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Impact of Human Resource Management Practices on Institutional Performance: The Mediating Role of Employee Engagement in Higher Education Institutions

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ABSTRACT: HRM practices become important in enhancing the engagement of employees in Higher Education Institutions (HEIs) and the performance of the institution. The focus of this study is on the relationship between HRM practices and institutional performance and how the role of employee engagement is viewed as a mediator in the relationship. The study has concentrated on the significance of HRM practices, how these practices affect institutional performance, the problems involved in implementing HRM practices and how to lessen these problems. Training and development, performance management, employee recognition, career development and employee participation are seen as key practices in establishing a supportive working culture. This study is underpinned by Social Exchange Theory (SET) that recognises positive intra-organisational exchange can inspire positive work-related attitudinal response from employees through levels of engagement. The study notes that it is crucial to investigate how employee engagement can become a crucial bridge between HRM practices and institutional performance. It also pinpoints issues like pressure with workload, resources, lack of recognition, communication or lack of career development. A solution to these problems by implementing feasible HRM strategies can be considered as a way to uplift employee engagement, thereby contributing in the outputs of the institution. The study provides both theoretical and practical implications for higher education institutions by highlighting the value of positive employee–organisation relationships.

INTRODUCTION

Research Background

Human Resource Management (HRM) plays a vital role in the success of Higher Education Institutions, as employees are engaged in administration, teaching, research, and providing students with support. HRM practices such as training, fair pay, performance management, communication, and career development can enhance employee performance. Happy employees who feel their contributions support the institution's goals and feel supported and valued are more likely to be engaged in their work (Hassan, Amin, & Ghoneim, 2024). Now, HRM practices can be linked with institutional performance through Employee Engagement. Highly committed, more motivated, and productive staff members may be created. This research investigates the interaction between HRM practices and institutional performance as well as the possibility of employee engagement as a bridge between the practices.

Research Aim:

To examine the impact of HRM practices on institutional performance through employee engagement in higher education institutions.

Research objective

- ***RO1:*** To examine the importance of HRM practices in improving institutional performance in higher education institutions.
- ***RO2:*** To assess the impact of HRM practices on institutional performance through employee engagement.
- ***RO3:*** To identify key challenges affecting HRM practices and employee engagement.
- ***RO4:*** To explore strategies for mitigating these challenges and improving institutional performance.

Research Questions

- ***RQ1:*** What is the importance of HRM practices in improving institutional performance in higher education institutions?
- ***RQ2:*** What is the impact of HRM practices on institutional performance through employee engagement in higher education institutions?
- ***RQ3:*** What are the key challenges affecting HRM practices and employee engagement in higher education institutions?
- ***RQ4:*** What strategies can be used to mitigate these challenges and improve institutional performance in higher education institutions?

Research rationale

There are problems that confront higher education institutions like work load, lack of motivation, employee turnover, and changing work demand among the various problems. Good HRM techniques can alleviate these problems (Iqbal *et al.,* 2023). Possibly, the intensity of the effects of HRM practices on institutional performance may be related to employee engagement. It is in this backdrop that the relationship between HRM practices, employee engagement, and institutional performance is explored in this research.

Research significance

The findings of this research are important as they might lead higher education institutions to develop HRM practices for enhancing employee engagement and performance. The results could be used by managers to improve their training, reward, communication, and performance management (Faozen & Sandy, 2024). The study can also highlight the significance of employee engagement toward accomplishing institutional objectives. Academically, the research included information regarding the linkage between HRM practices and the relationship between HRM practices, employee engagement, and institutional performance in higher education institutions.

Problem statement

Problems of employee motivation, overload/load, commitment, and performance are common issues faced by many higher education institutions. Substandard HRM practices can result in low involvement among employees and negatively impact the institution's performance (Sharif *et al.,* 2026). Some time ago, the HRM and performance relationship has been studied; however, the mediating role of Employee engagement needs to be researched once again. The aim of this study is to fill this gap in the literature.

2. LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

2.1 Importance of HRM Practices in Higher Education Institutions

In Higher Education Institutions (HEIs), Human Resource Management (HRM) practices are significant due to the close involvement of employees in teaching, research, administration, and student support. In universities, which are reliant on the knowledge, skills, and motivation of academic and non-academic employees, the goals of the university are closely linked to the roles of these staff members. The best HRM Practices are recruitment and selection, training and development, performance appraisal, compensation, career development, and employee participation. The practices enable institutions to attract appropriate human labour as well as impart some skills to human labour necessary to do their jobs well. Sharif *et al.* (2026) suggest that HRM practices can impact individual attitudes and behaviour and thereby influence the organisational outcomes.

Higher education is especially important because the quality of academic staff may have an impact on academic quality, research output and student experience. Recruitment could enable getting staff members with appropriate qualifications and skills to fit the needs of an institution, whilst training and development would improve the ways teachers teach, the skills of research, and the use of new technologies.

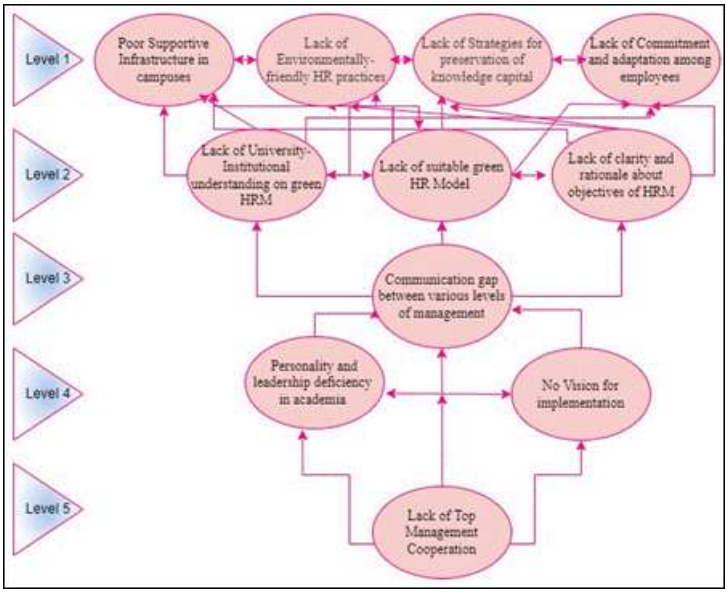


Figure 2.1: Importance of HRM Practices in Higher Education Institutions

(Source: Sharif *et al.*, 2026)

Performance appraisal may also be useful to inform an employee about his job and how he can improve himself. Likewise, attracting job satisfaction among staff and providing career growth routes can be used to keep staff members promoting the institution. There have also been previous studies that have associated strategic HRM practices with positive outcomes in organisations, as employees are empowered to contribute to the organisation when they are provided with appropriate support and opportunities (Mohiuddin *et al.,* 2022). But HRM in higher education is not just about the productivity of employees. It has to take into account academic freedom, professional development, workload, and involvement in institutional decisions. HRM practices that are fair, clear, and associated with employees' needs can develop an enabling work atmosphere. This can boost staff morale and lead to improved performance in institutions. Thus, HRM practices have been classified as an organisational resource for higher education institutions because of the facilitation of employee development and supporting the wider institution's objectives.

2.2 Impact of HRM Practices on Institutional Performance through Employee Engagement

Employee engagement could be used as a mediating variable to explain the correlation between HRM practices and institutional performance. Employee engagement is the amount of passion, involvement, and dedication that employees demonstrate in their tasks. Alam (2022). In colleges and universities, an involved employee might even be more likely to help students, to be involved in teaching and research, to cooperate with fellow employees, and to be involved in the activities of that institution. HRM practices can be used to contribute significantly in this regard through providing conditions of support and value recognition of employees. For example, training can allow employees to develop their skills during their job, while performance-determining feedback will help them show what they are expected to do in their particular line of work. Employees who feel their contribution is recognised can also feel there are fair costs and benefits, and developmental opportunities for their careers. If employees are more engaged, their positive attitudes could also help to make a difference in institutional performance with enhanced work quality, better commitment and cooperation.

