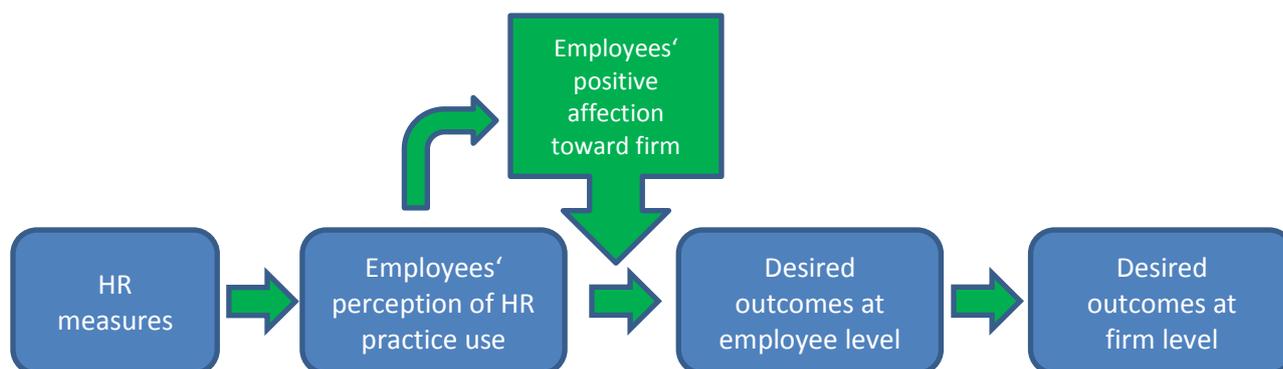


Awareness of HR practices increases employee commitment and achievement of organizational goals

The article investigates the relationship between employees' perception of high-performance HR practice use within their job groups and employee attitudes and behaviors. The key findings: The more employees are aware of these HR measures, the more intense gets their affective bond to the firm; and the more employees are affectively committed to the firm, the more likely their behaviors and attitudes contribute to the achievement of organizational goals.



High-performance HR practices - if implemented effectively - are likely to cause employees to perceive that their exchange relationship with the organization is characterized by a supportive environment (e.g. based on investments in employee skills, unbiased performance feedback, attractive rewards etc.). Employees are then likely to feel an obligation to the organization's goals and will develop an affective bond with it. Affectively committed employees, in turn, are likely to behave in ways that are in the best interest of the employer by demonstrating a personal connection and devotion to the organization's activities and goals. These behaviors are most importantly the altruistic performance of activities that are not part of the formal job requirements but important to enhance the organizational efficiency and effectiveness, as well as the expression of the intent to remain with the organization.

One interesting point: the authors argue that the most relevant level of analysis for this kind of analysis is a group level. Although employees form their perceptions individually, a social information-processing perspective suggests that work-related perceptions of this nature are filtered through the contextual influences and collective sense-making efforts of the group of employees with whom an individual most often works and interacts. Furthermore, in cases in which employees have not had or cannot recall personal experiences with values inconsistencies, they are likely to rely on the experiences of their coworkers in forming judgments concerning that aspect of their employment relationship.

Overall, the findings point to the need for organizations to not only focus on the effective design or selection of HR measures, but to include an emphasis on consistent implementation of and communication about these measures to ensure that they are collectively perceived by the employees. Again, employees can only respond to HR practices they are aware of!

Summary of: Kehoe, R. and Wright, P. (2013). The Impact of High - Performance Human Resource Practices on Employees' Attitudes and Behaviors. *Journal of Management*, 39: 366 - 391.