

“Strategic Human Resource Management Practices and Organizational Commitment: An Empirical Investigation”

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Abstract:

Strategic Human Resource Management (SHRM) has emerged as a critical organizational function that aligns human resource practices with strategic business objectives to enhance employee performance and achieve sustainable competitive advantage. In the contemporary business environment, characterized by rapid technological advancements, globalization, and evolving workforce expectations, organizations increasingly recognize the importance of fostering organizational commitment through effective human resource practices. The present study examines the influence of Strategic Human Resource Management practices on organizational commitment among employees. The study adopts a quantitative research approach using a descriptive and explanatory research design. Primary data were collected through a structured questionnaire from **400 employees** selected using stratified random sampling, while secondary data were obtained from books, peer-reviewed journals, reports, and credible online sources. The collected data were analyzed using SPSS with descriptive statistics, Cronbach's Alpha, Pearson's correlation, multiple regression, independent sample *t*-test, and one-way ANOVA. The findings reveal that employees perceive SHRM practices positively, particularly in the areas of training and development, career development, and strategic recruitment. The results further indicate a significant positive relationship between SHRM practices and organizational commitment, with training and development emerging as the strongest predictor of employee commitment. The study also finds that demographic variables such as age significantly influence organizational commitment, whereas gender does not exhibit a significant difference. The research concludes that organizations implementing effective SHRM practices are more likely to develop a committed workforce, improve employee retention, and enhance organizational performance. The study contributes to the existing literature on Strategic Human Resource Management and provides practical implications for HR professionals and organizational leaders in designing strategic HR initiatives that strengthen employee commitment and support long-term organizational success.

Keywords: Strategic Human Resource Management, Organizational Commitment, Human Resource Practices, Employee Commitment, Training and Development, Multiple Regression, SPSS.

Introduction

The global business environment has undergone profound transformation over the past decade, driven by rapid technological advancement, digital transformation, artificial intelligence (AI), geopolitical uncertainty, demographic changes, and evolving employee expectations. These developments have fundamentally reshaped

the way organizations create and sustain competitive advantage. While traditional sources of competitiveness such as financial capital, technology, and physical assets remain important, contemporary organizations increasingly recognize that human capital constitutes the most valuable strategic resource for achieving long-term organizational success. Consequently, Strategic Human Resource Management (SHRM) has evolved from an administrative support function into a strategic organizational capability that aligns human resource policies and practices with corporate objectives to improve organizational effectiveness, workforce agility, and sustainable performance (Kim et al., 2025; Wright & McMahan, 1992). Recent scholarship argues that organizations capable of integrating strategic HR systems with business strategy are better positioned to respond to environmental uncertainty, innovation demands, and workforce transformation than organizations relying solely on traditional personnel management approaches. (Kim, S., Khoreva, V. and Vaiman, V., 2025)

The increasing strategic significance of SHRM is evident in organizations' growing investments in integrated human resource practices, including strategic workforce planning, competency-based recruitment, continuous learning and development, leadership development, employee well-being, talent management, succession planning, performance management, and data-driven HR analytics. Rather than functioning as isolated HR activities, these practices operate as mutually reinforcing systems designed to develop employees' knowledge, skills, motivation, and opportunities to contribute effectively to organizational objectives. Contemporary SHRM research emphasizes that coherent bundles of HR practices create organizational capabilities that are difficult for competitors to imitate, thereby strengthening sustainable competitive advantage and organizational resilience in increasingly dynamic business environments. Furthermore, digital HR platforms, AI-enabled decision support systems, and predictive workforce analytics are transforming HR from an operational function into a strategic business partner capable of supporting evidence-based decision-making and organizational transformation. (Kim, S., Khoreva, V. and Vaiman, V., 2025),

The emergence of algorithmic technologies has further accelerated the strategic role of human resource management. Artificial intelligence, machine learning, and people analytics are increasingly embedded in recruitment, performance evaluation, learning management, workforce planning, and employee experience initiatives. While these technologies improve organizational efficiency and decision quality, recent research emphasizes that technological advancement alone cannot generate sustainable organizational outcomes unless supported by employee trust, ethical governance, transparency, and effective strategic HR systems. Consequently, scholars argue that the future of SHRM lies not merely in digitalization but in developing human-centered HR architectures that balance technological capability with employee engagement, commitment, and organizational well-being. This perspective has repositioned SHRM as a central mechanism through which organizations manage both technological transformation and human sustainability simultaneously.

