HR practices, affective commitment and creative task performance: a review and futuristic research agenda

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Abstract: Knowledge-driven dynamism and adaptability toward the change in the present volatile and ambiguous business environment have become the prerequisite to achieve organisational success. Nowadays, organisations are striving to find out the best possible enucleation on how human resource (HR) practices can be linked to enriching employee commitment and performance outcomes for accomplishing predetermined goals. This study aims to review the linkages among HR practices, affective commitment, and creative task performance. The present study conceptualises a framework adjoining tri-dimensional (skill, motivation, and empowerment) enhancing HR practices and explicates its significance in enabling employees' affective commitment and creative task performance. Previous literature has been retraced to elucidate the proposed linkages and a systematic review approach has been followed to prove the conceptual dimensions undertaken for the study. Present study findings are consistent with existing research and insinuate toward validation of proposed positive linkages. Managerial implications, limitations and future research suggestion have also been discussed.

Keywords: human resource management; HRM; HR practices; affective commitment; creative task performance; sustainability; growth; organisational success; excellence.

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1 Introduction

Currently, in the tempestuous and vigorous business environment, managing and sustaining organisational performance has become a precondition for long term business survival and growth. Nowadays a competitive business environment dominated by human resource management (HRM) is very dynamic and becoming more strategic day by day; the effective business partnership role in dealing with routine business problems and challenges regularly. The firm resources identification and generation are strategically responsible for sustaining competitiveness (Barney, 1991). HRM critically inspire in the development, enforcement and a group of strategic approaches which recognise and address employees' need. HRM policies and practices are essential in terms of achieving organisational goals, improving efficiency and adaptability. This results in improving commitment, competence, and cost-effectiveness, which further

leads to long term significances like individual comfort, social security, and organisational effectiveness. HRM policies and practices control a variety of influential tools, through which employee's attitude and behaviour can be affected and further they can be driven toward organisational and personal goal achievement. The distinctiveness of these HRM policies and practices may likely to have a significant impact on developing employee's affective commitment toward the organisation and carrying out an assigned task effectively in a creative way. Moreover, HRM policies and practices are essential in terms of achieving organisational goals, improving efficiency and adaptability, e.g., higher employees' satisfaction is positively correlated with improved business results and other organisational stakeholders' satisfaction (Fonseca et al., 2016; Rauch and Hatak, 2016).

A plethora of research papers, conceptual studies and literary sources have been published on a wider gamut of functional aspects of HRM policies pertaining to the core industry and in general, are available in India and overseas. Hence, academicians and practitioners alike have devoted ample thought to the various functions of HRM and its development programmes. These studies led to the development of various new models and theoretical constructs on various HRM issues such as human relations, personality, working conditions, work culture, career development, health, welfare and safety which were underlined as the necessity and significance of disciplinary research.

Although previous researchers have attempted to conceptualise and corroborate several HR practices (Boselie et al., 2005; Paauwe, 2009; Singh and Rao, 2017; Subramony, 2009) with performance outcomes, still there is a need to identify the possible linkages between HR practices and the factors instilling commitment, sense of responsibility and trust among employees which might be helpful to fulfil the existing deviations between desired and perceived level of affective commitment (Delery and Shaw, 2001; Rauch and Hatak, 2016; Wright et al., 2001). Besides, Edwards and Wright (2001) stressed the need of carrying out research identifying predictors of affective commitment and also elicited that "it remains rare for studies to assess the link in the chains with effect on employee commitment, a particularly rarely studied issue". Keeping this in view, an aware effort made to retrace the available prevailing literature on HRM practices, affective commitment, and creative task performance since the 1980s to till 2018. Based on previous theoretical underpinnings, the key underlying objectives of the research study are given hereunder:

- to explore the linkage of HR practices and affective commitment
- to explore the linkage of affective commitment and creative task performance
- to review the relationship among HR practices, affective commitment, and creative task performance.

This review postulates the knowledge of the core concept relating to HR practices, affective commitment and creative task performance and helps in bridging the gap in the existing literature. In the next section, a literature review adjoining the proposed linkages has been presented followed by research methodology, study findings, implications, and limitations. Future research suggestions for the communities of practice (COP) contributing to the research-oriented activities and development has also been discussed in the latter part of the study.

