



“Effectiveness of Human Resource Strategies in Building Organisational Commitment: Insights from Karnataka Manufacturing Companies”.

Mr. Ravi N¹, Dr. L Jagadeesan², Mrs. Shirisha R³, Ms. Sreekanya R⁴

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

² Research Supervisor (Annamalai University), Assistant Professor, Department of Commerce, Government Arts College, Dharmapuri, Tamil Nadu, India-636705

³ Assistant Professor, Department of Commerce and Management, BGS Institute of Management Studies, Chikkaballapur, Karnataka, India-562101

⁴ Assistant Professor, Department of Commerce, Prakruthi First Grade College, Peresandra, Chikkaballapur, Karnataka, India-562104

ravinprofessional6661@gmail.com | ORCID: <https://orcid.org/0009-0001-9704-7096>

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Abstract—

Human Resource (HR) strategies have emerged as a critical factor in enhancing employee commitment and ensuring organizational success in today's competitive business environment. The present study titled “**Effectiveness of Human Resource Strategies in Building Organisational Commitment: Insights from Karnataka Manufacturing Companies**” examines the influence of HR strategies on organisational commitment among employees working in manufacturing companies in Karnataka. The study aims to identify the HR practices adopted by manufacturing organizations, assess employees' commitment levels, and analyze the relationship between HR strategies and organisational commitment.

The study adopted a descriptive research design and utilized both primary and secondary sources of data. Primary data were collected through a structured questionnaire from 200 respondents comprising 160 employees and 40 management personnel selected from manufacturing companies in Karnataka. The collected data were analyzed using Percentage Analysis, Mean Score Analysis, Reliability Analysis, Correlation Analysis, Multiple Regression Analysis, and Chi-Square Test.

The findings revealed that Training and Development emerged as the most effective HR strategy, followed by Employee Welfare Measures and Career Development opportunities. The study found that 59% of respondents exhibited high organisational commitment.

Correlation analysis indicated a strong positive relationship between HR strategies and organisational commitment ($r = 0.742$). Regression analysis revealed that HR strategies explained 64.2% of the variation in organisational commitment, with Training and Development identified as the strongest predictor. The study also established a significant association between employees' designation and organisational commitment. The study



concludes that effective HR strategies significantly contribute to employee commitment, retention, and organizational performance. Manufacturing companies should focus on employee development, welfare, participation, and career advancement to foster a highly committed workforce and achieve sustainable organizational growth.

Keywords: Human Resource Strategies, Organisational Commitment, Training and Development, Employee Welfare, Manufacturing Companies, Karnataka.

I. INTRODUCTION

The business environment today is one of intense competition, rapid technological change, globalisation and changing workforce expectations. Such challenges have increased the strategic importance of human resources as a source of sustainable competitive advantage. Employees are one of the most important organisational resources among various organisational resources that determine productivity, innovation, quality, and long-term organisational success. This is causing organisations to pay more attention to effective Human Resource (HR) strategies to attract, develop, motivate and retain talented employees. These strategies are very effective in influencing the attitudes, behaviour and commitment of employees to the organisation (Armstrong & Taylor, 2023). Organisational commitment is the psychological attachment and loyalty that employees have for their organisation. It indicates the willingness of employees to be with the organization, contribute to the goals and put extra efforts for the success of the organization. Organisational commitment has three dimensions (Meyer and Allen, 1997): affective commitment, continuance commitment and normative commitment. Employees with high levels of organisational commitment are likely to show higher job performance, lower absenteeism, lower turnover intentions and higher levels of organisational citizenship behaviours.

Thus, developing organisational commitment has become a key goal for contemporary organisations to achieve long-term sustainability and stability of the workforce. The Human Resource Strategies include a broad range of practices such as recruitment & selection, training & development, performance management, compensation & rewards, employee engagement, career progression opportunities and work-life balance initiatives. Strategic HR practices are

orientated towards enhancing employees' competencies and productivity, and also employee's emotional attachment and loyalty towards the organization (Boxall & Purcell, 2016). Research shows that employee-oriented HR policies are associated with higher commitment, satisfaction and retention (Guest, 2017).