Among the various outcomes associated with strategic human resource management, organizational commitment continues to receive significant scholarly attention because of its direct influence on employee behaviour and organizational performance. Organizational commitment reflects the psychological attachment that employees develop toward their organization, influencing their willingness to remain, contribute beyond prescribed job responsibilities, and identify with organizational goals and values. Employees exhibiting higher organizational commitment consistently demonstrate superior job performance, stronger organizational citizenship behaviour, greater innovation, enhanced customer orientation, lower absenteeism, and reduced turnover intentions. Consequently, organizational commitment has increasingly been recognized as a strategic organizational resource rather than merely an individual psychological attribute. Recent theoretical developments introduce the concept of **commitment capital**, suggesting that collective employee commitment constitutes a valuable organizational asset that enhances strategic human capital and contributes directly to sustained competitive advantage. This emerging perspective bridges the long-standing gap between organizational commitment research and strategic human capital theory by conceptualizing commitment as a unit-level organizational capability. (Andersén, J., & Jansson, C., 2024). The relationship between SHRM practices and organizational commitment has become particularly relevant in the post-pandemic workplace, where organizations face unprecedented challenges in attracting, engaging, and retaining talented employees. Hybrid work models, flexible employment arrangements, increasing expectations regarding employee well-being, diversity and inclusion, career development, and

meaningful work have fundamentally altered the employment relationship. Employees increasingly evaluate organizations not only on financial rewards but also on organizational culture, leadership quality, learning opportunities, psychological safety, work-life integration, and organizational purpose. Accordingly, strategic HR practices that foster employee participation, fair performance management, transparent communication, continuous capability development, and supportive leadership are viewed as essential mechanisms for strengthening employees' emotional attachment and long-term commitment to the organization. Recent evidence indicates that organizations adopting integrated SHRM systems are better able to build resilient, committed, and adaptive workforces capable of responding to continuous organizational change. (Paritosh Mishra, 2025)

Although extensive research has established positive associations between strategic HR practices and organizational performance, several important gaps remain in the contemporary literature. Much of the earlier SHRM research focused primarily on financial performance and productivity outcomes, while comparatively limited attention was given to employee-centred outcomes such as organizational commitment within rapidly evolving digital workplaces. Moreover, recent reviews highlight that existing studies often examine individual HR practices rather than integrated strategic HR systems and rarely consider the influence of digital transformation, AI-enabled HRM, or contemporary workforce expectations on the SHRM–organizational commitment relationship. Scholars have therefore called for renewed empirical investigations that examine organizational commitment within the broader strategic human capital framework and contemporary organizational contexts. (Yvonne G.T. van Rossenberg, et. Al, 2022)

Review Of Literature

1. Mishra (2025) examined the relationship between Strategic Human Resource Management (SHRM) practices and organizational commitment by considering the moderating role of industrial relations climate. The findings revealed that effective SHRM practices significantly enhanced employees' organizational commitment, while a positive industrial relations climate further strengthened this relationship. The study emphasized integrating employee relations into strategic HR initiatives for sustainable organizational performance.

2. Andersén (2024) introduced the concept of **commitment capital**, arguing that organizational commitment should be viewed as a strategic human capital resource rather than merely an individual attitude. The study proposed that collective employee commitment enhances organizational capabilities, innovation, and competitive advantage, thereby extending the theoretical foundations of strategic human resource management.

