


**THE INFLUENCE OF HUMAN RESOURCE POLICY ON JOB SATISFACTION IN
PREDICTING ORGANIZATIONAL COMMITMENT**

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ARTICLE INFO	ABSTRACT
<p>Article history:</p> <p>Received 10 March 2023</p> <p>Accepted 09 June 2023</p>	<p>Purpose: This research aims to explore the relationship among human resource policy, job satisfaction and organizational commitment through the perception of employees working in small and medium enterprises in Vietnam.</p>
<p>Keywords:</p> <p>Human Resource Policy; Job Satisfaction; Organizational Commitment.</p>	<p>Theoretical framework: The human resource functions and related distinct processes that help attract, develop, and retain a company's human resources. They involve employees and guide them to help carry out activities aimed at achieving organizational goals employees (Jahanian et al., 2012). Business leaders are always cautious when reviewing existing human resource policies and constantly improving to make employees satisfied with their jobs, thereby helping them improve their productivity and commitment to the organization.</p>
	<p>Design/methodology/approach: The qualitative method is based on an overview of previous studies, the research team builds the first scale, then the questionnaire is sent to the experts and conducts a trial survey with 30 employees to control the survey, edit and complete the concepts of the questionnaire. For the quantitative research, data was collected using convenience sampling method from a total of 400 employees and managers who are working at SMEs in Viet Nam. The method of and Confirmatory Factor Analysis (CFA), Structural Equation Modeling (SEM) were carried out to measure the influence of latent variables on organizational commitment.</p> <p>Findings: The research results show that employees' perceptions of HR policies include selection and recruitment; training and improvement; evaluation of employees' tasks; stability and promotion in work, remuneration and reward, and encouragement of participation and innovation. These HR policies have a direct positive impact on job satisfaction and commitment to the organization. In addition, job satisfaction has a significant positive effect on organizational commitment. Therefore, it is necessary to improve the implementation of HR policies to promote employee job satisfaction, which helps to increase commitment to the organization.</p> <p>Research, Practical & Social implications: We recommend future research that expands on other components for a comprehensive assessment of HR policies. In addition, it is necessary to analyze in detail the components of organizational commitment such as affective commitment, Continuance commitment, Normative commitment.</p> <p>Originality/value: The results of standardized estimation of the parameters of the research model show that the relationship between the concepts in the formal research model is statistically significant ($p < 0.05$). HR policies have been shown to have the most positive impact on job satisfaction in SMEs.</p> <p>Doi: https://doi.org/10.26668/businessreview/2023.v8i6.2881</p>

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INTRODUCTION

Human resources has become an increasingly important factor in the process of international integration and the increasingly fierce business competition. Companies are looking to optimize their human resources in order to gain a competitive advantage and remain successful. By investing in their human resources, companies can benefit greatly in terms of both short-term and long-term goals. In the short-term, they can reduce costs, improve productivity, improve product quality, and develop innovative products. In the long-term, they can build a strong corporate culture and create a good working environment. These are all essential components for any company that wants to remain competitive in the global economy.

Human resources are considered the most important asset of an organization, but very few organizations are able to exploit the full potential of this resource. In the context of globalization, if there is one-way improvement in technology, it will be difficult to improve the efficiency of organizational performance unless human resource policies and management functions are improved along with the application of an advanced technology to form a complex system. For this reason, business leaders understand the importance of having a comprehensive human resource policy, and thus they are always cautious when assessing their existing policies. They are committed to constantly improving their policies to ensure that their employees are satisfied with their jobs and their productivity and commitment to the organization is maximized. By implementing HR management policies that promote unique attributes in human resources, organizations can gain a competitive advantage and improve operational efficiency. HR management policies are fundamental to ensuring the success of any organization. By focusing on cultivating inimitable attributes in human resources, organizations can acquire a competitive advantage and improve operational performance.