Measuring institutional performance in higher education may involve quality of teaching in the institution, research production, student satisfaction, staff retention rates, and strategic achievement. (Abu-Mahfouz *et al.,* 2023), holds if the staff members feel that they have the ability, motivation, and opportunity to contribute to their job. These three areas can be supported by HRM

practices and, with the help of employee engagement, these practices can be correlated with employee behaviour. Thus, HRM practices can have an effect on institutional performance only indirectly through changes in the organisation. They can also be attributed to the positive reaction one of the workers receives to the HRM practices, and this worker gets involved in his work. This indicates that there is a possibility of roles played in connecting HRM practices and performance of the educational institution where students were engaged as employees. It implies that there is an opportunity to link HRM practices and educational institution performance because of the employee's engagement.

2.3 Challenges Affecting HRM Practices and Employee Engagement

HRM in higher education institutions faces various challenges which can deplete the effectiveness of HRM practices and employee engagement. One of the main obstacles is expanding responsibilities. It is often the case that academic staff have to deal with multiple demands on their time, juggling teaching, assessment, research, administration, and the support of students. Heavy workloads may limit time for professional development or create work pressure. Limited financial resources are also a challenge, which may impact recruitment and training efforts, rewards, and other employee development activities. If employees think the opportunities or rewards are restricted for their career, they might become less motivated and less engaged. Performance management may also present problems if it has poor clarity or perceived injustice in the appraisals. If performance assessment is inadequate to reflect the divergent duties of academic and professional persons, employees may have negative attitudes towards HRM. An extra challenge is a change in organisational structure.

In situations where changes are not well communicated and are not communicated to the level of involvement, employees may have questions. This can then be another barrier in the engagement process if there is a lack of communication between management and employees. Relationships with colleagues and a positive organisational culture are also critical to engagement, as staff are more likely to be engaged when they are respected and trusted and feel supported. Gede & Satena (2026) indicate that the broader workplace context, or organisational support, is linked to employee engagement. Moreover, the academic-administrative dichotomy may create a challenge in implementing the same HRM practices in an institution. One employee's policy can be ideal for another group, and other employees can be ideal for the other group. This shows that the concept of HRM effectiveness also relies on the way the HRM policy is implemented as well as on how the HRM policy is experienced by the employees. Without proper attention to workload, communication, fairness, and development and resources, HRM practices might be less effective in influencing employee engagement and institutional performance.

2.4 Strategies for Mitigating HRM and Employee Engagement Challenges

Higher education institutions have a number of strategies to minimize HRM challenges and enhance employee engagement. First, representatives of institutions may provide opportunities for training and development of employees by conducting training regularly for employees related to skills in teaching, research, leadership, and digital skills for institutions. Development activities need to have a relationship with the institutional goals and employees' career needs. Second, universities could enhance performance management based on clear criteria, regular feedback, and a fair evaluation process. Staff need to be aware of how they are being evaluated and what the feedback from the appraisal will mean in terms of their development. Thirdly, it is through encouraging the participation of employees in the decisions that impact their work that institutions can enhance their communication. Third, by involving the employees in the decisions that affect them, institutions can enhance their communication. When HR employees are involved, they understand the organisation's change and can offer valuable information to management regarding issues in the workforce. This is more crucial in times of change in technology and/or organisation. Workloads can also be reviewed at institutions for the reasonable distribution of workloads in teaching, research, and administrative duties.

Flexible working practices and access to appropriate staffing and resources can allow staff to better balance their responsibility. To also foster employee engagement, recognition and reward practices can be put in place to make sure their contributions are given their due. Abdullahi *et al.* (2022) make a point that HRM will be more effective if the organisations are able to build their employees up, enable their performance, and provide conditions for employee commitment. For instance, students whose task is to support their fellow students with skills beyond classroom instruction or whose role is to allocate and manage resources. In Higher education, this needs to take into account differences between Academic and Professional postures and not be applied to everyone working. There is also a role for leadership, with managers establishing trust by communicating frequently, supporting and treating people fairly. Employee feedback should be regularly gathered through surveys, employee meetings, and other methods to help identify employee engagement issues early. Indicators of the effectiveness of HRM strategies should

also be gauged by employee retention, employee engagement, employee development, student satisfaction, and institutional achievement. These strategies can establish a better alignment between employee needs and institutional goals. So, to solve HRM challenges, it is essential to implement a combination of fair HR policies, employee development, effective communication, manageable workloads, and supportive leaders' attitudes.

