

“A Study of Manufacturing Industries in Karnataka. Enhancing Organisational Commitment through HR Practices”.

¹Mr. Ravi N, ²Shirisha R, ³Sreekanya R, ⁴Dr. Shruthi Joshi, ⁵Raghappanavara Dharmaraj Prakasha, ⁶Gopala K N

¹Assistant Professor, Department of PG Studies (M. Com), BGS Institute of Management Studies, Chikkaballapur, Karnataka, India-562101, Research Scholar- Annamalai University, Tamilnadu, India-608002

²Assistant Professor, Department of Commerce, BGS Institute of Management Studies, Chikkaballapur, Karnataka, India-562101

³Assistant Professor, Department of Commerce, Prakruthi First Grade College, Peresandra, Karnataka, India-562104

⁴Assistant Professor, Department of Professional Studies, Christ (Deemed to be University), Bengaluru, Karnataka, India- 560029

⁵Assistant Professor, Department of Commerce, M E S (Autonomous) College, Bengaluru, Karnataka, India-560003

⁶Assistant Professor, Department of Studies and Research in Commerce, Tumakur University, Tumakur, Karnataka, India- 572103.

Abstract:

The study focused on the effectiveness of Human Resource (HR) practices and the impact of HR practices on the organisational commitment of employees. The study has been on the key aspects of HR such as recruitment and training, fairness of performance appraisal, pay, communication of HR policies, career development opportunities, feedback from the supervisor, safety at work and approachability of HR. A structured questionnaire containing 15 Likert scale statements was administered to employees to determine their perception of HR effectiveness and their level of organisational commitment. The results show that most employees agree that HR practices are supportive, fairly implemented and contribute positively to job satisfaction. Employees showed strong emotional attachment to the organisation and willingness to extend efforts beyond their basic responsibilities. The responses indicated areas where improvement can be made, including opportunities for career growth, transparency in appraisals, and HR support being more proactive. While HR initiatives are generally perceived as effective, the research offers practical recommendations for enhancing HR systems through better communication, better training and development, fair assessments, and encouraging the well-being of employees. In summary, the analysis concludes that effective HR practices have a significant positive impact on employee satisfaction and organisational commitment and ultimately lead to better organisational performance and a positive work environment.

Keywords: HR Practices, Organisational Commitment, Job Satisfaction, Performance Appraisal, Employee Perception

Introduction

Organisational commitment has emerged as an important construct of modern human resource management, particularly as organisations function in fast changing and highly competitive environments. In today's industries, they require skilled employees who can not only improve productivity but also remain committed to the long-term objectives of the organization. Within this context, the manufacturing sector with its labour-intensive processes,

technological transitions and competitive pressures requires strong internal HR frameworks to sustain a stable and motivated workforce.

Karnataka, one of the most important industrial states of India, has a range of manufacturing activities like automobiles, machinery, textiles, electronics, pharmaceuticals, engineering goods, food processing, and aerospace. Major industrial corridors such as Bengaluru–Mysuru Industrial Corridor and the Tumakuru node under the Chennai–Bengaluru Industrial Corridor (CBIC) have been developed to considerably expand the state's manufacturing footprint. With more jobs being created in districts like Bengaluru Rural, Tumakuru, Dharwad, Belagavi, Ballari, Hassan and Mysuru, the need for efficient management of human resources has never been so strong.

Common issues faced by manufacturing organisations in Karnataka include high employee turnover, absenteeism, job dissatisfaction, skill gaps and low employee engagement. These challenges have a direct impact on organisational commitment and, as such, it is important for companies to implement sound HR practices that promote loyalty, reduce attrition and improve performance.

The Concept of Organisational Commitment

Organisational commitment is the psychological attachment or emotional connection that employees have to their organisation. Scholars often distinguish it by three dimensions:

1. **Affective Commitment** - emotional attachment to and identification with the organization.
2. **Continuance Commitment** – Want to stay because it's too expensive to leave.
3. **Normative Commitment** – The sense of obligation or loyalty to stay with the organisation.

All the commitment dimensions are important for the manufacturing units. Affective commitment leads to engagement and innovation; continuance commitment leads to reduced

turnover and normative commitment leads to a stronger workplace culture. Given that manufacturing activities are often teamwork-based and require efficient processes and consistent operations, commitment becomes a key driver of organisational performance.

The Role of Human Resource Practices for Commitment

HR practices are responsible for moulding the employees' perceptions, satisfaction, motivation and long-term loyalty. Good HR strategies make employees feel valued, supported and aligned with organisational objectives. This is particularly true in manufacturing settings, where the work can be physically demanding or repetitive. Good HR interventions can have an even greater impact on morale and commitment.

Key HR practices that impact on organisational commitment are:

a. Selection and recruitment: Good recruitment is about identifying people with the skills, values and expectations that meet organisational needs. The right people in the right jobs leads to higher employee satisfaction and affective commitment. In Karnataka's manufacturing sector, where technical and semi-skilled roles are vital, an efficient recruitment process directly contributes to organisational stability.

b. Training and Education: This allows manufacturing industries to more and more adopt automation, robotics, digital production and advanced quality systems. Employees need to keep their skills sharp to stay current. Training is an investment in human capital and signals organisational support. This engenders loyalty, builds confidence and deepens commitment.

c. Rewards and Compensation system: Major aspects of employee motivation include fair wage policy, performance-based incentives, bonuses, employee recognition programs and non-monetary benefits. Most of the fair pay for physically demanding manufacturing jobs promotes retention and a sense of fairness and inclusion.

d. Performance assessment policy: Clear, objective appraisal systems always give constructive feedback, clarify expectations and motivate employee personal development. When employees see performance evaluation as good and supportive, trust in management increases, resulting in high organisational commitment.

e. **Employee Welfare & Well Being:** Welfare measures such as occupational safety, health facilities, insurance, ergonomic working conditions and work-life balance programmes greatly affect job satisfaction. Manufacturing environments are often perceived to be a higher risk environment and require solid safety and welfare practices to maintain the employee's loyalty and peace of mind.

f. **Staff relations and communication:** A good relationship between management and employees helps to reduce conflicts in the workplace, increases cooperation and builds a harmonious environment. Diversity of workforce is common in manufacturing units and effective communication systems are necessary. Clear communication promotes transparency, less uncertainty and better commitment.

g. **Culture of the Organisation:** A supportive culture which values participation, teamwork, respect and innovation encourages employees to become emotionally bonded to the organisation. A strong cultural fit improves affective and normative commitment and lowers turnover intention.

Significance of Organisational Commitment in Manufacturing

The organisational commitment is a crucial factor in the operational success and long-term sustainability of the manufacturing industries. A number of elements may help to understand its importance:

- **Higher Productivity:** Engaged employees always perform better work which contributes to efficiency and quality output.
- **Reduced Employee Turnover:** As competition for skilled labour rapidly increases, keeping experienced employees is the key for manufacturing firms.
- **Better Workplace Peace & Balance:** Commitment fosters teamwork, cooperation and a positive organisational culture.
- **Reduced Training and Replacement Costs:** Lesser attrition means big savings in time and money.
- **Increased adaptability:** Loyal employees are more receptive to learning new technologies and adapting to industry changes.
- **Improved Customer Satisfaction:** Quality production driven by committed employees results in better trust of customers and organisational reputation.