The effectiveness of a company's human resource policy is a major factor in improving organizational efficiency. Having a well-organized and effective human resource policy in place is essential for businesses to make the most of their workforce. However, depending on the industry, type of company, cultural characteristics of each region or employee characteristics, each organization has different human resource management policies. Vietnam has about 1 million enterprises, of which small and medium enterprises account for more than 98%. With the increase in the size and number of businesses, in recent years businesses are facing an increasing number of employees leaving the organization. This is due to many reasons such as the working environment, leadership, human resources policy. Out of these, the most common reason cited for leaving is an nonconformity of HR policy. Employee dissatisfaction

with the policy often leads to them seeking employment elsewhere, and this trend has been on the rise. Therefore, this article aims to evaluate the impact of human resource policy on employee satisfaction and commitment in SMEs, thereby proposing managerial implications that contribute to increasing employee engagement with the organization.

LITERATURE REVIEW AND RESEARCH MODEL

Human Resource Policies

Human assets are one of the important variables constituting the competitiveness of enterprises. Therefore, improving human asset management productivity to expand competitiveness in referrals is very important. HRM is as a strategic and coherent approach to the management of an organization's most valued assets – the people (or human talent) working there who individually and collectively contribute to the achievement of its objectives (Bohlander and Snell, 2011; Armstrong, 2014)

According to Frederick W. Taylor summarized management science as follows: (1) scientific and not experimental; (2) unity, not discord; (3) cooperation, not personalization; (4) maximum output, not limit output. The improvement of human resource management must take into account these additional requirements for a reasonable and effective strategy. Tocher & Rutherford (2009) agreed human resource management as a set of functional activities and related separate processes aimed at attracting, developing and retaining human resources of a company. Formal human resource management can be observed when a company begins to form a hierarchical structure, with an approach towards division of labor and strengthening of administrative processes (Kotey & Sheridan, 2004).

Schuler and Jackson (1987) stated HR management as a process of attracting, developing, motivating and retaining employees to ensure effective work performance and successful achievement of organizational goals. Furthermore, HRM practices are also defined as a set of internal policies designed and implemented to ensure that human resources contribute to the achievement of the organization's business objectives (Delery & Doty, 1996). Policies related to human resource management in an organization's operations include recruitment, compensation, organization-related development, security, employee promotion, healthcare, and information sharing, training and effective management. They involve employees and guide them to help employees carry out activities aimed at achieving organizational goals (Jahanian et al., 2012) enhance the competitive advantage of the business (Abunaila & Kadhim, 2022).

HR management practices, organizational regulations related to human resources often referred to as HR policies, they are designed to create added value for the organization. For this study, components of HR policy included Selection and recruitment; Training and developing; Evaluate the work of employees; Workplace stability, **Compensation**, e\Encourage participation and innovation.

Job Satisfaction

Job satisfaction is the level of satisfaction that employees feel on both psychological and physiological aspects with respect to environmental factors. That is, it is the employee's subjective response to the work situation (R. Hoppock, 1935). Nadiri & Tanova (2010) agreed that Job satisfaction is “an individual's positive emotional response to a particular job, It reflects the employee's positive feelings towards the job and the organization (self-perception of need satisfaction through work). The level of job satisfaction of employees is the expression of their positive and negative feelings about the workplace and the job itself (Arif & Chohan, 2012). According to Robbin and Judge (2011), job satisfaction is the set of positive and/or negative emotions that an individual experiences towards his or her job.

Job satisfaction refers to the pleasurable or positive emotional response an individual has to a job or work experience (Locke, 1976). Specifically, The focus of job satisfaction is on the individual employee, not on the team. That is to say, it is present or past-oriented, not future-oriented. In addition, job satisfaction shows an employee's emotional attitude towards a particular job. Thus, job satisfaction means a person's level of satisfaction or dissatisfaction with all aspects of an internal or external job (Price, 2000).

Tett & Meyer (1993), job satisfaction and organizational commitment are completely different, satisfaction has a strong impact on employees' intention to leave, while organizational commitment has a strong influence on employee retention in the organization. Studies have shown that employee job satisfaction is positively and strongly correlated with employee engagement and intention to leave (Mosadeghrad et al, 2008), or job satisfaction job will promote commitment to the organization (Ulrich, 1997).