2 Literature review

2.1 HR practices and affective commitment

Nowadays, managing key resource capabilities thought-provoking task for organisations to retain their identity and sustain competitiveness among numerous market rivals. Affective commitment is the sentimental affiliation and optimistic approaches with the organisation (Meyer and Allen, 1997). Similarly, the employees are very curious to build strong attachment, affiliation with the organisation. Consequentially, the emotional attachments of employees strengthen acceptance, sincerity, establishment, and accomplishment of organisational performance. Nevertheless, the firm's resource-based perspective (Barney, 1991, 1995) establishes that firms able to develop competitive advantages, constructing value rarely and difficultly for competitors to emulate. While, the sources of competitive advantage, generic resources, expertise, and significant cost savings, construct value, these sources are progressively easier to emulate compared to the company as a complex social structure (Becker and Gerhart, 1996). As reported by Lado and Wilson (1994), HR practices are comprised of distinctive but interrelated processes, work activities and functions directed toward attracting, retaining as well as managing the human asset. Huselid et al. (1997) elicit that HRM ensures the effective utilisation of human capital and monitors their contribution toward performance outcomes. HRM practices broadly consider and control on the ground of environmental compatibility (Barney, 1995). Sequentially, the HRM practices in organisations can be covered broadly under three dimensions which are skill-enrichment, motivation enhancing and empowerment enhancing HR practices respectively (Appelbaum et al., 2002). Organisations deliberating skill-strengthening HR practices (Subramony, 2009), directs to enhance knowledge, skills, and abilities to enable employees to work effectively and contribute to improvising the routine workflow (Rauch and Hatak, 2016). Second, individual knowledge and skills can be affected by learning interruptions accordingly, it can be improved by training, monitoring, and mentoring of employees (Rauch and Hatak, 2016). According to Eisenberger et al. (2002), the linkage of HR practices and attitude toward an organisation can be seen as affective behaviour, experience, and reactions. In the sequence of social exchange theory wherever employees' perception of organisational support (POS) observed in HR practices applied to increase motivation, participation, and rewards. However, organisational commitment is the perceptual process which is the yield of positive work condition; it is an influence better attitude and the least employee turnover (Chew and Chan, 2008). Gardner et al. (2011) advanced the concept that HR practices enhance employee commitment and help in enhancing employee retention rate. Farnham and Pimlott (1995) elicit that active employment provides substantial improvements in efficiency and worker determination. This will subsequently enable organisations to shape the manpower talented who might be practising creativity and innovation in the work procedures to collectively design and offer an absolute product or service. Furthermore, the human resource (HR) planning, recruitment, selection, placement, induction, compensation, training, and development programmes are the major HR practices which along with the socio-economic, technological, and cultural background arises the need for employee's affection toward the organisation (affective commitment) for increased efficiency and effectiveness. Becker and Huselid (1998) opined that essentially high-performance HR practices necessitate huge investment into human capital. It is mainly planned for enhancing

knowledge, flexibility, employee skills, and motivation. Although, HR practices emphasise the proportion invested in human capital and suppose employees of an organisation quickly adapted to the rapid change of the market situation in order to develop operational efficiency, firm performance, and employee satisfaction. Wright and Snell (1998) suggested that HR practices develop the employee knowledge and skills which affects employee behaviour as well, finally turns to impact on business performance. Battu et al. (2007) deliberated the functional aspects of HRM and stressed on core practices such as recruitment, selection, wage policy industrial relations and employee welfare. Similarly, the policymaker should trust on HR practices because of active employee commitment and performance achievement of an organisation only the yield of high-quality HR policies (Yang, 2012).