In the rapidly expanding industrial environment of Karnataka, commitment is a strategic necessity to sustain production, technological advantage and workforce stability.

Problems of Manufacturing Industries in Karnataka

While HR development has been gaining more and more importance, the manufacturing sector in Karnataka is facing a number of problems which affect organisational commitment:

- High labour mobility to service sector jobs.
- Skills gaps caused by rapid technological change.
- HR systems are weak in small and medium manufacturing units.
- Low employee engagement in repetitive, monotonous work environments.
- Health and safety risks inherent to certain industries.
- Generational differences, such as younger employees expecting faster career progression and recognition.
- Industrial relations challenges, including communication breakdowns between management and staff.

These challenges highlight the need for good HR practices which can enhance commitment and reduce organisational instability.

Significance of HR Practices in Manufacturing Sector in Karnataka

With the state's economy heavily dependent on the manufacturing sector, HR effectiveness assumes critical importance in Karnataka. Companies need HR strategies that: with greater automation, expansion of industrial zones, and increased competition

- To attract and retain skilled employees.
- Develop long-term worker loyalty.
- Reinforcing the organisational culture.
- Enhance productivity and operational dependability.
- Increase employee engagement and motivation.

A strong HR practice is no longer an option; it is fundamental to survival and growth. As employees are more aware of their rights, opportunities and career prospects, organisations need to focus on employee centric initiatives to foster commitment.

Literature review:

1. **Kim and Park (2021)** revealed that HR policies influence the employees' view of organisational fairness and trust that directly impacts their organisational commitment. According to their study, improved psychological attachment to the organisation comes from honest communication, fair performance systems and supportive HR policies. They found that HR policies need to be strategically linked with employee expectations to improve long term loyalty and lower attrition.
2. **Goyal and Chhabra (2022)** highlighted that training and development is one of the major predictors for employee engagement especially in labour intensive industries. When organisations invest on skill up gradation, competency enhancement and career development programmes for the growth of their personnel, the employees create feeling of value and long-term attachment. They observed that successful training has a positive impact on the affective and normative commitments.
3. **Rahman, M., Singh, S. (2023)** Impact of performance appraisal fairness on motivation and commitment in Indian organisations. Clear evaluations, timely feedback and objective assessment standards often lead to higher employee job satisfaction and loyalty to the organisation. They found that appraisal systems should provide a combination of recognition and developmental feedback to improve employee morale and commitment.
4. **Thomas and George (2020)** found that democratic decision making, recognition programmes and workplace involvement are all correlated with higher levels of corporate commitment. The study results suggest that emotional attachment and appreciation in the decision-making process of employees results in lesser intention to leave. The findings suggest that the more engagement activities an employee takes part in, the higher the level of affective commitment, particularly in manufacturing environments where motivation could be limited by monotony.
5. **Martínez and Santos (2021)** explained the significance of achieving a strategic fit between HR practices and organisational objectives. Their analysis showcased that organisations aligning HR strategies to business objectives have high level of employee commitment and performance. Also, they pointed out that when HR policies are aligned with organisational vision (by way of leadership development, workforce planning and talent management), employees develop a clearer sense of purpose and organisational loyalty.
6. **Sharma and Patel (2023)** studied the importance of work-life balance practices introduced in organisations in employee well-being and commitment. The benefits such as Flexible work arrangements, wellness programs and leave benefits are important in reducing stress and increasing satisfaction. Their study also revealed that employees who are good at balancing personal and professional demands are more likely to be loyal and committed, thus improving organisational productivity and retention rates.
7. **Nguyen and Tran (2022)** found that pay systems still have a substantial impact on organisational commitment, especially in competitive sectors. They revealed that performance-oriented compensation, transparent reward systems and timely financial appreciation motivate and inspires employees and emotionally commits them to the organisation. The findings of their study suggest that a well-designed remuneration method might improve the affective and continuous commitment in the employees.
8. **Bose and Ravichandran (2024)** pointed out the increasing importance of safety climate for creating employee commitment in manufacturing industries. Authors in their study found that the employees working in a safe, well-equipped and supportive work environment has a higher level of trust towards the management. Their study also found that safety training, protective equipment and emergency preparedness programs create confidence and loyalty among employees, particularly in high-risk manufacturing settings.

Research Gap:

Although there are many studies that have been carried out on the impact of HR practices on organisational commitment, there still exist considerable gaps, especially in the context of manufacturing industries in Karnataka. Most of the extant research has been centred on IT, service and public-sector organisations with limited empirical evidence around how HR initiatives work in manufacturing units where the composition of the workforce and the challenges faced are quite different. Moreover, prior studies tend to examine individual HR practice rather than the cumulative impact on employee commitment. Also, there is a lack of region-specific studies which take into account the unique cultural, economic and operational characteristics of the manufacturing sector of Karnataka.

Moreover, few studies have included employees from different hierarchical levels leading to an incomplete understanding of how HR practices are perceived throughout the organisation. The present study fills these gaps by studying multiple HR practices simultaneously and their impact on organisational commitment among different groups of employees in the manufacturing industries of Karnataka.

Objectives of the Study:

1. To study the effect of HR practices on organisational commitment of manufacturing industries in Karnataka.
2. To know the HR practices that has greater impact on employee commitment.
3. To measure the perception of the employees on the current HR initiatives in the manufacturing sector.
4. To propose strategies to increase organisational commitment through effective HR practices.

Rationale for the Present Study

Organisational commitment is a widely discussed subject but a significant gap exists in the knowledge base relating to the impact of HR practices on commitment in the Karnataka manufacturing industries. The state's manufacturing ecosystem is unique in terms of diversity, technological advances and the mix of large, medium and small units. Therefore, it is important for industry leaders, HR practitioners, policymakers and academicians to investigate the role of HR practices in enhancing organisational commitment in this context.

This study is important because:

- Tech and labour shifts are happening fast in manufacturing.
- It is becoming more difficult to retain skilled employees.
- Organisations need evidence-based HR strategies to foster commitment.
- Very few studies on manufacturing sector alone in Karnataka.
- Effective HR practices can enhance organisational performance and competitiveness.

A better understanding of the association between HRM practices and organisational commitment will help organisations to implement better policies and develop a more motivated, engaged and stable workforce.

Organizational commitment is one of the most important drivers of productivity, employee retention and organizational stability especially in the labour-intensive industries like manufacturing. HR practices are powerful levers in shaping attitudes of employees, improving the relationship in the workplace and increasing the loyalty in the long term. In the emerging manufacturing landscape of Karnataka, where organisations are faced with manpower shortage, technological disruptions and competitive pressures, strengthening organisational commitment through effective HR practices are of prime importance.

The present study intends to contribute meaningful insights on the role of HR interventions in developing a committed workforce to the growth and sustainability of manufacturing industries in Karnataka.

Problem Statement

Manufacturing industries in Karnataka are an integral part of the state's economic development, but they are still facing the problems of retaining employees, motivating them and maintaining stability at the workplace. Serious concerns have been created for organisational performance by high labour turnover, low job satisfaction, the lack

of career growth opportunities and the increasing competition for skilled labour. Many manufacturing units, particularly SMEs, struggle to implement structured, employee-centric HR practices. Thus, employees are often made to feel undervalued, disconnected or dissatisfied, and this in turn leads to reduced organisational commitment.