2.5 Conceptual Framework

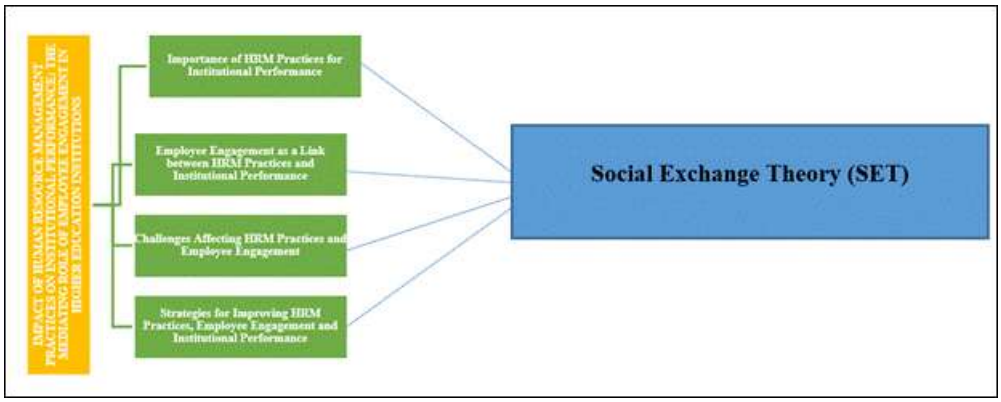


Figure 2.2: Conceptual Framework

(Source: Self-created)

2.6 Literature Gap

The literature review has shown that Human Resource Management (HRM) practices can affect the attitude of employees and their work behaviour, and the attitude of employees can affect the organisational outcome. Work practices like recruitment, training and development, performance evaluation, rewards, and employee involvement are discussed in the context of organisational performance. The ways in which these practices interact in order to affect institutional performance, particularly in HEIs, are not well understood. Most of the previous studies focus on the direct link between HRM and organisational performance, and less explored is the process that leads to increased institutional performance through HRM practice (Van Beurden *et al.,* 2022). The scope of HRM practices and institutional performance becomes linked to employee engagement, which in part merits further attention as a possible intervening variable. While earlier literature indicates that HRM practices with supporting characteristics can enhance employee engagement, there is insufficient research that is clear about how the improvement of HRM practices turns into improvement of institutional performance through the enhancement of employee engagement.

Additionally, the differences between the circumstances in higher education, where employees have various academic and research, administrative, and student-support roles. Workload, resource constraints, evolving technology and career growth, and communication issues can impact HRM practices and employee engagement, but these issues aren't always considered in tandem. Moreover, previous research tends to be on the level of a single HRM practice, instead of a multi-practice context within a single study. Hence, research is needed that explains the linkage between HRM practices and employee engagement and institutional performance in higher education institutions (Bhoir & Sinha, 2024). This study aims to fill this lacuna by exploring the significance of HRM practices, how they are linked with institutional performance, the mediating role of employee engagement, the hurdles in these linkages and how they can be overcome. This strategy offers a more linked insight into institutional outcomes in higher education that may be attributable to employee-related practices

3. RESEARCH METHODOLOGY

The interpretivist philosophy is adopted in this study as this would involve understanding the opinions, experiences, and views of the people. This study aims to explore the relationship between HRM practices and employee engagement performance and how it impacts institutional performance in higher education institutes (Abdullahi *et al.,* 2022). This study investigates the relationship between HRM practices and employee engagement performance and how it affects institutional performance in higher education institutes. Interpretivism is appropriate as employee engagement may be differently understood by different employees. It not only emphasizes meaning and experiences in other articles of research, but also those of the researcher.

A method of research adopted by the research is *inductive approach*. This kind of approach begins with studying data from previous investigations and picks out any universal concepts and patterns. The researcher will examine the contents of published literature related to HRM practices, employee engagement, and institutional performance.