Moreover, motivation enhancing HR practices enhances employees' inclination toward achieving organisational goals and helps them to put into action by motivating through performance management practices, compensation strategies, incentives, and reward policies (Huselid, 1995; Subramony, 2009). Huselid (1995) accompanied a comprehensive literature survey and initiate that the insights of HR practices such as job security and compensation are noticeable determinants of employee job attrition and retention. McCue and Gianakis (1997) conducted an experiential study and revealed that employees who are not satisfied with their reward system reported low job satisfaction. Griffeth et al. (2000) illustration that the remunerations and related variables have an uncertain outcome on employee turnover. Guthrie (2001) concluded that employee turnover positively associated with high and low involvement work practice. Compensation, performance and turnover are highly interrelated and when high performers are inadequately rewarded, they tend to quit their job (Singh, 2018). Job rotation probably influences on the grounds of the working environment of an organisation which is collectively affected on the employee, motivation, loyalty, organisation commitment and finally the performance of the individual as well as firm (Khan et al., 2014). Remarkably, the theorisation of motivation enhancing HR practices differs from conceptualised motivational and behavioural context (Deci and Ryan, 1985) as it primarily emphasises on enhancing the extrinsic motivation of employees by offering them rewards and incentives. It does not cover the aspect of intrinsic motivation which is the subject matter of empowerment enhancing HR practices.

The third category of HR practices, i.e., empowerment enhancing HR practices enhances employee autonomy, participation in decision making and active involvement in taking responsibility (Subramony, 2009, Rauch and Hatak, 2016). Performance-related behaviour such as problem-solving skills (Alge et al., 2006) or redesigning work/process (Kirkman et al., 2004) in self-administrated teams potentially has positive associations with participative decision making and ascendant of feedback mechanisms (Rauch and Hatak, 2016. Wood and Wall, 2007). Decenzo and Robbins (2002) elicit that a well-structured career path, growth strategy moderates the effects of an employee's objective to be inattentive. On the other hand, the employee-employer relationship affects job growth, advancement ladders and leads to reduced dissatisfaction level and encourages to contribute more efforts for achieving positive outcomes. Kim and Garman (2003) recommendation that employee gratitude policy will help to elevate employees' skill and encourage to improve with the changing scenario. Furthermore, the effective implementation of the employee gratitude function will play a key role in empowering manpower in the organisation. However, empowerment enhancing HR practices exclude the aspect of job design or availability of facilities for job accomplishment. Kusku (2003)

linked job satisfaction with seven varied aspects such as management satisfaction, satisfaction with work buddies, other working group gratification, work environment, job, and salary satisfaction. HR practices are the instrument which facilitates, engage, empower, and motivate employees so that their competencies can be effectively utilised for enhancing job performance. Self-motivated and positively directed employees play a prominent role in accumulation value to the organisations by willingly contributing to the assigned task and predetermined goal accomplishment. However, it is possible only when employees feel like a part of an organisation (Singh and Rao, 2017; Tamta and Kushwaha, 2014) and that sense of belongingness or affection toward the organisation can be termed as affective commitment. Developing effective commitment among employees offers a solution to sustain key resources as a precursor to growth and success in an organisational phenomenon. The above discussion stresses toward the need of developing employees' affective commitment which can be enabled through aligning HR practices with the individual goals and by assuring that employees are benefited in the terms of skill, motivation and empowerment enhancing practices. In other words, it would be a perceived benefit for employees if they would be getting an opportunity to upgrade skills and competencies during their work hours. Designing a competitive pay structure, fair policies and involving personnel in the decision-making processes are the key steps toward motivating and empowering employees by which their affective commitment can be enhanced. In this study, affective commitment has been taken as a mediator to prove the linkages among HR practices and creative task performance as it develops a sense of being affiliated with the organisational goal.