Job satisfaction refers to how people feel (satisfied or dissatisfied) about different aspects of their jobs. Organizational aspects such as policies, procedures, and workplace culture can have a significant impact on job satisfaction. Employees who are given sufficient resources and provided with clear expectations are often more satisfied than those who lack support or

are unsure of what is expected of them. Furthermore, employees who are given autonomy and a sense of ownership in their work often find higher levels of job satisfaction.

HR policies are essential in ensuring that employees are satisfied and promote organizational commitment. By offering competitive salaries, benefits, and bonuses, employers are able to motivate their workforce and keep them engaged in their work (Ulrich, 1997). Additionally, providing flexible work arrangements and job security are important in creating an environment of trust and loyalty. Furthermore, employers should also ensure that employees have access to appropriate resources and tools to do their jobs effectively, and that appropriate training and development opportunities are offered. When employees are given the opportunity to learn and develop new skills, they feel more capable, competent, and valuable to their organization. This in turn leads to improved job satisfaction (Muhammad Ridwan, Salim Basalamah, Baharuddin Semmaila, 2023). Therefore, the implementation of HR policies has a direct positive impact on employee satisfaction (Steijn, 2004). The following hypothesis is proposed:

H1: There is a positive relationship between HR policies and job satisfaction

Organizational Commitment

Porter et al (1974) explained the concept of organizational commitment as an employee's attitude towards their collective organization and more accurately defines organizational commitment as “the power to define an individual’s join a particular organization”. Organizational commitment is an important factor in creating a positive work environment and fostering healthy relationships between employers and employees. It is expressed as a psychological state that influences how the employee views their role in the organization. This state is driven largely by the employee's perception of the organization's values and objectives as well as the degree of loyalty they have towards the organization. When organizational commitment is strong, employees are more likely to be motivated and engaged, leading to improved performance and productivity. They are also more likely to stay with the organization, leading to decreased employee turnover (Meyer & Allen, 1991). High employee engagement will easily capture their organization's goals and values; willing to work for the success of the organization; and unlimited desire to stay in the current organization (Porter et al., 1974), (Meyer, Allen, & Allen, 1997)

Meyer et al. (1997) described organizational commitment as an employee's psychological attitude towards the organization including the following three aspects: (1)

Affective commitment refers to employees' emotional attachment, employee engagement for organizational goals. (2) Continuity commitment is the willingness to stay with the organization because employees think they have investments including pensions, relationships with other employees, or other benefit-generating activities (3) Normative commitment is the commitment that a person believes they need to stay in the organization to fulfill the obligations of "Common values of loyalty and responsibility".

Chew and Chan (2008) understand the importance of having management policies and responses in place to ensure that there is an equitable balance of motivation between employers and employees. These policies and responses help to ensure that all team members are treated fairly and that all employees are given similar opportunities to develop and succeed.

Si and Li, (2012) and Marescaux et al., (2012) have conducted research that suggests a positive relationship between HR policies and organizational commitment. The findings of their studies indicate that companies that implement HR policies which prioritize employee satisfaction are more likely to have higher levels of organizational commitment. This relationship is likely due to the fact that when employees feel valued and supported by their employer, they are more likely to be invested in their work and to be loyal to the organization. Parker and Wright (2000, cited in Chew and Chan, 2008) argued that effective management policies and practices increase organizational commitment. The hypothesis is proposed

H2: HR policies have a significantly positive effect on organizational commitment

Studies have consistently demonstrated that employees who are satisfied with their roles within an organization are more likely to be committed to it. This connection between employee satisfaction and commitment has been seen time and again in research conducted in the workplace. (Cooper-Hakim & Viswesvaran, 2005).