The type of research design is an *exploratory research design* because the study is designed to find out the relationship between HRM, employee engagement, and institutional performance. It examines various findings of past research to gain a deeper conceptualization of the research. When the researcher is interested in uncovering critical issues, general patterns, and research gaps, this design is helpful.

The information obtained in the study is secondary data that has been obtained from published academic articles. Google Scholar will be the primary source for searching for articles. The study will be done with only recent articles published after 2022 that are relevant to exploring current research. These will be adapted to include keywords including HRM practices, employee engagement, institutional performance, and higher education. Relevant articles on higher education and on the research will be chosen for a further review (Belkina *et al.,* 2025).

Thematic analysis will be used for the analysis of the collected articles. The researcher will use a text-summarizing approach to read and note key findings of selected articles. The same things will then be aggregated into groups. Common ideas will be named and expanded to form theme ideas. The following themes will help to explain the link between HRM practices and employee engagement as well as the possible impact of employee engagement on institutional performance.

Inclusion Criteria	**Exclusion Criteria**
Articles published from 2022 onwards	Articles published before 2022
Peer-reviewed academic articles	Non-academic sources
Studies related to higher education	Studies unrelated to higher education
Studies discussing HRM practices	Studies not related to HRM
Studies covering employee engagement or performance	Studies with no connection to the research variables
Articles available in English	Articles in other languages
Relevant full-text articles	Articles without sufficient information

Table 1: Inclusion and Exclusion Criteria

(Source: Self-created)

Ethics will be adhered to during the research process. Published and public sources will be utilized only. Properly cite to avoid plagiarism information taken from previous studies. Findings will be presented truthfully, never changing or misstating the original authors ' findings. Personal information of employees will not be collected directly by the research. All resources will be used in an academic way.

4. RESULTS

4.1 Theme 1: Importance of HRM Practices for Institutional Performance

The first theme was aimed at investigating the impact of effective Human Resource Management (HRM) practices on performance improvement in Higher Education Institutions, in which it was observed that human resource management practices play an important role in improving the performance of higher education institutions. HRM practices include recruitment and selection, training and development, performance management, rewards, career development, and employee support (FASUSI & ADEDOKUN, 2025). These practices enable institutions to recruit appropriate staff and to equip them

with the skills to do their jobs well. The findings reveal that recruitment is one of the HRM practices, as higher educational institutions strongly rely on academic and administrative employees' knowledge and skills. Well-qualified and experienced staff can help with effective teaching, research, administration, and student services. As well, performance management was identified as important (Arokiasamy *et al.,* 2024). Establishing clear performance expectations and consistent, frequent feedback can aid employees in understanding expectations. This can enhance the capabilities of the person/individual and support broader institutional objectives. Rewards and appreciation will ensure that employees further commit to their work responsibly.

The results also have indicated that employee retention is critical to career development. If opportunities for promotion, professional development, and learning are evident to employees, they may have a stronger rationale to stay with the institution. This can lower employee turnover and aid in retaining seasoned employees within the institution (Garengo, Sardi & Nudurupati, 2022). It is also important to point out that good HRM practices would contribute to creating a positive working environment. If management offers them support, they might be respecting and valuing their employees. This can enhance their satisfaction and their involvement in institutional activities. Good policies can also help to create trust among workers and employers. Proper staffing of staff is also very helpful to lessen pressures on current employees and give them a better chance to get what they need to get done (Ali *et al.,* 2024). These can have a positive effect on teaching and research, student services, and administrative work. The results indicate that HRM practices do not just constitute administrative jobs. They can aid in the effective utilisation of human resources and help in institutional performance. This finding is related to the importance of HRM practices in improving institutional performance.