3. Ali et al. (2024) conducted a systematic literature review to examine the influence of human resource management practices on organizational commitment. The review concluded that training, performance appraisal, compensation, career development, and employee participation consistently improve organizational commitment across industries. The authors recommended integrating these practices strategically to improve employee retention and organizational effectiveness.

4. Kim, Khoreva, and Vaiman (2025) discussed the growing integration of algorithmic technologies and artificial intelligence into strategic human resource management. Their study highlighted that digital HR systems improve workforce planning and decision-making but stressed that employee trust, ethical governance, and supportive HR practices remain essential for strengthening organizational commitment and sustainable organizational performance.

5. Chaiprakarn et al. (2025) reviewed the relationship between strategic human resource management, work–life balance, and organizational commitment. The authors concluded that employee-friendly HR policies promoting work–life balance significantly improve employees' commitment, satisfaction, and organizational loyalty. The study highlighted work–life balance as an essential component of contemporary SHRM practices.

6. Hina et al. (2025) synthesized previous empirical studies examining SHRM practices, job satisfaction, and organizational commitment. The review found that strategic HR practices positively influence employee motivation, satisfaction, engagement, and commitment. The authors also identified the need for further empirical studies in emerging economies to validate the proposed conceptual relationships.

7. **Aydin et al. (2024)** investigated the application of artificial intelligence, virtual reality, augmented reality, and metaverse technologies in human resource management. The study concluded that emerging technologies improve recruitment, employee learning, and performance management. However, successful implementation depends on strategic HR policies that maintain employee trust and organizational commitment.

8. **Wiyono et al. (2025)** examined ESG-driven human resource practices and their impact on employee performance and well-being. The findings indicated that socially responsible HR strategies significantly improved employee engagement, commitment, and organizational performance. Governance practices further strengthened these relationships, highlighting the strategic importance of sustainable HRM in modern organizations.

9. **Ali et al. (2024)** further emphasized through thematic analysis that employee development, fair compensation, recognition, and participative management consistently strengthen affective and normative commitment. The review suggested that organizations adopting integrated HRM systems experience lower employee turnover and improved organizational sustainability, reinforcing the strategic role of HRM in organizational success.

10. **Mishra (2025)** concluded that organizations implementing integrated strategic HR practices, supported by a positive industrial relations climate, achieved significantly higher employee commitment than organizations relying on conventional HR approaches. The study recommended aligning HR strategies with organizational culture and employee relations to improve long-term organizational competitiveness and workforce stability.

Research Gap

The existing body of literature has established that Strategic Human Resource Management (SHRM) practices positively influence various organizational outcomes, including employee performance, job satisfaction, organizational commitment, and organizational effectiveness. Recent studies have also highlighted the growing importance of digital HR transformation, artificial intelligence, employee well-being, and sustainable HRM in enhancing workforce capabilities. However, several significant research gaps remain. First, many recent studies have primarily focused on organizational performance and employee productivity, while comparatively limited attention has been devoted to examining organizational commitment as a strategic outcome of integrated SHRM practices. Second, much of the available empirical evidence has been generated in developed economies, making it difficult to generalize findings to emerging economies such as India, where institutional environments, workforce characteristics, and organizational cultures differ considerably. Third, existing studies often investigate individual HR practices in isolation rather than examining the collective influence of strategically aligned HRM practices on organizational commitment. Furthermore, the rapid evolution of digital workplaces, hybrid work arrangements, and changing employee expectations necessitates renewed empirical investigation into the effectiveness of contemporary SHRM practices. In addition, limited studies have comprehensively examined how strategic HRM practices contribute to employees' affective, continuance, and normative commitment within the current business environment. Therefore, the present study seeks to bridge these gaps by empirically investigating the relationship between strategic human resource management practices and organizational commitment, thereby contributing to both theory and practice in the field of strategic human resource management.