Table 1 Summary of some important studies and research dimensions

Author(s) and year	*Journals name*	*Nature of studies*		*Dimension(s)*	*Country*
		Conceptual	*Empirical*		
Adams (1965)	*Advances in Experimental Social Psychology*		*	Perceptual justices and injustices, social exchange, social control and gratification.	USA
O'Reilly and Chatman (1986)	*Journal of Applied Psychology*		*	Employees psychological attachment, commitment, turnover.	USA
Barney (1991)	*Journal of Management*	*		Firm resources (heterogeneity, immobility), value, rareness, imperfect imitability and sustained competitive advantage.	USA
Huselid (1995)	*Academy of Management Journal*		*	High-performance work practices and firm performance, HR practices, employee turnover and productively	USA

Source: Authors compilation

Table 1 Summary of some important studies and research dimensions (continued)

Author(s) and year	*Journals name*	*Nature of studies*		*Dimension(s)*	*Country*
		Conceptual	*Empirical*		
Becker et al. (1998)	*Research in Personnel and Human Resource Management*		*	HRM system, HR strategy, employee motivation, selection and development, high-performance work system and financial performance.	USA
Chandler and McEvoy (2000)	*Entrepreneurship Theory and Practice*		*	HR practices, TQM strategy, organisational strategy, and firm performance.	USA
Wright et al. (2001)	*Journal of Management*	*		People management practices (work design, training, rewards and appraisal), human capital (knowledge, skill and ability), employee relationships and behaviour (psychological contract and organisational citizenship).	USA
Eisenberger et al. (2002)	*Journal of Applied Psychology*		*	Employee perception support, employee perceived support, employee turnover and job retention.	Belgium
Wright et al. (2003)	*Human Resource Management Journal*		*	HR practices, organisation commitment, organisational performance (worker compensation, productivity, expenses and profit)	USA
Boselie et al. (2005)	*Human Resource Management Journal*	*		HR, strategy, HR, practices, HR outcomes, performance (internal and financial)	Netherlands
Kinnie et al. (2005)	*Human Resource Management Journal*		*	Employee satisfaction, HR practices and organisation commitment.	UK
Chew and Chan (2008)	*International Journal of Manpower*		*	HR practices, organisation commitment and stay intention.	Australia

Source: Authors compilation

Table 1 Summary of some important studies and research dimensions (continued)

Author(s) and year	*Journals name*	*Nature of studies*		*Dimension(s)*	*Country*
		Conceptual	*Empirical*		
Gardner et al. (2011)	*Personnel Psychology*		*	HR practices, collective commitment and voluntary turnover.	England
Tseng and Lee (2011)	*International Journal of Business Administration*		*	Organisational culture, employee personality, leadership style, organisational commitment, task performance.	Taiwan
Ceylan (2013)	*The International Journal of Human Resource Management*		*	Commitment based HR system, innovation activities (process, organisation, marketing, product), firm performance.	Turkey
Khan et al. (2014)	*Journal of Management Info*		*	Organisational commitment, job rotation, job performance	Pakistan
Fonseca et al. (2016)	*Int. J. Industrial and Systems Engineering*		*	Stakeholder satisfaction (profitability, satisfaction, motivation, quality supplies, partner relationship), sustainable performance (success)	Portugal
Singh and Rao (2017)	*Global Business Review*		*	HR practices, leaning culture, knowledge management process, organisational human capital	India
Hafiz (2017)	*Arabian Journal of Business and Management Review*		*	Organisational commitment (normative, affective, continuance), employee performance.	Pakistan
Singh (2018)	*Management Research Review*		*	Knowledge strategy (internal and external), sharing behaviour, knowledge enabler and performance.	India

Source: Authors compilation

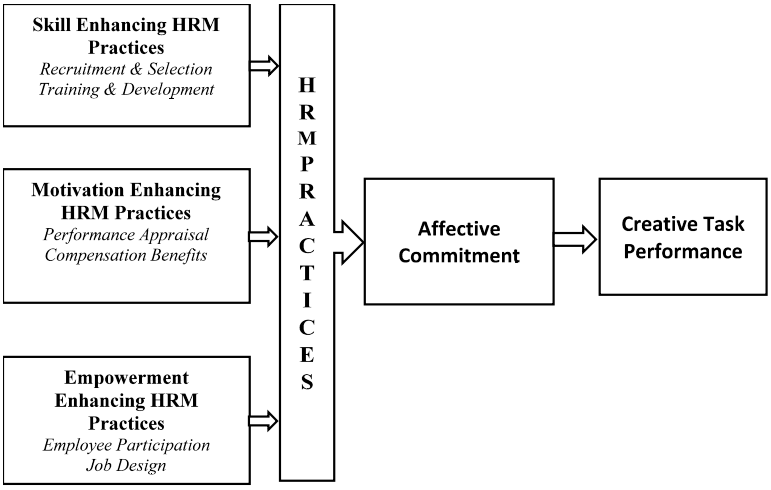
2.2 Affective commitment and creative task performance