HR practices are important to increase employee loyalty and engagement and this is well known. However, there is limited empirical evidence of impact of particular HR initiatives on organisational commitment in manufacturing sector of Karnataka. The workforce in this industry varies from highly skilled technicians to semi-skilled and manual workers, so it is important to understand how HR practices can effectively cater for different employee needs.

Also, fast technological changes and changing employee expectations increase the need for strong HR strategies. The problem, therefore, emanates from the gap between the existing HR practices and the desired level of organisational commitment required for productivity and long-term sustainability. The present study aims to study the impact of HR practices on organisational commitment in the manufacturing industries of Karnataka.

Importance of the research:

The present study is of great value in understanding the influence of Human Resource (HR) practices on organisational commitment in the manufacturing sector of Karnataka. The manufacturing sector of Karnataka is known for its labour-intensive operations, competitive pressure and dynamic workforce challenges. Over recent years, manufacturing industries have seen increased demands for productivity, quality improvement and labour stability. However, high staff turnover, skill shortages and different levels of employee engagement have been long-standing barriers.

The importance of this study is that it explores the effectiveness of HR practices such as training and development, performance appraisal, employee welfare, compensation, communication and participative decision-making in enhancing the emotional connection, loyalty and sense of belongingness of the employees towards their organisation. The study offers practical insights for industry leaders, HR managers and policymakers by identifying the HR practices that most strongly predict organisational commitment to design strategies that build a motivated and stable workforce. It further contributes to the academic literature by bridging the gap between HR practices and commitment in a particular context of diverse and rapidly changing manufacturing industries of Karnataka. The results of this study will assist organisations in establishing a positive working environment, enhancing retention and increasing the overall performance and competitiveness of the organisation.

Rationale for the Study:

Karnataka's manufacturing sector is growing rapidly due to technology, industrial corridors and increasing investment. However, this growth is facing challenges such as high employee turnover, skill shortages, low engagement and inconsistent HR practices. In this environment, Organisational commitment has become an important factor for sustainability of productivity, quality and competitiveness. Though HR practices are known to influence employee attitudes, region-specific literature examining their impact in the diverse manufacturing units of Karnataka is lacking. Organisations can combat workforce instability and performance gaps by understanding the impact of HR initiatives on commitment. The need for this study is to provide empirical insights into the effectiveness of current HR systems, identify areas that need improvement and provide actionable strategies to foster a committed and motivated workforce. The findings will be useful to industry leaders, HR professionals, policy makers and researchers who want to strengthen human resource management in the manufacturing sector of Karnataka.

Scope of Study:

This study is limited to the study of HR practices and organisational commitment in selected manufacturing industries in Karnataka. It focuses on important HR dimensions such as recruitment, training, compensation, performance appraisal, employee welfare and communication and measures their impact on employees' affective,

continuance and normative commitment. The research examines different segments of the workforce, such as HR staff, managers, and non-supervisory employees, offering a holistic perspective on workplace dynamics.

It covers manufacturing units located in major industrial areas of Karnataka, geographically. The scope of the investigation is limited to internal factors of the organization, with no consideration of external factors such as market and government policies. The research is likely to generate insight applicable to large, medium and small manufacturing units but may not be generalised to other than manufacturing sector. It offers a targeted evaluation of HR effectiveness in enhancing organisational commitment in the manufacturing setting of Karnataka.

Research Methodology:

1. **Method:** The research is descriptive to study the relationship between HR practices and organisational commitment of employees working in manufacturing industries in Karnataka. This design helps to systematically describe existing conditions, employee perceptions and effectiveness of HR practices influencing commitment levels.
2. **Study Nature:** The research is quantitative in nature and is based on measurable data gathered through structured questionnaires. The quantitative approach helps the researcher and allows the results to be analysed and interpreted objectively.
3. **Study population:** The population comprises of employees working in select manufacturing industries in Karnataka consisting of small, medium and large-scale units. The scope of the study includes both managerial and non-managerial employees.
4. **Sample Size:** The study included 62 respondents from different manufacturing organisations in Karnataka. The sample size is sufficient for initiating descriptive analysis and for identifying the fundamental relationships between variables.
5. **Method of Sampling:** For availability, time and willingness of the employees to participate, the study uses a convenience sampling method. It allows for easy collection of data from conveniently available respondents.
6. **Data Sources**
 - a) Primary Data were collected through a structured questionnaire consisting of close-ended statements related to HR practices and organisational commitment. Responses were taken on a Likert scale.
 - b) Secondary Data: Secondary data was collected from journals, research papers, books, company reports and websites related to HR practices and organisational commitment.
7. **Tool for Research:** The questionnaire was well designed, divided into two sections:
 - Part A: Demographic details of the respondents
 - Part B: Questions on HR practices and organisational commitment
8. **Means of Data Collection:** The data were collected through direct distribution and online sharing of the questionnaires. The respondents were willing to give information related to the research variables.
9. **Methods of Data Analysis:** The data collected were analysed through simple descriptive statistics, mainly the percentage method, and presented in tables and graphs. The method helped to understand the distribution of responses and employees' perceptions in a clear and visual manner of HR practices and organisational commitment. No advanced statistical tools were used and results can be easily and straightforwardly interpreted.
10. **Limitations of Study**
 - The sample of 62 respondents may limit generalisability.
 - Convenience sampling method may have bias.
 - Responses are self-reported and may be subject to personal bias.

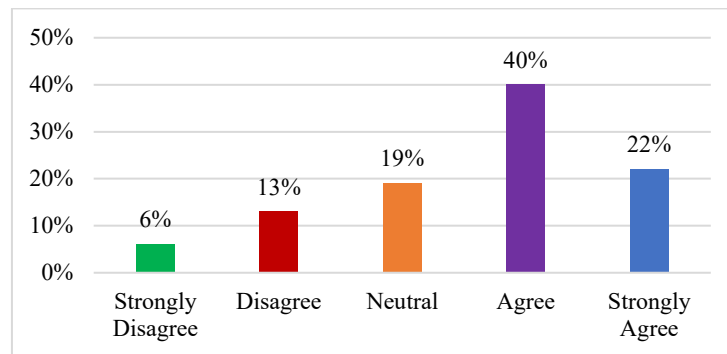
Data analysis and Interpretation:

Table 1: Perceptions of Training and Development Opportunities

Particulars	No. of Respondents	Percentage (%)
Strongly Disagree	4	6.0%
Disagree	8	13%

Neutral	12	19%
Agree	25	(40%)
Strongly Agree	13	22%
Total	62	100%

Graph 1: Perceptions of Training and Development Opportunities



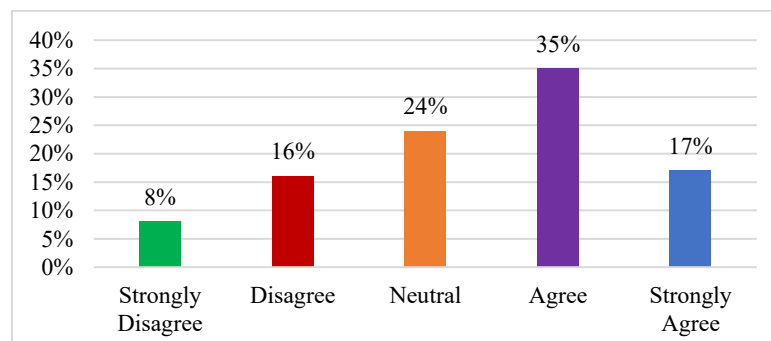
Analysis and Interpretation

The results show that 40% of the respondents agree that the organisation provides adequate training and development opportunities, while 22% strongly agree, indicating strong satisfaction among employees. Some 19% are neutral, indicating a moderate view. A small proportion (19% combined) expressed dissatisfaction. The overall findings show that training and development initiatives are more effective and positively perceived, and contribute to employee growth and organisational commitment.