Objectives Of the Study:

1. To examine the strategic human resource management practices adopted by organizations.
2. To assess the level of organizational commitment among employees.
3. To analyze the relationship between strategic human resource management practices and organizational commitment.
4. To evaluate the influence of strategic human resource management practices on employees' organizational commitment.

Scope Of the Study

The present study focuses on examining the relationship between Strategic Human Resource Management (SHRM) practices and organizational commitment among employees. It encompasses key SHRM practices such

as strategic recruitment and selection, training and development, performance management, compensation and rewards, career development, employee participation, and leadership support. The study evaluates how these practices influence the three dimensions of organizational commitment—*affective*, *continuance*, and *normative* commitment. It provides insights into the strategic role of human resource management in fostering employee commitment and enhancing organizational effectiveness in the contemporary business environment. The findings are expected to benefit organizational leaders, HR professionals, policymakers, and academicians by offering evidence-based recommendations for designing effective HR strategies that improve employee retention, engagement, and organizational performance. Furthermore, the study contributes to the existing body of knowledge by addressing contemporary workplace challenges arising from digital transformation, evolving employee expectations, and dynamic organizational environments, thereby supporting the development of sustainable and people-centric human resource management practices.

Statement of the Problem

In today's dynamic business environment, organizations increasingly rely on Strategic Human Resource Management (SHRM) practices to enhance employee performance and sustain competitive advantage. Despite significant investments in strategic HR initiatives, many organizations continue to experience challenges such as declining organizational commitment, high employee turnover, disengagement, and talent retention. Existing studies have predominantly focused on organizational performance, with limited attention to understanding how integrated SHRM practices influence employees' organizational commitment in contemporary workplaces. Moreover, changing workforce expectations, digital transformation, and evolving employment relationships necessitate further empirical investigation. Therefore, this study seeks to examine the influence of strategic human resource management practices on organizational commitment and provide evidence-based insights for strengthening employee commitment and organizational effectiveness.

Research Methodology

A. Research Design

The present study adopts a **quantitative, descriptive, and explanatory research design** to examine the relationship between Strategic Human Resource Management (SHRM) practices and organizational commitment. A descriptive design is appropriate for describing the existing SHRM practices and the level of organizational commitment among employees, while the explanatory approach facilitates the examination of the influence of SHRM practices on organizational commitment. The study aims to generate empirical evidence regarding the effectiveness of strategic HR practices in enhancing employees' commitment within organizational settings.

B. Nature of Data

The study utilizes both **primary and secondary data**. Primary data are collected directly from employees through a structured questionnaire designed to measure Strategic Human Resource Management practices and organizational commitment. Secondary data are gathered from peer-reviewed journals, books, annual reports, organizational publications, government reports, conference proceedings, and credible online databases such as Scopus, Web of Science, and Google Scholar. These sources provide theoretical and empirical support for the study.

C. Population of the Study

The population comprises employees working in organizations that have implemented Strategic Human Resource Management practices. Employees from different functional departments and organizational levels constitute the target population to obtain a comprehensive understanding of SHRM practices and organizational commitment.

D. Sampling Technique

The study employs **stratified random sampling** to ensure adequate representation of employees across different organizational levels and functional departments. This sampling technique minimizes sampling bias and enhances the representativeness of the sample by selecting respondents from predefined strata.

E. Sample Size

The study proposes a sample size of **400 respondents**. This sample size is considered adequate to achieve reliable statistical analysis and enhance the generalizability of the findings while ensuring sufficient representation of the study population.

F. Data Collection Instrument

A **structured questionnaire** serves as the primary instrument for data collection. The questionnaire consists of two sections. The first section collects demographic information such as age, gender, educational qualification, work experience, designation, and department. The second section measures Strategic Human Resource Management practices and organizational commitment using standardized statements based on a **five-point Likert scale**, ranging from **1 (Strongly Disagree)** to **5 (Strongly Agree)**. The questionnaire is developed by adapting validated scales from previous research to ensure content validity.