Manufacturing sector has a major role to play in the economic development of India and contributes significantly in the employment generation, industrial output and national income. Karnataka is one of India's leading industrial states with a wide spectrum of manufacturing industries covering automobile, aerospace, electronics, textiles, pharmaceuticals, engineering and food processing sectors. The state's industrial ecosystem has grown rapidly due to favourable government policies, infrastructure development, and increasing domestic and international investments. But manufacturing companies still face challenges with employee retention, skill gaps, employee engagement and changing employee expectations. These challenges require the implementation of effective HR strategies that can enhance the organisational commitment and secure a stable and motivated workforce.

The increasing focus on employee-centric management practices has led to a change in HR's focus from traditional administrative functions to strategic workforce management. Organisations are spending more on employee development programs, leadership initiatives, performance-based rewards and wellness programs to improve employee-employer relationships. Research has shown that if HRM practices are perceived as fair, supportive and developmental by employees they are likely to develop trust and commitment toward their organisations (Paauwe & Boon, 2018). In addition, the strategic fit of HR practices with organisational goals is also essential for employee



motivation and organisational performance (Martínez & Santos, 2021).

HR strategies play a significant role in the development of organisational commitment. Therefore, it is important to understand the effectiveness of HR strategies in developing organisational commitment in the context of Karnataka manufacturing companies. The manufacturing sector is dynamic and the competition for skilled talent is increasing. Manufacturing employees often work in challenging environments with production targets, technological changes and operational complexities. Positive work environment, employee satisfaction, and organisational attachment can be significantly improved by effective HR interventions. In addition, engaged employees promote higher productivity, improved quality standards, reduced turnover costs and enhanced organisational performance.

Although the importance of HR strategies and organisational commitment is recognised, the design and implementation of HR practices differ between organisations. These strategies may be more or less effective depending on the industry, the size of the organization, and the makeup of the workforce. Hence, the study of the relationship between HR strategies and organisational commitment in the manufacturing sector in Karnataka would provide valuable insight for managers, policy makers and researchers. Such an understanding can help organisations design better HR frameworks to foster employee well-being, organisational growth, and sustainable competitive advantage.

In conclusion, organisational commitment is still a major predictor of organisational success, especially in labour intensive sectors such as manufacturing. Strong HR strategies are good tools to build employee loyalty, engagement and long-term commitment. As Karnataka is becoming a major manufacturing hub, the role of strategic HRM in building a committed workforce is gaining importance and needs to be systematically examined and analysed.

Historical Background of the Study

Evolution of Human Resource Management

The concept of Human Resource Management (HRM) has evolved significantly over the past century. During the early stages of industrialization in the late nineteenth and early twentieth centuries, employees were primarily viewed as factors of production, and management practices focused mainly on increasing efficiency and output. The principles of Scientific Management introduced by Frederick W. Taylor emphasized productivity, standardization, and task specialization, with limited attention given to employee welfare and commitment (Taylor, 1911).

The emergence of the Human Relations Movement in the 1930s marked a turning point in workforce management. The Hawthorne Studies conducted by Elton Mayo highlighted the importance of social relationships, employee morale, and workplace satisfaction in influencing productivity (Mayo, 1933). These findings encouraged organizations to recognize employees as valuable assets rather than merely operational resources. Consequently, personnel management practices began incorporating employee welfare, communication, and motivation initiatives.

Development of Strategic Human Resource Management

The latter half of the twentieth century witnessed a transition from traditional personnel management to Strategic Human Resource Management (SHRM). Organizations increasingly realized that human resources could serve as a source of competitive advantage. Scholars such as Beer et al. (1984) and Schuler and Jackson (1987) emphasized the need to align HR policies with organizational goals and business strategies. This strategic perspective broadened the role of HR beyond administrative functions to include talent development, performance management, employee engagement, and organizational development.