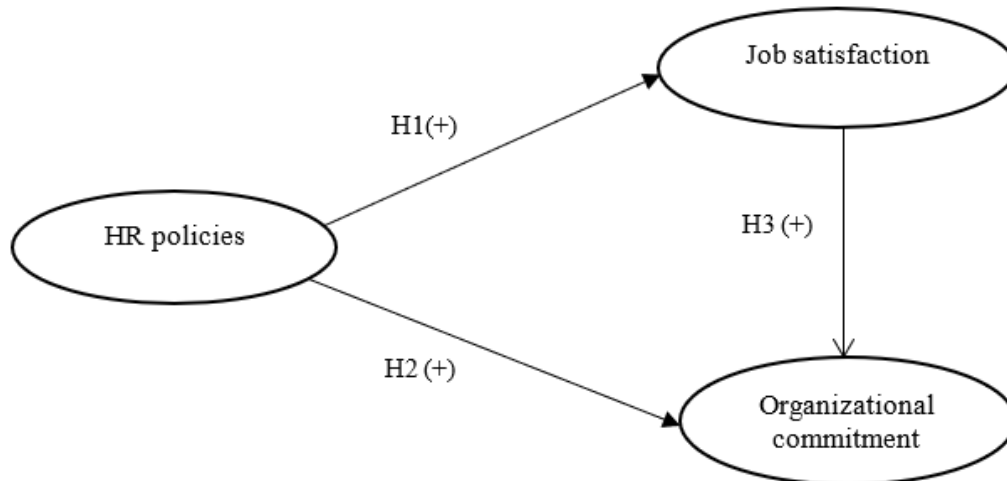
Employees with strong beliefs about their job satisfaction (also known as cognitive-emotional engagement) have a much stronger link between job satisfaction and job performance than for a less satisfied employee. This is due to the fact that employees who are more engaged with their job and view it positively are more likely to take on extra duties and responsibilities, increase their work quality, and be more productive (Schleicher, Watt, & Greguras, 2004)(Ariani, 2023).

Tett & Meyer (1993) suggested that job satisfaction and organizational commitment are two distinct entities, each with its own influence on employee retention and intention to leave. job satisfaction was strongly correlated with intentions to leave, but organizational commitment had a stronger influence on employee retention. Mosadeghrad et al (2008) claimed that

employee satisfaction is positively and strongly correlated with employee engagement, is the deciding factor to stay or leave the organization (Naumann,1993). The hypothesis is proposed

H3: Job satisfaction is positively related to organizational commitment

Figure 1: Research model



Source: Prepared by the authors (2023)

METHODOLOGY

Sample

Hair et al. (2006) suggested that when running the linear structural regression equation, the sample size ranges from 200 to 400, corresponding to 10 to 15 factors. Tabachnick and Fidell (2001) suggested that the sampling rate is at least 5:1. There are 34 observed variables in this study, so the minimum sample size is $34 \times 5 = 170$ observations. The sample was selected using a stratified random method, distributing answer sheets and asking questions directly to 2-4 employees per company. Out of a total of 125 small and medium enterprises in the Mekong Delta and Ho Chi Minh City, Viet Nam. The remaining number of collected and screened samples is 400 observations, including 31.8% of management subjects and 69.2% of employees. pellets, this ensures the correct number of samples is analyzed. The questionnaire used is based on a 7-level Likert scale (level 1 corresponds to completely false/poor, level 7 corresponds to completely true/good).

According to the theoretical framework, the study developed 34 items questionnaires, In order to assess the reliability of the latent variable and the factor scales, Cronbach's Alpha was used; Exploratory Factor Analysis (EFA) was utilized to test the convergent nature of the concepts in the analysis. Additionally, Confirmatory Factor Analysis (CFA) was used to further analyze the data and to validate the results. CFA was conducted in order to validate the results

and to make sure that the results were consistent with the theoretical framework. Structural Equation Modeling (SEM) is a statistical technique used to evaluate and calculate the relationships between different components in a given research model. It attempts to explain the relationships between the different components by estimating the relationships among latent variables, as well as the direct and indirect effects of the latent variables on observed variables (Nguyen, 2020). As a result, the target test confirmed that 29 observed variables could be accepted for inclusion within confirmatory factor analysis, and structural equation modelling.