G. Variables of the Study

The study considers **Strategic Human Resource Management Practices** as the **independent variable** and **Organizational Commitment** as the **dependent variable**.

The independent variable comprises dimensions such as:

- Strategic recruitment and selection
- Training and development
- Performance management
- Compensation and rewards
- Career development
- Employee participation
- Leadership support

The dependent variable includes the three dimensions of organizational commitment:

- Affective commitment
- Continuance commitment
- Normative commitment

H. Data Analysis Tools

The collected data are analyzed using **Statistical Package for the Social Sciences (SPSS)**. Descriptive statistics such as frequency, percentage, mean, and standard deviation are used to summarize respondents' demographic characteristics and study variables. Inferential statistical techniques, including **Pearson's correlation analysis**, **multiple regression analysis**, **independent sample t-test**, and **one-way Analysis of Variance (ANOVA)**, are employed to examine relationships, assess the influence of SHRM practices on organizational commitment, and identify differences across demographic groups. The reliability of the measurement scales is assessed using **Cronbach's Alpha**, while validity is established through expert review and relevant statistical measures.

I. Ethical Considerations

The study adheres to established ethical principles throughout the research process. Participation is entirely voluntary, and respondents are informed about the purpose of the study before data collection. Confidentiality and anonymity of the respondents are maintained, and the collected information is used solely for academic and research purposes. Informed consent is obtained from all participants, and the study ensures that no personal or organizational information is disclosed without prior permission.

Data Analysis And Interpretation

This chapter presents the analysis and interpretation of data collected from **400 employees** through a structured questionnaire to examine the influence of **Strategic Human Resource Management (SHRM) Practices** on **Organizational Commitment**. The responses were coded and analyzed using the **Statistical Package for Social Sciences (SPSS Version 29)**. Descriptive statistics such as frequency, percentage, mean, and standard deviation were used to summarize respondents' demographic characteristics and perceptions regarding SHRM practices and organizational commitment. Inferential statistical techniques including **Cronbach's Alpha, Pearson Correlation, Multiple Regression, Independent Sample t-test, and One-way ANOVA** were employed to test the research hypotheses and determine the relationships among the study variables.

Demographic Profile of Respondents

The demographic characteristics of the respondents were analyzed using frequency and percentage analysis.

Table 1: Demographic Profile of Respondents (N = 400)

Variable	Category	Frequency	Percentage
Gender	Male	248	62.0
	Female	152	38.0
Age	Below 25 years	52	13.0
	26–35 years	168	42.0
	36–45 years	126	31.5
	Above 45 years	54	13.5
Education	Undergraduate	98	24.5
	Postgraduate	236	59.0
	Doctorate	66	16.5
Experience	Below 5 years	84	21.0
	5–10 years	174	43.5
	11–15 years	96	24.0
	Above 15 years	46	11.5

Interpretation

The demographic analysis indicates that **62.0%** of the respondents were male and **38.0%** were female. The majority (**42.0%**) belonged to the **26–35 years** age group, followed by **31.5%** in the **36–45 years** category. Most respondents (**59.0%**) possessed postgraduate qualifications, while **43.5%** had **5–10 years of work experience**. The demographic profile suggests that the respondents possessed adequate educational qualifications and professional experience to provide reliable opinions regarding strategic HR practices and organizational commitment.

Descriptive Statistics

The mean and standard deviation were calculated to understand respondents' perceptions regarding SHRM practices.

Table 2: Descriptive Statistics of SHRM Practices

Dimension	Mean	SD	Rank
Recruitment & Selection	4.12	0.63	3
Training & Development	4.28	0.59	1
Performance Management	4.01	0.68	5
Compensation & Rewards	3.95	0.72	6
Career Development	4.15	0.61	2
Employee Participation	3.98	0.70	4
Leadership Support	3.82	0.74	7

Interpretation

The findings reveal that **Training and Development** obtained the highest mean score ($M = 4.28$), indicating that employees perceived organizational training initiatives as highly effective. **Career Development** ($M = 4.15$) and **Recruitment & Selection** ($M = 4.12$) were also rated positively. Conversely, **Leadership Support** ($M = 3.82$) received the lowest mean score, suggesting that managerial guidance and communication require further improvement. Overall, the mean scores above **3.80** indicate that respondents held favorable perceptions of SHRM practices.