Table 2: Fairness of Performance Appraisal Methods Opinion

Particulars	No. of Respondents	Percentage (%)
Strongly Disagree	5	8.0%
Disagree	10	16%
Neutral	15	24%
Agree	22	(35%)
Strongly Agree	10	17%
Total	62	100%

Graph 2: Fairness of Performance Appraisal Methods Opinion



Analysis and Interpretation

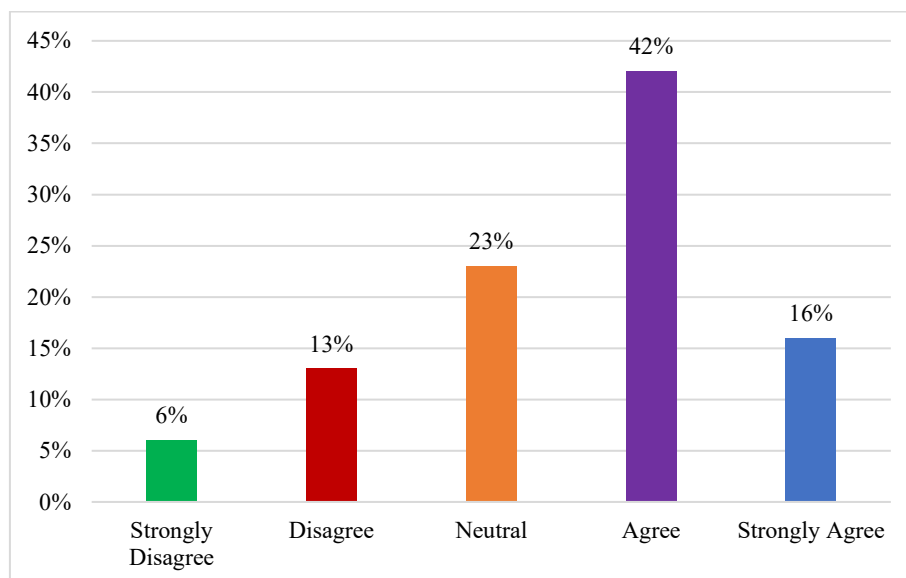
The above-mentioned table and graph show that 35% of respondents agree and 17% strongly agree that performance appraisal methods are fair and unbiased which indicates a generally positive view. However, a majority proportion (24%) remain neutral, indicating mixed experiences or limited awareness of the appraisal

process. Around 24% (Strongly Disagree + Disagree) were dissatisfied, with fairness or transparency being cited as the reasons. Overall, the findings indicate that while appraisal practices are generally appreciated, there is room for improvement in terms of communication, consistency and building trust.

Table 3: Opinion Regarding Compensation and Reward System as Motivator

Particulars	No. of Respondents	Percentage (%)
Strongly Disagree	4	6%
Disagree	8	13%
Neutral	14	23%
Agree	26	42%
Strongly Agree	10	16%
Total	62	100%

Graph 3: Opinion Regarding Compensation and Reward System as Motivator



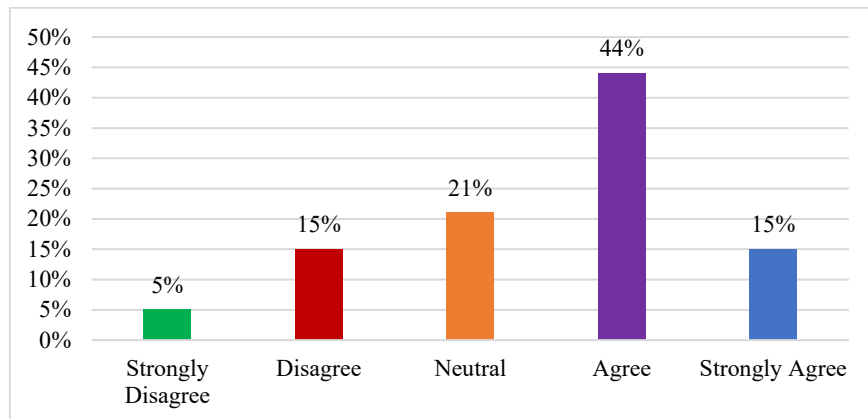
Analysis and Interpretation

The results show that 42% of respondents agree and 16% strongly agree that the compensation and reward system motivates them, which indicates a strong positive perception. However, 23% are neutral which may indicate lack of clarity or inconsistent reward practices. A smaller proportion (19%) say they don't agree, suggesting some dissatisfaction with existing pay policies. The results imply that the reward system works well in general but could be improved by being more transparent and more performance related pay.

Table 4: Attitude towards Communication of HR Policies and Procedures

Particulars	No. of Respondents	Percentage (%)
Strongly Disagree	3	5%
Disagree	9	15%
Neutral	13	21%
Agree	27	44%
Strongly Agree	10	15%
Total	62	100%

Graph 4: Attitude towards Communication of HR Policies and Procedures



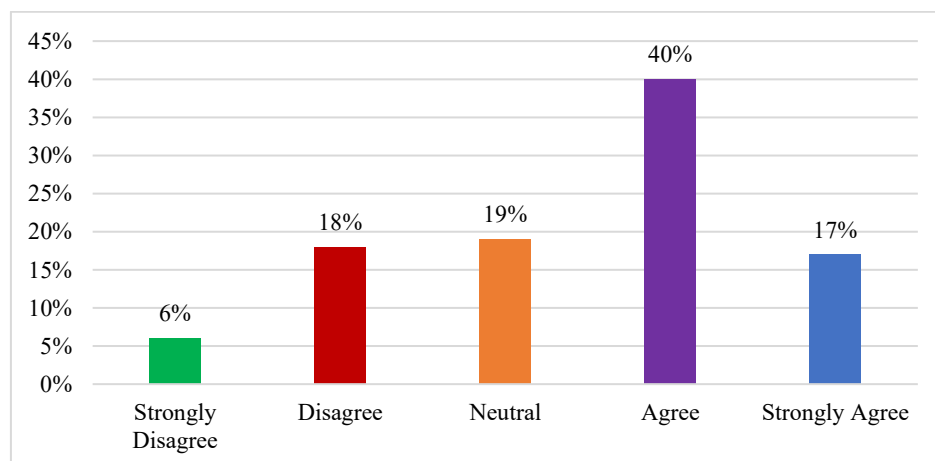
Analysis and Interpretation

The table indicates that 44% of respondents agree and 15% strongly agree that HR policies and procedures are communicated clearly. This suggests a generally effective communication system in the organisation. However, 21% were neutral, which means that some employees may not know all the details of the policies. Also 20% responded negatively that there is need to improve in the policy dissemination. Communication practices seem to be good generally, but there could be improvements by updating regularly, holding meetings, and providing accessible HR documentation.