Out of a total of 400 observations. Regarding number of years of work, there are 68 employees working under 5 years (accounting for 17%); 216 employees with working experience from 5 to 10 years (accounting for 54%); 89 employees with working experience from 11 to 20 years (accounting for 23%); 6% have more than 20 years of experience in their organization. As a result, Respondents hold a variety of positions. By sector of organizations, about 21% of respondents work in private companies, 49% in limited liability companies, 22% in joint stock companies and 8% in business households.

Measurement of Variables

Human Resources Policy (HRP): HRP was measured based on the methods of Mathis & Jackson (2011), Tocher & Rutherford (2009). These methods are intended to assess an individual's willingness to identify himself as a member of an organization.

Measuring job satisfaction (JOS): This scale developed recently by Homburg et al., (2004) has been developed. This scale aims to measure job satisfaction related to aspects of human resource policy.

Measuring Organizational Commitment (OC): The organizational affective commitment scale was developed by J.Allen and P.Meyer (1990).

RESULTS AND DISCUSSION

Crobach's Alpha Analysis

Table 1: Result testing reliability by Cronbach's alpha

Concepts	Factors	Variables	Reliability		Cumulative of Variance (%) (pvc)	Value
			Cronbach's alpha	Composite (pc)		
HRP- Human resources policies	SEL	3	0.858	0.889	69%	Qualified
	TRA	3	0.809	0.819	60%	
	APP	3	0.862	0.863	68%	
	SAL	2	0.760	0.766	62%	
	COM	3	0.844	0.845	65%	

	STA	3	0.771	0.772	54%	
	INNO	3	0.823	0.828	62%	
JOS - Job Satisfaction	JOS	4	0.847	0.877	57%	Qualified
OC- Organizational commitment	OC	4	0.880	0.898	64%	Qualified

Source: Prepared by the authors (2023)

Table 1 shows the total reliability for all scales with a combined confidence coefficient greater than Cronbach's alpha (greater than 0.8). In addition, the sum of the variances of the scales were extracted to account for the variability of the data, yielding high scores (all above 54%). Combining confidence values with built-in confidence, this scale meets the requirements for reliability and total variance extracted.

Table 2: Analysis of scale dispersion

	SEL	TRA	APP	SAL	COM	STA	INN	JOS	OC
Mean	5.54	5.23	5.50	5.72	5.36	5.42	5.37	5.56	5.19
Std. Deviation	1.14	1.21	1.02	1.03	1.23	1.31	1.07	1.01	1.06
Variance	1.30	1.47	1.05	1.05	1.51	1.72	1.14	1.02	1.12
Skewness	-.766	-.716	-.594	-.946	-.688	3.007	-.548	-.874	-.341
Kurtosis	.683	.379	-.121	1.124	.037	37.225	.100	1.434	.175

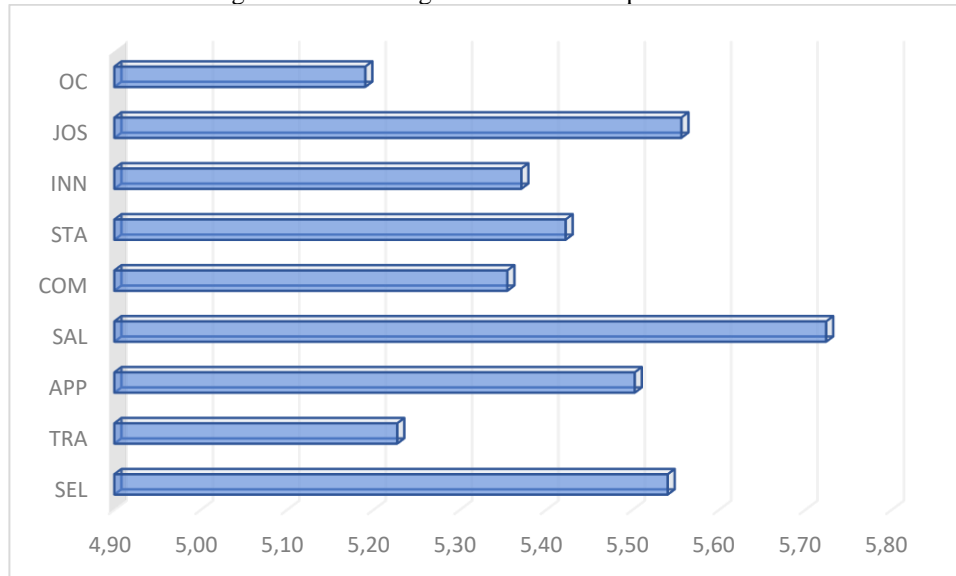
Source: Prepared by the authors (2023)