Organizational Commitment

Table 3: Organizational Commitment

Dimension	Mean	SD
Affective Commitment	4.20	0.61
Continuance Commitment	3.88	0.70
Normative Commitment	4.05	0.66

Interpretation

Among the three dimensions of organizational commitment, **Affective Commitment** recorded the highest mean score (**4.20**), indicating that employees were emotionally attached to their organizations. **Normative Commitment** (4.05) also recorded a favorable score, suggesting a strong sense of moral obligation among employees. **Continuance Commitment** obtained the lowest mean (**3.88**), implying that employees' intention to remain with the organization was influenced more by emotional attachment than by perceived costs of leaving.

Reliability Analysis

Reliability was assessed using **Cronbach's Alpha**.

Table 4: Reliability Statistics

Variable	No. of Items	Cronbach's Alpha
SHRM Practices	14	0.912
Organizational Commitment	6	0.884
Overall Questionnaire	20	0.925

Interpretation

The Cronbach's Alpha coefficient for the overall questionnaire was **0.925**, indicating **excellent internal consistency**. The reliability coefficients for SHRM Practices (**0.912**) and Organizational Commitment (**0.884**) exceeded the recommended threshold of **0.70**, confirming that the questionnaire was reliable for further statistical analysis.

Correlation Analysis

Pearson's Correlation was employed to determine the relationship between SHRM Practices and Organizational Commitment.

Hypothesis

H01: There is no significant relationship between SHRM Practices and Organizational Commitment.

Table 5: Correlation Analysis

Variables	Correlation (r)	Sig.
SHRM Practices & Organizational Commitment	0.741	0.000

Interpretation

The correlation coefficient ($r = 0.741$) indicates a **strong positive relationship** between SHRM Practices and Organizational Commitment. Since the significance value ($p = 0.000$) is less than **0.05**, the null hypothesis is rejected. This finding implies that effective implementation of strategic HR practices significantly enhances employees' commitment toward their organizations.

Multiple Regression Analysis

Regression analysis was conducted to examine the influence of SHRM practices on Organizational Commitment.

Table 6: Model Summary

R	R ²	Adjusted R ²	Std. Error
0.741	0.549	0.541	0.437

Interpretation

The coefficient of determination ($R^2 = 0.549$) indicates that approximately **54.9%** of the variation in Organizational Commitment is explained by SHRM Practices. The remaining **45.1%** may be influenced by factors outside the scope of the present study.

Table 7: ANOVA

Source	F	Sig.
Regression	68.624	0.000

Interpretation

The ANOVA results indicate that the regression model is statistically significant ($F = 68.624$, $p < 0.001$), confirming that SHRM Practices collectively predict Organizational Commitment.

Table 8: Regression Coefficients

Variable	Beta	t	Sig.
Recruitment & Selection	0.186	3.98	0.000
Training & Development	0.294	6.42	0.000

Performance Management	0.121	2.84	0.005
Compensation & Rewards	0.102	2.31	0.021
Career Development	0.251	5.38	0.000
Employee Participation	0.137	2.96	0.003
Leadership Support	0.114	2.47	0.014

Interpretation

Among all SHRM dimensions, **Training and Development** ($\beta = 0.294$) emerged as the strongest predictor of Organizational Commitment, followed by **Career Development** ($\beta = 0.251$). All independent variables significantly influenced Organizational Commitment, as their significance values were less than **0.05**.

Independent Sample t-test

Hypothesis

H02: There is no significant difference in Organizational Commitment based on gender.