1. 4.2 Theme 2: Employee Engagement as a Link between HRM Practices and Institutional Performance

Recruitment practices, employee engagement, and their linkage with institutional performance are the second theme. They suggest that HRM practices have an impact on the involvement, motivation, and connection of employees with their work. The concept of employee egagement manifests in employees' interest in their work, willingness to contribute, their motivation, and willingness to strongly and purposefully commit to their organisation's goals. HRM is able to generate a conducive atmosphere which makes the employees feel appreciated and respected. For instance, training can give the employees confidence and recognition, and rewards would help them feel like their contribution was appreciated (Gede & Satena, 2026). This also found that employees who are actively involved at work are more likely to demonstrate positive work behaviours. May be more likely to be responsible, work cooperatively with staff, support students, and participate in activities of the institution. Within the higher education sector, these behaviours may impact the education provided, research work, student support, and administrative efficiency.

The results accordingly indicate that the engagement of employees can serve as a mediating role between the employees' HRM practices and the performance of the institutions. HRM practices may contribute to increasing employees' engagement first, and higher engagement may help to achieve better institutional outcomes. For instance, a professional development provider might be able to enhance the skills of workers, but the motivation (Abu-Mahfouz *et al.,* 2023). More motivated employees can then deliver superior services and be more involved with the goals of the institution. The findings further indicate that good relationships with colleagues and managers are more relevant in building the likelihood of an employee continuing to be engaged. Where there are openness and collaboration, and employees receive regular feedback, they can feel themselves to be a part of the institution. A supportive workplace can also assist employees with the stress and problems at work (Abdullahi *et al.,* 2022). Empowerment by listening to and supporting employees can make them more proficient in sharing ideas and participating in improving the institutional activities. This can lead to a positive loop in that better HRM practices boost engagement, and better engagement boosts performance. Hence, the outcomes suggest the need to investigate the impact of employee engagement on the relationships among HRM practices and institutional performance.

4.3 Theme 3: Challenges Affecting HRM Practices and Employee Engagement

The third theme identifies key challenges which can undermine the effectiveness of HRM practices and employee engagement within HEIs. One of the major difficulties is workload stress. Academic and administrative staff members may be required to have to carry out multiple tasks simultaneously. Academic staff might have to juggle teaching, research, assessment, student support, among other activities, and administrative duties. When workload is high, it can be de-energising and demoralising for employees. Another obstacle is Resource Constraints (Sypniewska *et al.,* 2023). The institutions will have limited resources, such as budget, staffing, training programs, and so on. Without proper support from the employees, HRM practices might not yield the expected response. The results also identify concerns around aspects of career development and promotion. Confusion

about career opportunities and promotions, or a sense that they lack such prospects, can impact both the motivation and engagement of employees. Likewise, when no recognition is given, employees may think that their work is not appreciated. Employees can also have communication issues, which can impact engagement. Specific communication is necessary in the workplace regarding the goals, policies, changes, and expectations for the employee's work performance and effectiveness. Miscommunication can foster a lack of trust and misunderstanding among staff and leadership.

Resistance to organisational change is another difficulty. Higher education providers are transforming technology, how learning is delivered, learner expectations, and working methods. Changes that are implemented without sufficient communication, training, and/or support can be challenging for employees to adjust to. Moreover, inadequate training can make it challenging for the staff to handle emerging technologies and evolving work demands. If these issues persist over a prolonged period, it could lead to a decline in employee satisfaction and engagement (Karaferis *et al.,* 2022). This can also impact teamwork, service quality, employee retention, and the realisation of institutional objectives. Overall, the results indicate that HRM problems are linked to employees' job experiences. Failure to receive adequate recognition, inadequate time, insufficient career prospects, poor communication, and a lack of openness to change can all have a negative impact on employee engagement and may have a negative impact on institutional performance.

4.4 Theme 4: Strategies for Improving HRM Practices, Employee Engagement and Institutional Performance

The fourth theme will concentrate on action points that HEL institutions can take to tackle the HRM issues facing them and boost their performance. Based on the results, it can be concluded that regular training and development opportunities should be offered by institutions, and, on the other hand, appropriate pressure should be applied to individual students. Ongoing training may enable staff to further develop their professional knowledge, adopt new technologies in their work practice, and respond to changes in higher education AI (Humairah *et al.,* 2023). Development programmes can also make employees aware that they are being treated with the interest of the institution in their career development.