The functional activity of personnel policy is assessed based on employee perceptions within the firm (Fig. 2). Nearly all employees considered the functional activity of HR policies in small and medium enterprises to be relatively high, with average scores for him ranging from 5.23 to 5.72 on his 7-point scale. The valuable element gradually diminishes “Salary – SALA” (5.72), “Selection and Recruitment –SEL” (5.54), “Appraisal – APP” (5.50), “Employment Security – STA” (5.42), “Participation and Encouragement of Innovation – INN” (5.37), “Compensation – COM” (5.36) , , “Training – TRA” (5.23).

The mean values of the concept of job satisfaction (5.56) and organizational commitment (5.19) are relatively high. The distributions of these variables correspond to a normal distribution.

In addition, by analyzing the distribution and variability of the conceptual study, we find that the variables have a relatively small deviation from the mean (standard deviation ranges from 1.02 to 0.96 to 1.23). This shows that the distributions of these variables are not very far from the mean. Kewness and Kurtosis are within the acceptable range of the normal distribution (-1 to +1 for Kewness and -2 to +2 for Kurtosis).

Figure 2: The average value of the HR policies scale



Source: Prepared by the authors (2023)

Analyzing the Value of Distinguishing Between Concepts

Table 3 of the research model provides the results of the discriminant validity test, which shows the correlations between the concepts with a significant standard deviation of 5% ($P < 0.05$). From the results, it is evident that the correlation between each concept has different values. Specifically, the concepts of the research model have different values ranging from 0.7 to 0.9. This indicates that the concepts of the research model are distinct from each other and that the discriminant validity test has been successful in establishing the validity of the research model. From this, it can be inferred that the research model is reliable and valid.

Table 3: The results of evaluating the difference between concepts in the model

Correlation	Correlation coefficient (r)	Standard error (SE)	Critical Ratios (CR)	Pvalue
JOS <--> HRP	0.830	0.030	5.718	***
OC <--> HRP	0.766	0.034	6.829	***
OC <--> JOS	0.785	0.033	6.511	***

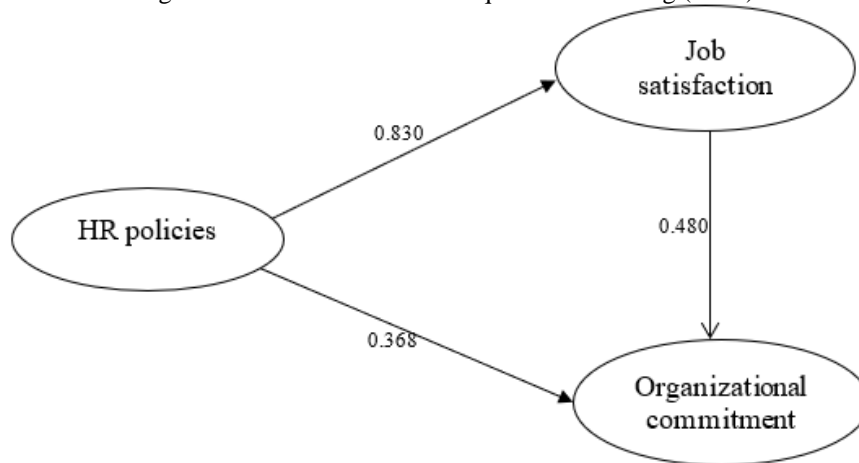
Source: Prepared by the authors (2023)

The value check results presented in Table 3 distinguish the concepts within the criticality model. All correlations between the concepts have a significant standard deviation of 5% ($P < 0.05$). This indicates that each concept has a different correlation value, meaning that the concepts in the criticality model have different values. The data from the value check shows that the correlations between the concepts have a clear distinction. Therefore, Concepts in the critical model therefore have different values.