In organisations, it requires an outstanding employee commitment to perform a complex job and assigned duties. In detail, the psychological attachment felt by people reflects the extent to which individual characteristics can be internalised (O'Reilly and Chatman, 1986). However, it was noted by several researchers that unfair behaviour develops discontent among employees which might lead to a low commitment level and also dampens their performance. If employees are being treated fairly in the terms of procedural, distributive, informational and interactional justice, they are likely to respond in a positive oriented way through their behaviour and actions which proves to be beneficial for the organisation (Folger and Konovsky, 1989; Kerman and Hanges, 2002; McFarlin and Sweeney, 1992). In a general way, the sense of being fairly treated by an organisation commitment and collaboration among employees and also impels them to receive in return to, what they are employing in their job in the terms of skill and experience. Getting a committed employee is a challenging task for any organisation; hence there needs to be a well-designed strategy by the HR department for attracting talent, enhancing commitment and optimum utilisation of manpower. HR policy needs to be framed to suit the different level of employees across the organisational hierarchy. Merely, commitment-based HR practices accommodate for human capital development and prepared to share knowledge which subsequently initiates the firm performance (Ceylan, 2013). The conceptual proposition of creative task performance finest elaborates of the process by which implementation of employee skill, motivation and empowerment enhancing practices mutually effect on individual commitment (Deci and Ryan, 1985). Equity theory elucidates the relationship of input (an individual's qualities and characteristics such as age, education, effort, or skills) to output (privileges received in terms of result such as money, authority, enjoyment in work) and states that employees evaluate their inputs (efforts) with the consequences and match the proportion with the input/output ratio of a referent individual (Adams, 1965). This theory supports the notion of fairness among employees and develops the sense of equitable treatment from an employer with the anticipation that the outcome provided by the organisation will be, in the balance proportion to what they are contributing to the job. Hence, it can be anticipated that fair practices, whether related to skill, motivation and empowerment enhancement nurtures the feeling of equality and leads to accomplishing the assigned task with a higher level of affective commitment. Training and development component as a part of skill-enhancing HR practice, require constant re-engineering. Employees need to be provided with more in-depth and domain-specific training so that they can get expertise, and foster team building for the execution of team-based projects. Training programs should be conducted periodically to improve individual competencies and to upgrade knowledge and skills. Further, it is also helpful to provide advanced learning opportunities to those aspiring to study without the need to lose their gainful employment. Identifying the people with key potential is important and their skills can be upgraded with the help of effective and interactive technological devices. Organisations should ensure that they need to be backed up by training to uplift the skills in an environment that is employee-friendly, concrete the path for individual and organisational growth. Employees should be given fair opportunities to participate and plan improvements at the workplace after completing the training programs. As a part of motivation enhancing HR practice, the overall compensation and benefits package should

be competitive at all levels. There is hardly any benchmark for designing an optimum compensation strategy that best fits a particular organisation or industry. Organisations should introduce a transparent reward policy and implement a reward system more effectively. Total reward practices that include both monetary and non-monetary components should be designed using a proper mix for better outcomes. Giving due recognition and offer timely rewards are two basic parameters for attracting, retaining, and developing a sense of belongingness and commitment in an organisation. Hence, it is required to acknowledge and appreciate the efforts of employees by way of compensating through overseas assignments and provide the opportunity to work on new projects. Managers at all vertical should facilitate, create a positive work environment for the employees and provide avenues for frequent discussions regarding their goals, objectives, ways and means to improve performance and enhance productivity. The management must ensure by providing necessary information, vital resources periodically and allow them to explore career development alternatives. Meyer and Allen (1997) assert that an employee's commitment specifically 'affective commitment' represents the existence of a psychological pledge employee for his or her employer/organisation. Paauwe and Richardson (1997) elicit that HR practices affect organisational performance through individual outcomes such as job satisfaction, productivity, attitude, motivation, and commitment. Completion of task with creativity can be possible only when employees are self-motivated and willing to input their effort for redesigning the work processes effectively. Therefore, the quality of HR practices significantly responsible to achieve desired performance and the ultimate aim of an organisation to increases profitability share (Wright et al., 2003). Hence, affective commitment may likely to have a positive relationship with creative task performance.