One measure of great importance is employee recognition. Awards or appreciation, career advancement, or other appropriate awards are acceptable ways for institutions to recognise employees. Recognition can serve to help employees feel appreciated and motivated to continue working. Further, the findings point towards the significance of communication between employers and the employees. Explicit communication must be made by the manager; also, opportunities must be given for the views to be expressed by the employee (Quader, 2024). Feedback from employees can aid management in the resolution of problems at the workplace and the development of better HR policies.

The findings also indicate that the involvement of employees should be considered when making workplace decisions. Employees can be given a chance to submit their suggestions that could assist the institutions in better understanding their needs and developing better HR policies. In addition, management can be a mentor and support for new staff members to make them feel at ease in their new roles. It would be helpful to establish a few simple habits to build trust, motivation, and cooperation among employees and management. Finally, HRM strategies should be related to institutional objectives (Ekhsan *et al.,* 2023). The recruitment, employee development, performance management, rewards, and employee engagement processes need to be linked and aligned to one another.

5. DISCUSSION

This study revealed that Human Resource Management (HRM) practices play an important role in the performance improvement of Higher Education Institutions (HEIs). This finding corroborates the literature search, which identified the practices of recruitment, training and development, performance and rewards, and career development and employee support as being important in HRM. Effective HRM facilitates the recruitment of appropriate staff and equips them with the skills and support with which to teach, research, administer, and take care of students (Andini, Berlian, & Wigati, 2026). The results further prove that HRM practices have an important role as a mediator between employee engagement and the performance of the institution concerned.

Further, results indicate that employee engagement can have an impact on a variety of aspects of institutional performance. They're not only performance in financial terms in higher education. It can encompass issues of quality of teaching and learning, research activity, student support, student satisfaction, staff retention, or whether the institution is achieving its goals. If employees are driven and dedicated, they can help in these aspects (Flocco, Canterino, & Cagliano, 2022). Furthermore, if promotion is not clear, employees' motivation and commitment are likely to be lowered due to poor recognition and

communication. When staff are inadequately trained and supported in dealing with new technology and techniques, there can be additional challenges due to resistance. The study also provides necessary information about the challenges that can be managed with the help of better HRM practices. Frequent training will help employees to enhance their skills and adapt to new technologies (Rustam, Astuti, & Safitri, 2024). Employees can exchange views and concerns.

6. THEORETICAL AND PRACTICAL IMPLICATIONS

6.1 Theoretical Implications

Based on Social Exchange Theory (SET), this study helps to understand HRM practices and institutional performance in higher education institutions. A positive attitude and behaviour can be developed when an employee is supported and treated fairly by their organisation. HRM practices like Training and Development, Performance Management, Recognition of Performance, Employee Career Development and Participation can be used to offer organisational support to the employees in this research. In turn, workers can exhibit increased levels of engagement, commitment and involvement. Thus, employee engagement can be regarded as a mediator between HRM practices and institutional performance. The study also builds on the existing HRM literature in that it investigates the phenomenon of employee engagement as a possible link between HRM practices and institutional performance (Ahmad *et al.,* 2023). The results can serve as a theoretical foundation for future studies that include HRM in the context of employee engagement and institutional performance in higher education.

6.2 Practical Implications

The research offers practical implications for managers and HR professionals within Higher Education Institutions (HEIs) as it demonstrates the relationship between HRM and the performance of the institutions, in the broader context of employee engagement. Institutions can build positive relationships with employees by treating them fairly, recognizing them, training them, developing them, and giving them opportunities to contribute to decisions made in the institution based on Social Exchange Theory.

7. CONCLUSION

The findings from this study show that practices related to Human Resource Management play a significant role in supporting the performance of the institutions, especially in HEIs. These practices, including training and development, performance management, employee recognition, career development, and employee participation, can foster a positive workplace and motivate employees to be more involved in their careers. The study also suggests that employee engagement plays a mediating role between HRM practices and institutional performance. The Social Exchange Theory (SET) is used as a basis to believe that positive HRM practices can help increase the link between employees and their institutions by generating feelings of support, fairness, and value. In turn, staff can show greater engagement and commitment, which can help to enhance the institutional outcomes.

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