Model Results - The Standardized Estimates

The results of the SEM model test showed that the indexes met the following requirements: CMIN/df = 2.700, which is less than or equal to 3 as suggested by Bentler and Bonett (1980); CFI index = 0.911; TLI = 0.900, which is higher than 0.9; and RMSEA = 0.065 which is lower than 0.08 as indicated by Garver and Mentzer, (1999). Furthermore, the model estimates were statistically significant at the 5% level, indicating that the indicators in the model were effectively fitted to the data collected from the market. This can be seen from the parameter estimation results which show that the coefficients for the model's components were in line with the expected values (Figure 2).

Figure 3: Result of Structural Equation Modelling (SEM)



Source: Prepared by the authors (2023)

Table 4: Result of testing hypotheses (standardized)

	Relationship	Estimates	S.E.	C.R.	P
HR policies	→ Job satisfaction (JOS)	0.830	.094	8.938	***
HR policies	→ Organizational commitment (OC)	0.368	.141	3.736	***
Job satisfaction	→ Organizational commitment (OC)	0.480	.143	4.764	***

Source: Prepared by the authors (2023)

The results of the standardized estimation of study model parameters (Table 4) reveal that the relationship between concepts in the formal study model is statistically significant ($p < 0.05$). This indicates that the significance threshold for this study was set at a P-value of 0.05. Furthermore, P-values denoted with three asterisks (***) in the table refer to P-values that are less than 0.001. The calculation of the P-values reveals that the model has a strong correlation between the concepts, indicating a statistically significant relationship. In conclusion, the results of the standardized estimation of the study model parameters clearly

indicate that the relationship between the concepts in the formal study model is statistically significant.

Research indicates that HR policies can have a positive effect on job satisfaction ($\beta = 0.830$). This is consistent with studies conducted by (Ulrich, 1997), (Ajila & Abiola, 2004) and (Boxall & Purcell, 2011). Furthermore, job satisfaction is positively correlated with organizational commitment ($\beta = 0.480$). A further study conducted by Mosadeghrad et al., (2008) shows that job satisfaction can also lead to an increase in employee engagement. This evidence suggests that HR policies are a critical factor in promoting employee satisfaction and engagement in the workplace.

Additionally, hypothesis H3 is accepted. the results show that HR policies had a positive impact on organizational engagement ($\beta = 0.368$). This result is in line with the theory of Social Identity Theory (SIT). SIT suggests that when employees are aware of their level of responsibility within the company, they tend to develop a positive attitude and improved performance at work. Theory is often used as an explanation for the relationship between perceived company policies and employee attitudes and behavior towards the enterprise (Tajfel, 1982) (Van Knippenberg & Sleebos, 2006). This is similar to the work of Whitener (2001), Chew and Chan (2008) and Gong et al. (2009) point out the relationship between personnel policy and organizational performance through organizational engagement characterized by emotional commitment.

In conclusion, the results of the study suggest that HR policies can have a positive effect on organizational engagement. By recognizing and rewarding employees for their efforts, organizations can create a positive work environment and promote an increased level of job satisfaction. This in turn can lead to improved performance and overall organizational success.

CONCLUSION

The research results presented in this document are based on a survey of 400 employees and managers of small and medium enterprises in Vietnam. Through testing the SEM model, it was found that human resource policies have a positive impact on employee satisfaction and organizational commitment. This finding is of great importance for entrepreneurs and policy makers, as they need to enact policies that will promote job engagement and employee retention. Such policies will ensure that employees remain satisfied with their job and are committed to the organization. This will contribute to the

long-term success of the organization and will ensure that they remain competitive in the market.