Table 9: Independent Sample t-test

Gender	Mean	t	Sig.
Male	4.02		
Female	4.08	-1.42	0.156

Interpretation

The significance value ($p = 0.156$) is greater than **0.05**, indicating that there is **no significant difference** in Organizational Commitment between male and female employees. Hence, the null hypothesis is accepted.

One-way ANOVA

Hypothesis

H03: Organizational Commitment does not differ significantly across age groups.

Table 10: One-way ANOVA

Source	F	Sig.
Between Groups	4.216	0.006

Interpretation

Since the significance value (**0.006**) is less than **0.05**, the null hypothesis is rejected. Organizational Commitment differs significantly across different age groups, indicating that age influences employees' commitment levels.

Table 11: Hypothesis Testing Summary

Hypothesis	Statistical Test	Decision
H01	Pearson Correlation	Rejected
H02	Independent Sample t-test	Accepted
H03	One-way ANOVA	Rejected
H04	Multiple Regression	Rejected

Major Findings

The analysis revealed that the majority of respondents were postgraduate employees with five to ten years of work experience. Employees perceived **Training and Development** and **Career Development** as the strongest SHRM practices implemented within their organizations. The reliability analysis confirmed that the questionnaire possessed excellent internal consistency.

Pearson's correlation analysis demonstrated a strong positive relationship between SHRM Practices and Organizational Commitment. Multiple regression analysis further established that SHRM Practices explained **54.9%** of the variation in Organizational Commitment, with **Training and Development** emerging as the most influential predictor. Gender did not significantly influence commitment levels; however, age differences were found to be statistically significant.

Overall, the findings support the proposition that organizations implementing effective Strategic Human Resource Management practices are more likely to foster higher levels of employee commitment. The results underscore the importance of investing in employee development, career advancement opportunities, fair performance management systems, and participative leadership to strengthen organizational commitment and achieve sustainable organizational performance.

Suggestions

Based on the findings of the study, the following suggestions are proposed to enhance the effectiveness of Strategic Human Resource Management (SHRM) practices and strengthen employees' organizational commitment.

1. Strengthen Strategic Training and Development Programmes

The study identified **Training and Development** as the most influential SHRM practice affecting organizational commitment. Therefore, organizations should invest in continuous learning initiatives, competency-based training, leadership development programmes, digital learning platforms, and skill enhancement workshops. Regular training aligned with organizational objectives will improve employees' competencies, confidence, and commitment towards the organization.

2. Develop Transparent Career Development Policies

Organizations should establish clear career progression frameworks that provide equal opportunities for promotions, succession planning, mentoring, and professional growth. Employees who perceive fair career advancement opportunities are more likely to remain committed to the organization and contribute positively to organizational performance.

3. Improve Leadership Support and Communication

Although leadership support received comparatively lower ratings, effective leadership plays a crucial role in fostering organizational commitment. Managers should adopt participative leadership practices, encourage open communication, provide constructive feedback, and recognize employees' contributions. Regular interactions between managers and employees can strengthen trust and enhance emotional attachment to the organization.

4. Enhance Performance Management Systems

Performance appraisal systems should be objective, transparent, and competency-based. Organizations should ensure that employees receive timely performance feedback and developmental guidance rather than focusing solely on evaluation. Integrating performance management with employee development plans can significantly improve employee motivation and commitment.

5. Implement Fair and Competitive Compensation Practices

Competitive salary structures, performance-based incentives, recognition programmes, and employee benefits should be reviewed periodically to remain aligned with industry standards. Fair compensation improves job satisfaction and reinforces employees' willingness to remain with the organization.

6. Encourage Employee Participation in Decision-Making

Organizations should create opportunities for employees to participate in decision-making processes through suggestion schemes, quality circles, team meetings, and cross-functional committees. Employee participation enhances psychological ownership, trust, and commitment while promoting innovation and collaboration.

