchlik M Thorpe S 1991 Employee and customer | Course Hero

37. WHO. (2003). *Health workers* (The World Health Report 2006). Retrieved from https://www.who.int/whr/2006/chap1_en.pdf

38. WHO. (2006). The World Health Report 2006 - working together for health. Retrieved from https://www.who.int/whr/2006/en/

39. Wright, P. M., & Boswell, W. R. (2002). Desegregating HRM: A review and synthesis of micro and macro human resource management research. *Journal of Management, 28*(3), 247-276. https://doi.org/10.1177%2F014920630202800302

40. Wright, P. M., & Snell, S. A. (1991). Toward an integrative view of strategic human resource management. *Human Resource Management review, 1*(3), 203-225. https://doi.org/10.1016/1053-4822(91)90015-5

41. Zehir, C., Guroğlu, Y., Karaboga, T., & Kole, M. (2016). Strategic human resource management and firm performance: the mediating role of entrepreneurial orientation. *Procedia-Social and Behavioral Sciences, 235*, 372-381. https://doi.org/10.1016/j.sbspro.2016.11.045