Based on previous research annotations and the above-mentioned conceptualisation a research framework is being proposed linking HR practices, affective commitment, and creative task performance (see Figure 1).

Figure 1 Proposed framework



3 Methodology

The present study extracts the major aspect of discussion and possible research agenda from the existing studies and publications. The systematic review method has been followed to retrace the existing literature and to explore the linkages among HRM practices, affective commitment, and creative task performance. Both, conceptual and empirical research articles were reviewed using e-sources and databases such as ProQuest, EBSCO Host and Google Scholar to explore the literature on proposed linkages. The keywords used for this search were 'skill-enhancing HR practices', 'motivation enhancing HR practices', 'empowerment enhancing HR practices', 'affective commitment', 'performance outcomes and creative task performance'. Approximately 95 studies were refereeing proposed linkages ranging from 1990 to 2018. The selection criteria for reviewing articles were limited to the articles explicating the relationship of HR practices, affective commitment, and creative task performance respectively. An elaborative explanation of HR practices, affective commitment and creative task performance extracted from various sources of secondary data are being dealt with in this study. This study has been reviewed from the perspective of existing literature on the tri-dimensional aspects of HR aspects influencing affective commitment and the inclusion of creativity in task performance. The present study highlights the importance of framing well suited and aligned HR practices and rationalisation of work procedures in this direction, which is very essential for sustainability and continuous growth.

4 Findings and discussion

This study explores the linkage among HR practices, affective commitment, and creative task performance. It has been implied by researchers that the methodological approach is not to unduly generalise by constructing universally valid economic laws, but rather to relate social theories as much as possible to real-life situations. The principal objective of the research is to inspect the linkage of HR practices and affective commitment. Budhwar and Khatri (2001) pointed out the significant affiliation between a set of contingent variables and key HR functions of recruitment and selection, exercise and improvement, compensation, and manpower communication. Othman and Poon (2000) emphasised the relationship of HRM practices and asserted that a strategy can be manipulated or changed alternatively as per organisational requirement. HR practices contribute a great deal towards enhancing knowledge performance whilst the proper orientation remains in the precise direction. Thornhill et al. (2000) established that a possible role for HR-focused strategies have an impact for change or realigning the work culture as by recruiting new managers from other organisations, reducing the workforce, training programmes, and performance management, reward strategies to alter employee behaviours are some of the changes that companies need to adopt. Chandler and McEvoy (2000) highlighted that the persistent inquiries of HRM investigation are either available in a harmonised set of strategies or practices that represent a 'universally accepted approach' to administrate individuals. Schmidt and Hunter (1983) asserted that in organisations that pay significant attention to employee commitment, satisfaction becomes the key determinant of the quality of manpower recruited. On the contrary, Upadhyay and Singh (1999) revealed that, the probable impact of negative constructs on performance, such as role excess, essential hardship, and rank variable. By reviewing the

existing literature, could be concluded that HR practices in organisations may probably to affect employee's attitude, behaviour, and commitment level positively if the congruence between individual and organisational goal can be maintained. Well-structured and rationalised HR practices can significantly increase the motivation level of employees and enhance overall productivity. Hence, it is required for an organisation to review and structure HR practices and policies that are aligned with organisations' as well as individual goals in order to enhance employees' affective commitment.