Table 5: Perception on Opportunities for Career Growth and Advancement

Particulars	No. of Respondents	Percentage (%)
Strongly Disagree	4	6%
Disagree	11	18%
Neutral	12	19%
Agree	25	40%
Strongly Agree	10	17%
Total	62	100%

Graph 5: Perception on Opportunities for Career Growth and Advancement



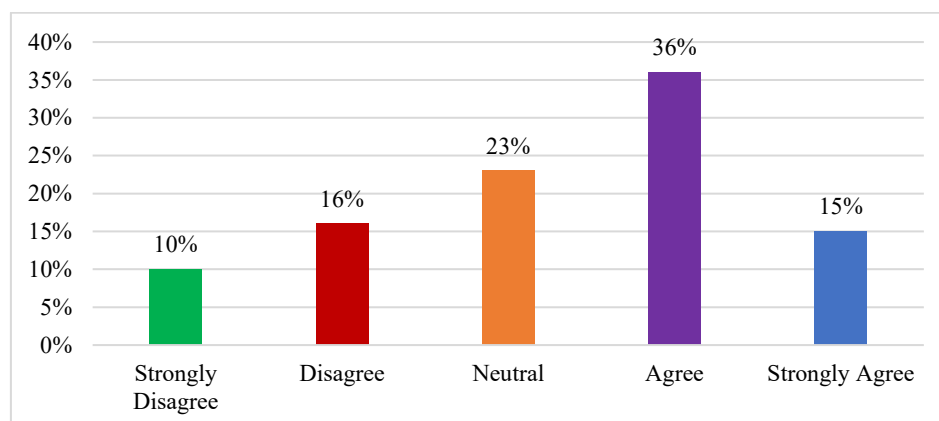
Analysis and Interpretation

Data indicates 40% agree and 17% strongly agree that their organisation provides opportunities for career growth, indicating a generally positive environment for advancement. But 19 percent of respondents were neutral, indicating uncertainty or inconsistency in growth pathways. That means about 24% (Strongly Disagree + Disagree) are not satisfied, which suggests that the career development initiatives may not be reaching all employees equally. Overall, the organisation seems to offer good opportunities but needs to improve clarity and fairness in career progression.

Table 6: Opinion on Timely and Constructive Feedback from Supervisors

Particulars	No. of Respondents	Percentage (%)
Strongly Disagree	6	10%
Disagree	10	16%
Neutral	14	23%
Agree	22	36%
Strongly Agree	10	15%
Total	62	100%

Graph 6: Opinion on Timely and Constructive Feedback from Supervisors



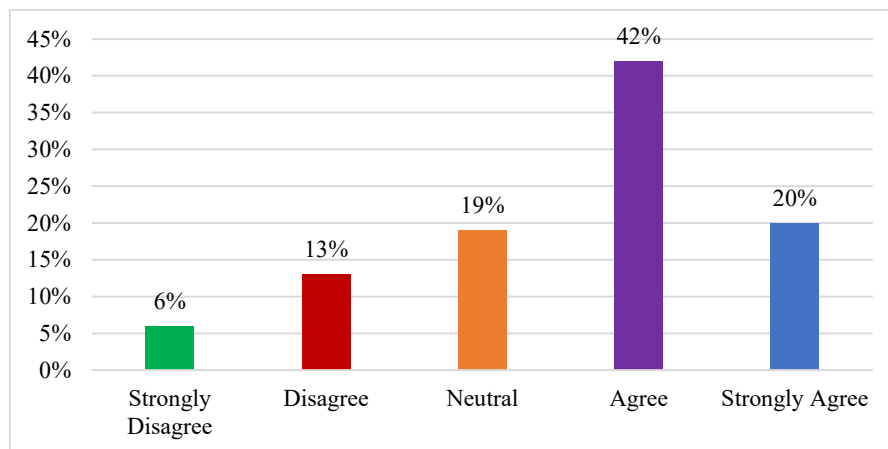
Analysis and Interpretation

The table shows that 36% agree and 15% strongly agree that supervisors provide timely and constructive feedback, representing a moderately positive perception. However, 23% of respondents remain neutral, which may indicate inconsistent feedback practices. A notable 26% (Strongly Disagree + Disagree) feel that feedback is lacking or delayed, highlighting an area needing improvement. Overall, while many employees receive useful feedback, strengthening supervisory communication could significantly enhance performance and engagement.

Table 7: Perspective on Safe and Healthy Working Environment

Particulars	No. of Respondents	Percentage (%)
Strongly Disagree	4	6%
Disagree	8	13%
Neutral	12	19%
Agree	26	42%
Strongly Agree	12	20%
Total	62	100%

Graph 7: Perspective on Safe and Healthy Working Environment



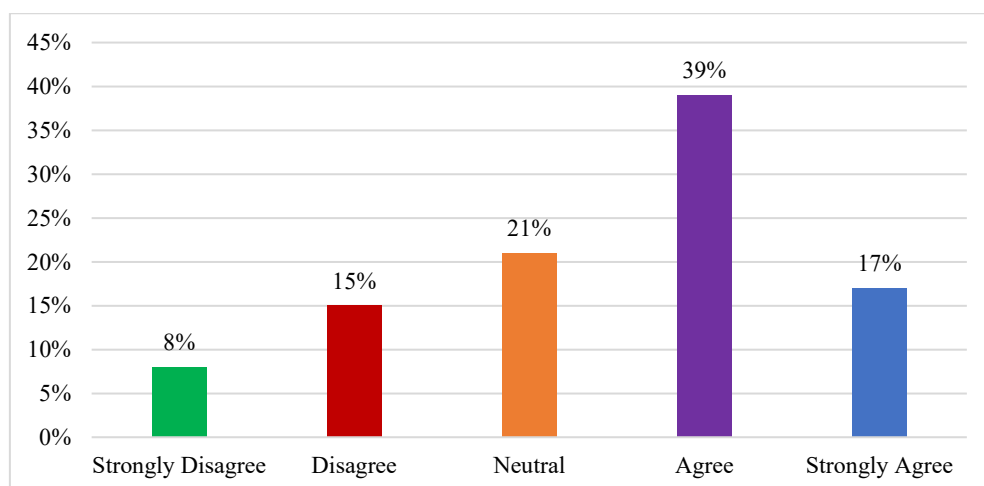
Analysis and Interpretation

The results show that most of the respondents (42% agree and 20% strongly agree) believe that the organisation provides a safe and healthy work environment. This shows that health and safety standards at work are observed to a great extent. But 19% of respondents are neutral, meaning they feel safety measures are adequate, if not exceptional. Some 19% disagree or strongly disagree, indicating that some departments or units need improvement. The organisation is doing well overall on safety but there are specific gaps to be filled to improve employee well-being.