Some implications for activities related to human resource policies to be implemented are as follows:

The enterprises should also look to develop a system of internal audits and reviews, which will help to identify any areas of non-compliance or areas of improvement. This could include setting up a system for tracking and monitoring the compliance of staff, as well as ensuring that all relevant documents are kept up to date and in order. The company should also ensure that all staff members are aware of the policies and procedures that are in place, and that they are given the necessary training and support to adhere to them.

About recruitment and training: The recruitment must be done publicly, with a clear description of each vacancy. Most food processing enterprises are labor-intensive, in which local workers make up the majority. Therefore, it is necessary to consider the scope, form and criteria of recruitment suitable to the job position to ensure improvement of labor productivity.

In order to improve the quality of in-service training activities to meet job requirements, special attention should be given to two types of workers in the company.

For workers who directly create products, their skills, skill levels, and proficiency in production should be closely monitored. Compliance with regulations and processes should be emphasized during implementation, and strict application of rules should be enforced. Additionally, training should be provided on safety protocols and proper use of tools and machinery, as well as the latest developments in the industry.

For those in management positions, training should be focused on leadership and managerial skills, as well as an understanding of the company's mission and goals. Training can include public speaking, organizational skills, and management of personnel. Additionally, special attention should be paid to the development of problem-solving and decision-making skills, as well as the ability to work collaboratively and effectively with colleagues.

Work evaluation: Develop a set of standards for assessing knowledge, skills, qualifications and criteria for job completion in the company, in which gender and human factors should be taken into account. ethnic minority. Evaluation criteria in evaluating employees must be transparent, open, and fair. In addition, it is necessary to create a

feedback channel and dialogue with businesses at least twice a year. This helps to answer employees' questions and complaints, in order to create an effective working environment, from which employees feel comfortable contributing to the organization.

Compensation policy: To maintain this balance, organizations should implement policies that ensure that all employees receive the same recognition and rewards for their efforts. This could include promotion, salary increase, and other forms of recognition. It must be fully implemented and on time to ensure that the salary is suitable for the job position and reasonable compared to other companies of the same type of operation. Considering the salary factor as one of the sustainable factors, it is necessary to have a diversified and reasonable salary and bonus regime to encourage employees to feel secure, attached, and devote their energies to building and developing the business.

Encourage participation and innovation: Diversify by encouraging employees to contribute to company policies and procedures with the goal of ensuring quality improvement, taking employee input seriously Company employees in order to improve operational efficiency through improving management methods and working processes in a reasonable and effective manner. It is necessary to have a timely reward system for scientific, technical and economic initiatives in production and management. Creating a positive work environment and providing employees with benefits and incentives can lead to increased organizational commitment. For instance, providing employees with access to professional development opportunities or offering flexible hours can show employees that their employer values their contribution and encourages them to be committed to their work.

Moreover, welfare policies should be taken into account and applied more such as annual health monitoring, maternity plan, support for employees to quit their jobs to take care of new-born children, allowances for difficulties, etc. vocational training and professional development. subject. Organizing sightseeing, travel, entertainment, sports, etc. Support cases of illness, maternity, filial gifts, funerals, business trips, gifts on major holidays...

Overall, HR Policies are measured by perception of employees and managers. So, the feedbacks may not be entirely accurate. The results of this study suggest that HR policies have a significant influence on employees' job satisfaction and organizational commitment. However, this study was limited to analyzing the basic HR policies activities and did not include other components, such as training, performance management, and recruitment. Therefore, it is important to consider a more comprehensive approach to determine the impact of HR policies

on job satisfaction and organizational commitment. Future studies should examine other components of HR policies, such as training, performance management, and recruitment, to gain a better understanding of the influence of HR policies on job satisfaction and organizational commitment. Additionally, future studies should also consider the differences between typers of organizational and actual performance of HR policies, as this may provide further insight into the impact of HR policies on job satisfaction and organizational commitment.

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