Second, this study attempts to explore the linkage between affective commitment and creative task performance. Kilibarda and Fonda (1997) emphasised that decent recruitment and selection practices can undoubtedly diminish the threats of decline to accomplish the business strategic approach and of incurring unnecessary costs. The sourcing modalities need to be well balanced towards the targeted recruitments, advertising, internal referrals, and other prospective tie-ups with the third party or agencies. Designing and implementing goal congruent HR practices may exert a positive impact on employee commitment which will subsequently lead to enhance creative task performance. As people will tend to contribute more toward organisational processes willingly, therefore, the element of creativity is more likely to be reflected on work procedures during the completion of their assigned task, roles, and responsibilities. Organisations should provide a constructive work environment where every employee needs to be treated with self-respect, compassion, fairness, and dignity which will help build mutual trust and commitment among employees. An employee derives satisfaction where there is a vision coupled with a vibrant work culture prevailing empathy, knowledge sharing, collaboration, and trust in the workplace. Organisations should encourage a well thought out process of promoting a culture of participating and enhancing employee involvement. Providing and facilitating the right work environment is critical to encourage employees, build morale and strengthen their perceived level of bond/ affiliation which will further lead to enhanced affective commitment. Sterman (1987) suggested that the organisation HRM would be based on an overarching philosophy, and all principle and practices match together. Job intrinsic rewards encourage employees with a decision-making role and enhance a superior level of commitment, while a few of the secondary roles indicate lower job commitment. Hence, by summarising the above discussion, it can be said that affective commitment may likely to have a constructive directional relationship with creative task performance.

The third scope of the study is to assess the relationship between HR practices, affective commitment, and creative task performance. Budhwar (2001) suggests several factors influencing HRM policies and practices. Hom and Kinicki (2001) studied the factors are persuading employee job satisfaction and revealed the cause of turnover as job dissatisfaction which falls under the dimensions of inter role disagreement and job escaping. Interactive disagreement is referred to as the multiple roles that employees play at work, stress that follows, reduced job fulfilment which increases the probability of an employee quitting the job. Devanna et al. (1984) deliberated the pay policies of an organisation is provided benefits and opportunities in the form of rewards and promotions, as well as security for both in addition to remuneration. The practice of incentives becomes the highest factor leading the compensation and rewards policy's validation. Employees should be provided with fair, dignified, and healthy workplaces and value to their work. The key determinant of job quality includes the dimensions of the pace of work, job security, work-life balance, collegial bonding, and individual development and growth prospects. Employees should be endowed with benefits,

competitive salaries, flexible schedule, and more focus should be laid on employees' personal well-being. Srivastava and Srivastava (2004) focused on the effect of wellbeing events/ capabilities on the job accomplishment and the standpoint of workers towards the management and stressed the quality of labour welfare activities in an organisation to enhance creativity and effective task performance. Sekharan (2004) scrutinised that, in the past, the idea of the superiority of work-life comprised only the aspects of wages, working hours, and working conditions. For a while, the concept has changed which include factors such as the extent of workers' participation in the job, their levels of fulfilment not only in the work environment but their perceived job competence and achievement on the livelihood etc. Sheridan (1992) has established that the insights of organisational culture influence turnover and determined that the theoretical substance for examining the effects of HRM practices on turnover relies on the effects on these individual-level factors. Employee commitment supports building cognitive skills and consequences can be seen in the form of affecting, organisational citizenship and task behaviour which indicates the need of including research modalities into the aspects of particularly affective rather than continuance commitment (Kinnie et al., 2005). Miller and Wheeler (1992) construct that the absence of sensitive work and opportunities for 'promotion' meaningfully affects employees' intention to leave an organisation. Balanced and well-defined promotion policies not only boost the morale of employee but also increase commitment, confidence, and productivity. It also helps management to oversee, control and monitor closely the effective functioning of the individual as well as teams. Further, organisations should aim at a performance-linked promotion policy for their employees. Dailey and Kirk (1992) in their study on internal promotion stressed on the convenience of career opportunities within the firm tends to encourage a higher degree of organisational commitment among the workforces. Gani (1993) underlined the significance of changes in the socio-technical system through perfection, designing and redesigning of work practices, in a physical and psychological working environment, the hierarchical arrangement and the production method brought along with the active participation of employees in decision making. Appelbaum et al. (2000) found that there is a beneficial connotation between motivation enhancing HR practices and employee's affective commitment. Nevertheless, the consequences of specific organisational culture frontage difficulties in the implementation of an HR strategy that is accountable to enhance the quality of the workplace. Similarly, factors such as the organisation strategy and value intention, the subdivision of activity, its life cycle phase, the existing resources, and the external environment, are contingency factors for the successful application of a specific management system in each organisation (Fonseca, 2015).