Table 8: Opinion about approachability and support from HR Department

Particulars	No. of Respondents	Percentage (%)
Strongly Disagree	5	8%
Disagree	9	15%
Neutral	13	21%
Agree	24	39%
Strongly Agree	11	17%
Total	62	100%

Graph 8: Opinion about approachability and support from HR Department

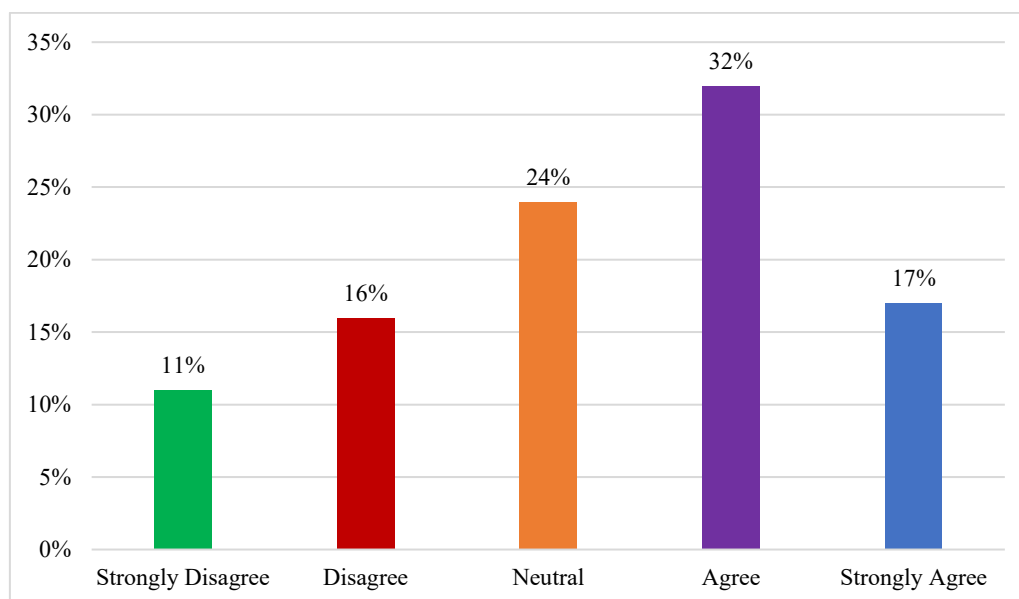


Analysis and Interpretation

The majority of respondents (39% agree, 17% strongly agree) find the HR department approachable and supportive. This indicates a positive perception of HR accessibility in general. However, 21% are neutral indicating that HR engagement may not be consistent for all staff. About 23% are unhappy (Disagree + Strongly Disagree), which means some employees feel their concerns are not being properly addressed. Overall HR support is good but could be improved with better communication and responsiveness.

Table 9: Emotional Attachment with the Organisation

Particulars	No. of Respondents	Percentage (%)
Strongly Disagree	7	11%
Disagree	10	16%
Neutral	15	24%
Agree	20	32%
Strongly Agree	10	17%
Total	62	100%

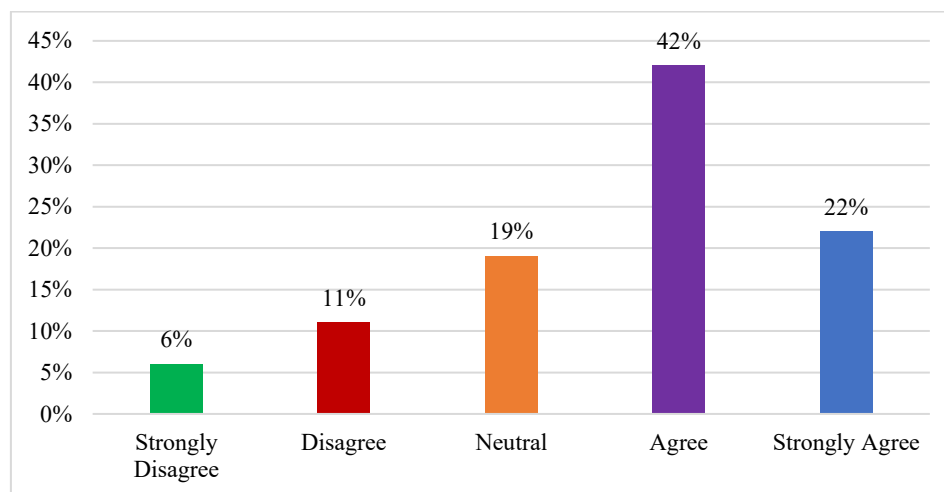
Graph 9: Emotional Attachment with the Organisation**Analysis and Interpretation**

The data indicates that 49% of respondents (Agree + Strongly Agree) feel emotionally attached to the organisation, showing a reasonably positive level of affective commitment. 24% went with neutral, however, indicating some uncertainty or mixed feelings. In addition, 27% (Strongly Disagree + Disagree) do not feel emotionally connected which indicates that almost one-fourth of employees may not have strong organisational bonding. Overall, emotional attachment is moderate, though there is an opportunity to improve employee engagement and loyalty.

Table 10: Willing to do more than their basic responsibilities

Particulars	No. of Respondents	Percentage (%)
Strongly Disagree	4	6%
Disagree	7	11%
Neutral	12	19%
Agree	26	42%
Strongly Agree	13	22%
Total	62	100%

Graph 10: Willing to do more than their basic responsibilities



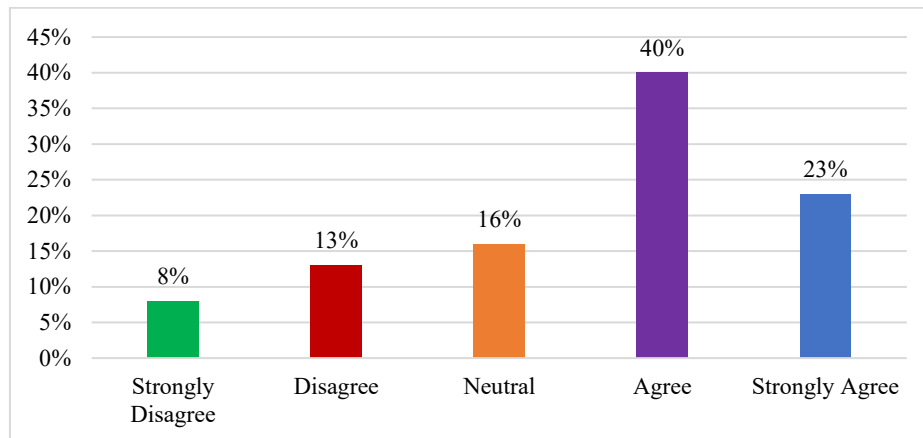
Analysis & Interpretation

Most respondents (64%) agree or strongly agree that they are willing to put in extra effort beyond their assigned duties. This indicates a strong normative commitment and a positive work culture that encourages initiative. At the same time, 19% are neutral and 17% disagree, which shows that motivation is not the same for all. Discretionary effort would be improved by people recognition programmes and supportive leadership.