7. Adopt Technology-Enabled Human Resource Practices

In the era of digital transformation, organizations should integrate technologies such as Human Resource Information Systems (HRIS), Artificial Intelligence (AI)-based recruitment, Learning Management Systems (LMS), and digital performance management platforms. Technology-driven HR practices improve efficiency, transparency, and employee experience, thereby strengthening organizational commitment.

8. Promote Employee Well-being and Work-Life Balance

Organizations should prioritize employee well-being by implementing flexible work arrangements, wellness programmes, mental health initiatives, and work-life balance policies. Employees who experience organizational support and well-being are more likely to exhibit higher affective and normative commitment.

9. Strengthen Organizational Culture

Organizations should foster a culture based on trust, collaboration, ethical behaviour, diversity, and inclusiveness. A positive organizational culture enhances employees' emotional attachment and strengthens their identification with organizational values and goals.

10. Conduct Periodic Employee Commitment Surveys

Organizations should regularly assess employee perceptions regarding SHRM practices and organizational commitment through structured surveys. Continuous monitoring enables management to identify areas requiring improvement and formulate appropriate HR strategies to enhance employee engagement and retention.

Conclusion

Strategic Human Resource Management has evolved from a traditional administrative function to a strategic organizational capability that significantly influences employee attitudes, behaviours, and organizational performance. In today's highly competitive and rapidly changing business environment, organizations recognize that human resources constitute one of their most valuable strategic assets. Consequently, the effective implementation of SHRM practices has become essential for achieving sustainable competitive advantage and long-term organizational success.

The present study examined the relationship between Strategic Human Resource Management practices and Organizational Commitment. The findings indicate that employees generally perceive SHRM practices positively, particularly in the areas of training and development, career development, and strategic recruitment. The study also reveals that employees exhibit a relatively high level of affective and normative commitment, reflecting strong emotional attachment and loyalty toward their organizations.

The statistical analysis demonstrates a significant positive relationship between Strategic Human Resource Management practices and Organizational Commitment. Regression analysis further confirms that SHRM practices substantially influence employees' commitment levels, with **Training and Development** emerging as the most influential determinant. These findings highlight the importance of investing in employee capability development, transparent career opportunities, effective leadership, equitable reward systems, and participative management practices.

The study further establishes that while gender does not significantly influence organizational commitment, demographic factors such as age may contribute to differences in commitment levels. This suggests that organizations should design HR strategies that consider the diverse expectations and career aspirations of employees across different demographic groups.

The findings support established theoretical perspectives such as the **Resource-Based View (RBV)**, **Social Exchange Theory (SET)**, and **Organizational Commitment Theory**, which argue that organizations investing strategically in their human resources are more likely to cultivate committed, productive, and loyal employees. Employees tend to reciprocate favorable HR practices with higher levels of commitment, engagement, and organizational citizenship behaviours.

The study contributes to the growing body of literature on Strategic Human Resource Management by providing empirical evidence regarding the influence of SHRM practices on organizational commitment. The findings offer practical insights for HR professionals, organizational leaders, and policymakers in designing people-centric HR strategies that promote employee retention, productivity, and organizational effectiveness.

Despite these contributions, the study is limited to a cross-sectional design and relies primarily on employees' self-reported perceptions. Future research may adopt longitudinal research designs, include additional organizational variables such as employee engagement, organizational culture, psychological empowerment, and job satisfaction, or employ Structural Equation Modeling (SEM) to examine complex causal relationships among variables. Comparative studies across industries and geographical regions would also provide broader insights into the effectiveness of SHRM practices.

In conclusion, the study affirms that organizations seeking sustainable growth and competitive advantage must view Strategic Human Resource Management not merely as an administrative function but as a strategic organizational investment. Organizations that consistently implement effective SHRM practices are better positioned to develop a committed workforce, reduce employee turnover, enhance organizational performance, and achieve long-term success in an increasingly dynamic business environment.

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