Thomas (1993) claims about the request of ratifying HRM practices because human resources are repeatedly underexploited and concluded that worth and type of skills that new employees hold will influence recruiting procedures and selection regimes. Bae and Lawler (2000) findings the organisation also emphasised on economic goal attainment, employee commitment might be encouraged by high-quality HR practices and implementation would boost the employee's creativity and innovation. Budhwar and Boyne (2004) evaluated HRM practices and reveals that numerous HR efficient areas such as (compensation, training, and development); Several practices are more rational in approach. Organisations that involve employee into decision-making processes, information sharing, recognise their efforts and treat them fairly are more likely to

manage congruence among organisational values, belongingness, shared assumptions of autonomy and commitment. The management should look beyond the aspects of active employee engagement, good work culture and work-life balance to enhance affective commitment and creative task performance.

By revisiting the above-mentioned conceptual delineations on the linkages, it can be concluded that HR practices, affective commitment have a positive association and lead towards enhancing creative task performance of employees. Our study contributes to organisational performance and management literature by extending the conceptual propositions and theorising the notion of creative task performance with HR practices and affective commitment.

5 Implications, limitation and suggestions

The present study contributes to management literature by exploring the interrelationship among HR practices, affective commitment, and creative task performance. Additionally, tridimensionality aspects including skill-enhancing, motivation and empowerment enhancing HR practices have been elaborated. This study provides theoretical pieces of evidence to prove the proposed linkages. This offers insight to managers, practitioners, stakeholders and most specifically to organisations, focusing on creative task performance by implementing the congruent HR practices aligned with individual goals so that employees' affective commitment can be nurtured and they can be directed ultimately toward creative task performance. Benchmarking the organisational HR practices and policies with the competitors' practices is required to keep pace with present dynamic practices. It has been observed that many organisations nowadays are adopting basic measures to enhance employee commitment and satisfaction that includes salary surveys, culture-building exercises, exit interviews, counselling, mentorship programs, employee development program, reward, and recognition etc. in reality which serves only on a partial basis to increase organisational outcome. Therefore, a synthesised framework including traditional HR practices along with modern strategic HR and high-performance HR practices may be implemented to fulfil the objective. This action will further help them to enhance excellence and sustainability in the long run for an organisation's survival and growth.

This study is conceptual in nature and only individual and organisational perspective have been considered during the review process. The impact of emerging practices like team-based pay and high-performance work practices were not covered in this study. Therefore, the study findings cannot be generalised. A similar study can be conducted in different industry or segment. Further, empirical research can also be conducted to overcome the issue of generalisation. The study is based on the perception of the employees' regarding HRM policies and practices in their organisation, there might be a difference between the employees' perception on the actual understanding of HRM policies and practices. Further studies relating to the impact of employees' perceptual bias, managerial support, and leadership orientations in enhancing affective commitment and creative task performance can be conducted to get in-depth insights into the predictor variables and their consequences on individual and organisational level outcomes.

6 Conclusions

To embrace the emerging trends, aligning with digital transformation and enhancing performance for sustaining organisational practices, it is required to implement key HR practices toward facilitating, motivating, empowering, knowledge sharing and involving employees. As the employees are considered as valuable asset and knowledge reservoirs, it is very important to utilise human resource by employing their skills, knowledge, and abilities into organisational building activities for organisational growth and outcome. However, organisations have to manipulate by innumerable issues and challenges such as organisational culture, strategy, information technology, knowledge organisation, etc. To conclude, it is important to enhance employee's commitment and participation in the work practices to increase the level of their contribution and organisational outcome respectively. Inclusion of creativity and innovation in task performance would lead toward managing and sustaining organisational excellence.

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