Table 11: Being part of the organisation makes me proud

Particulars	No. of Respondents	Percentage (%)
Strongly Disagree	5	8%
Disagree	8	13%
Neutral	10	16%
Agree	25	40%
Strongly Agree	14	23%
Total	62	100%

Graph 11: Being part of the organisation makes me proud



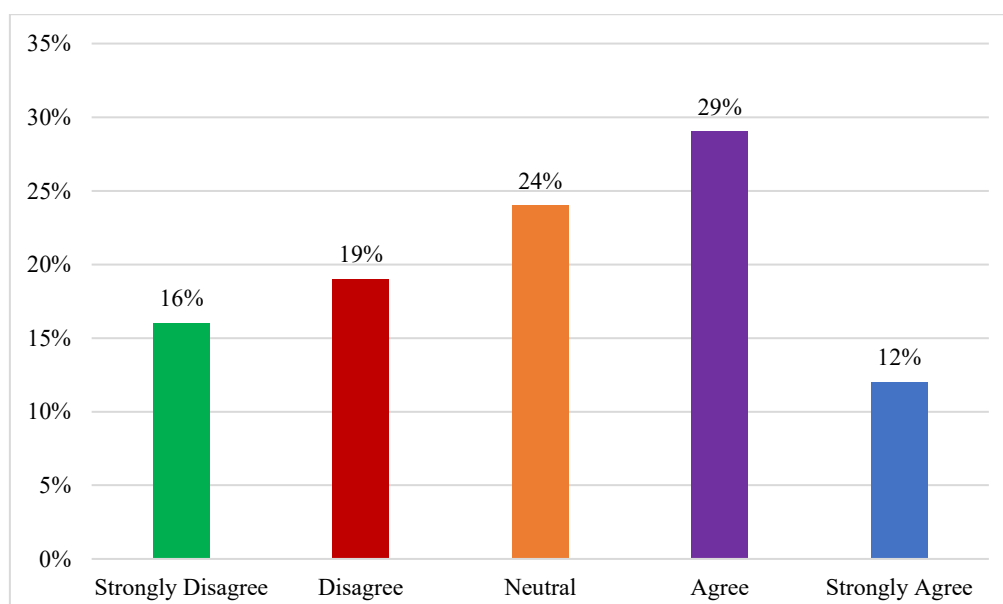
Analysis & Interpretation

Strong affective commitment is evidenced by around 63 per cent of employees saying they are proud to be associated with their organisation. The 16% of neutral responses could indicate that some employees may not yet have strong emotional attachments. But 21% disagree, showing pockets of dissatisfaction. Enhancing internal communications, acknowledging team achievements, and fostering a positive organisational identity can also increase employee pride.

Table 12: Thinking of Leaving the Organisation

Particulars	No. of Respondents	Percentage (%)
Strongly Disagree	10	16%
Disagree	12	19%
Neutral	15	24%
Agree	18	29%
Strongly Agree	7	12%
Total	62	100%

Graph 12: Thinking of Leaving the Organisation

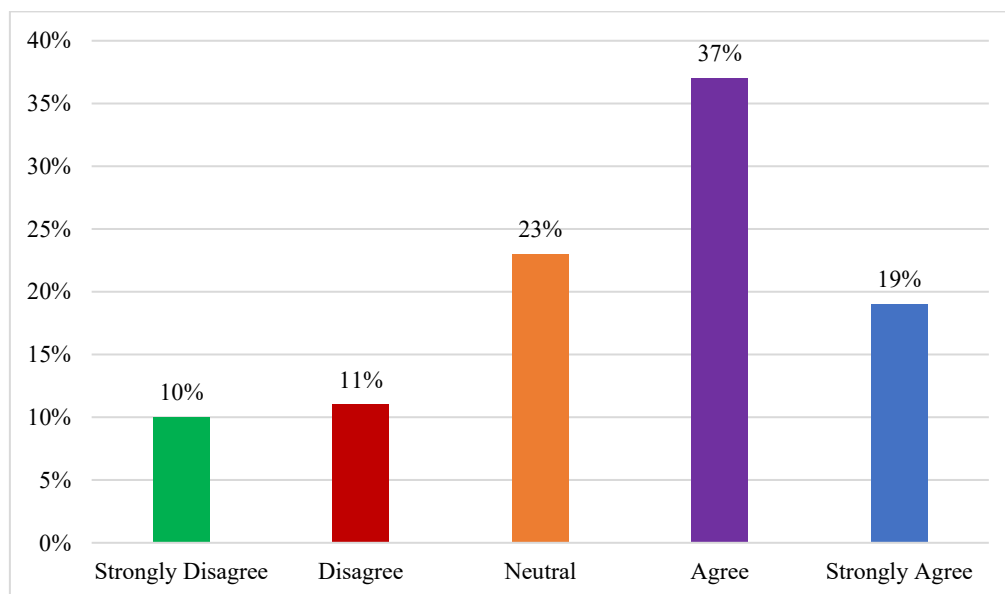


Analysis & Interpretation

They show a moderate level of continuance commitment since only 41% agree or strongly agree that they rarely think of leaving. But 35% disagree or strongly disagree, suggesting potential turnover concerns. A significant 24% are neutral, reflecting uncertainty about the long-term outlook. This underscores the need for better retention strategies, competitive remuneration, career advancement opportunities and supportive HR initiatives to enhance job security and organisational loyalty.

Table 13: Recommendation as a good working environment

Particulars	No. of Respondents	Percentage (%)
Strongly Disagree	6	10%
Disagree	7	11%
Neutral	14	23%
Agree	23	37%
Strongly Agree	12	19%
Total	62	100%

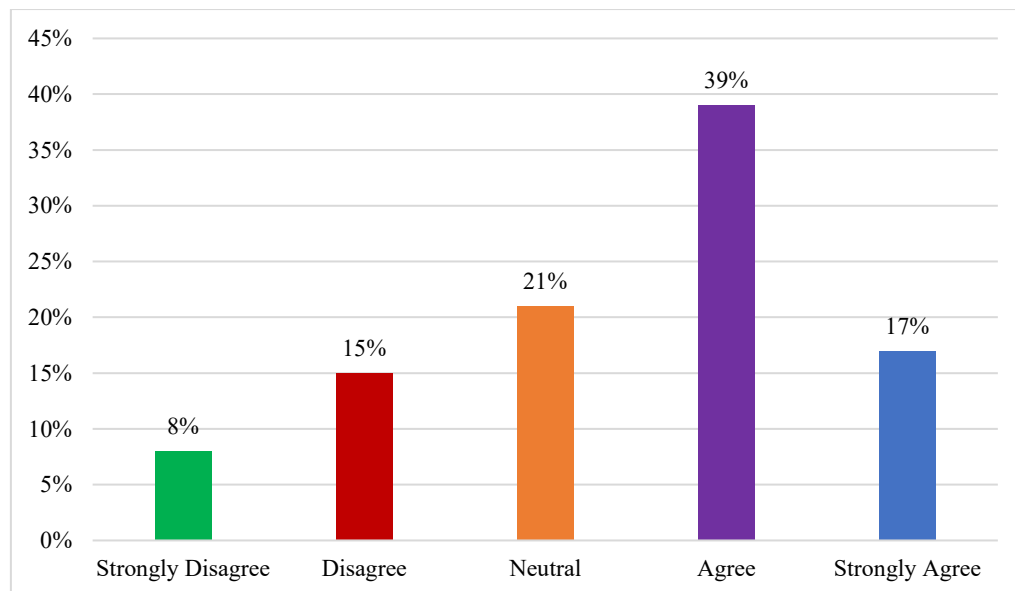
Graph 13: Recommendation as a good working environment**Analysis & Interpretation**

Most respondents (56%) would recommend their organisation as a good workplace, indicating good organisational commitment and satisfaction. At the same time, 23% say they neither like nor dislike the President, perhaps reflecting mixed experiences or a lack of strong feelings either way. Overall, 21% disagreed or strongly disagreed, showing areas that need attention, such as work culture, HR responsiveness or reward mechanisms. A more attractive workplace overall can be achieved through increased employee engagement and communication.

Table 14: HR Practices and Job Satisfaction

Particulars	No. of Respondents	Percentage (%)
Strongly Disagree	5	8%
Disagree	9	15%
Neutral	13	21%
Agree	24	39%
Strongly Agree	11	17%
Total	62	100%

Graph 14: HR Practices and Job Satisfaction



Analysis & Interpretation

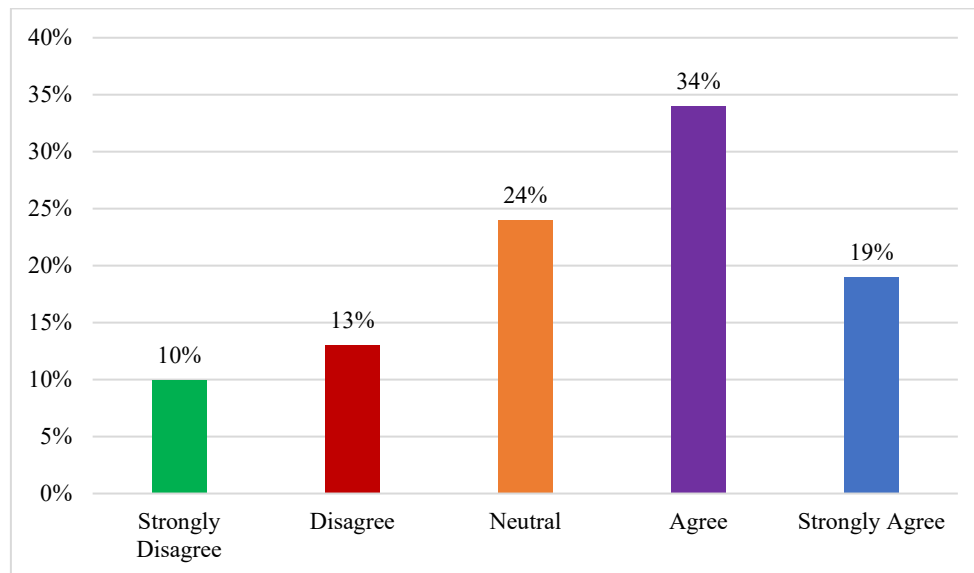
The data shows that 56% of the respondents agree or strongly agree that HR practices have a positive impact on their job satisfaction, which means that the HR system is working effectively to some extent. However, 21% are neutral, implying that HR benefits are not necessarily felt by all roles in the same way. Meanwhile 23% are unhappy, indicating areas for improvement, such as communication, fairness or rewards. HR–employee interaction can be improved to further enhance overall satisfaction.

Table 15: HR Initiatives and Organisational Commitment

Particulars	No. of Respondents	Percentage (%)
Strongly Disagree	6	10%
Disagree	8	13%
Neutral	15	24%

Agree	21	34%
Strongly Agree	12	19%
Total	62	100%

Graph 15: HR Initiatives and Organisational Commitment



Analysis & Interpretation

There is a clear link between HR practices and employee loyalty, with around 53% agreeing or strongly agreeing that HR initiatives have increased their commitment to the organisation. But the 24% of neutral responses show that the level of commitment is individual. Some employees may not view HR efforts as effective – with a combined 23% disagreement. Further commitment can be reinforced by better employee engagement programmes, transparent communication and personal HR initiatives.

Results:

1. **Training and Development:** Most of the employees feel that there is enough training provided by the organisation which suggests that the skill development is being taken care of well however a few still want additional specific programmes.
2. **Fairness of Appraisal:** Appraisal procedures are generally believed to be fair, but some unhappiness arises from inter-departmental variances.
3. **Incentive Satisfaction:** The incentive and compensation structure in the businesses encourages many employees but a sizeable minority feels that awards are too low or not appropriately related to performance.
4. **Policy Communication:** Organisational transparency is good and most employees are fully conveyed the HR rules and procedures.
5. **Career Growth:** Employees are aware of the career growth opportunities, but are looking for more clarity regarding career paths and set criteria for growth.
6. **Feedback Mechanisms:** Many employees get timely and constructive feedback from supervisors, but the quality of feedback varies by supervisor.
7. **Work Environment:** The work environment is safe and healthy and improves the confidence and well-being of the employees.
8. **Approachability of HR:** Employees mostly find HR to be helpful and approachable although a handful have suffered delays with their concerns.

9. **Emotional Attachment:** There is a moderate level of emotional commitment to the organisation. “Cultural bonding can be reinforced.
10. **Extra-Role Behaviour:** Most of the employees are ready to do more than what is basically required. This points to substantial discretionary efforts.
11. **Organisational Pride:** The majority are glad to be part of the organisation, suggesting congruence with organisational ideals.
12. **Moderate Turnover Intention:** Many individuals have thoughts of quitting their positions at some point and this implies moderate job instability or discontent.
13. **Workplace Recommend:** Over half would recommend the business as a good place to work. Neutrality suggests mixed employee experience.
14. **Job Satisfaction:** Positive impacts of HR practices on job satisfaction indicate effective HR interventions for most employees.
15. **Organisational Commitment:** HR activities improve commitment, however inconsistency in HR service delivery affects the overall perception.

Ideas:

1. Increase performance review openness. Set clear, measurable standards for all divisions.
2. Strengthen career development programmes including mentorship, succession planning and structured promotion procedures.
3. Re-evaluate compensation and reward systems to better link rewards to performance and contributions.
4. Provide leadership training and communication seminars to increase uniformity among supervisor input.
5. Encourage staff wellbeing through mental health assistance, stress management courses and ergonomic changes.
6. Encourage regular HR-employee engagement forums to identify concerns early and respond quickly.
7. Communicate and review HR policies regularly so that employees are informed of any changes and benefits.
8. Support safety training initiatives to foster the organisation’s commitment to employee well-being.
9. Enhance the retention methods include recognition programmes, bonding activities and long-term rewards.
10. More participation in decision making to increase employees’ trust, dedication and sense of belonging.

Conclusion:

The study found that HR Practices have significant impact on organisational commitment in the manufacturing industries of Karnataka. HR practices like training, performance management, communication systems, and safety standards are often seen positively by employees as sources of job satisfaction and motivation. Such practices help to create emotional attachment and pride among employees, which makes them more willing to take on responsibilities beyond the defined roles. This is a good sign of the affective and normative commitment of the workforce.

Notwithstanding these strengths, the findings also indicate critical areas for focused improvement. A large proportion of employees are neutral or dissatisfied with fairness in performance appraisal, adequacy of compensation and timeliness of HR support. Similarly, many respondents report having occasional thoughts of leaving the organisation, indicating concerns about long-term career security, role clarity or lack of recognition. These factors can be a barrier to the development of continuance commitment, which is important for reducing turnover intentions in manufacturing contexts.

To overcome these challenges, organisations need to have more robust, transparent HR systems and focus on employee-centric policies. Better reward systems, greater open communication, and more defined growth paths can significantly boost employee engagement and loyalty. In addition, more HR accessibility and response time will create more trust in the department’s efficacy.

In conclusion, the study reveals that HR practices are positively impacting commitment levels, but the consistent implementation, employee involvement and specific refinements could transform HR initiatives into stronger and more enduring drivers of organisational commitment within the manufacturing sector of Karnataka.

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