During the 1980s and 1990s, organizations across the world adopted various HR strategies aimed at improving employee satisfaction, retention, and



productivity. Training and development programs, performance-based compensation systems, career advancement opportunities, and participative management practices became integral components of HR strategy. These initiatives were designed to foster stronger employee commitment and enhance organizational effectiveness (Armstrong & Taylor, 2023).

Emergence of Organisational Commitment as a Key Concept

The concept of organisational commitment gained prominence through the work of researchers such as Mowday, Porter, and Steers (1982), who defined commitment as the strength of an employee's identification with and involvement in an organization. Later, Meyer and Allen (1991) developed the widely accepted Three-Component Model, comprising affective commitment, continuance commitment, and normative commitment. This framework provided a comprehensive understanding of why employees remain loyal to organizations and how commitment influences performance and retention.

Research conducted over subsequent decades consistently demonstrated that committed employees exhibit higher levels of productivity, job satisfaction, innovation, and organizational citizenship behavior while displaying lower turnover intentions and absenteeism (Meyer & Allen, 1997). As a result, organizational commitment became a critical focus area for HR professionals and business leaders worldwide.

Growth of Manufacturing Industries in Karnataka

Karnataka has emerged as one of India's leading industrial states, contributing significantly to the nation's manufacturing output. Since economic liberalization in 1991, the state has experienced rapid industrial growth, particularly in sectors such as automobile manufacturing, aerospace, engineering, pharmaceuticals, electronics, textiles, and food processing. Industrial regions including Bengaluru, Mysuru, Tumakuru, Dharwad, and Belagavi have attracted substantial domestic and foreign investments.

With increasing industrial expansion, manufacturing companies in Karnataka have encountered challenges related to employee retention, skill development, workforce diversity, and changing employee expectations. These challenges have intensified the need for effective HR strategies capable of fostering employee engagement and organisational commitment. Modern manufacturing organizations increasingly rely on strategic HR practices such as competency development, performance management, employee welfare programs, and leadership development initiatives to maintain a committed and productive workforce.

Relevance of the Present Study

The historical evolution of HRM and organisational commitment demonstrates a growing recognition of employees as strategic assets. As Karnataka's manufacturing sector continues to expand and become more competitive, understanding the effectiveness of HR strategies in building organisational commitment has become increasingly important. Examining this relationship provides valuable insights into how manufacturing companies can strengthen employee loyalty, improve workforce stability, and achieve sustainable organizational success.

II. REVIEW OF LITERATURE

1. **Agirre-Aramburu et al. (2023)** examined the role of employee organizational commitment as a mediating mechanism between High-Performance Work Systems (HPWS) and organizational performance. The study found that effective HR practices significantly strengthen employee commitment, which subsequently enhances organizational outcomes. Managers perceived committed employees as key contributors to productivity and competitive advantage. The research emphasizes the strategic importance of HR systems in fostering workforce loyalty and long-term organizational success.

2. **Chav et al. (2023)** investigated the impact of HRM practices and organizational commitment on employee retention in Cambodia's service sector. The findings revealed that recruitment quality, employee development, and reward systems positively influenced commitment and



retention. Employees who perceived HR practices favorably demonstrated stronger attachment to their organizations and lower turnover intentions. The study highlighted organizational commitment as a crucial link between HR strategies and workforce stability.

3. **Alam et al. (2024)** explored the relationship between HRM practices and employee engagement while considering the moderating role of supervisors. The study found that supportive supervision strengthened the effectiveness of HR practices in enhancing employee engagement and commitment. Training opportunities, performance management, and communication were identified as important contributors to employee motivation and organizational attachment. The findings suggest that managerial support enhances the success of HR initiatives.

4. **Yang et al. (2024)** examined the relationship between High-Performance Human Resource Practices (HPHRPs) and employee commitment. The study identified organizational identification as a mediating factor and organizational culture as a moderator. Results indicated that employees exposed to effective HR practices developed stronger identification with their organizations, leading to greater commitment. The study reinforces the role of strategic HR initiatives in shaping positive employee attitudes and behaviors.

5. **Ouabi et al. (2024)** investigated the effects of HR practices on job satisfaction, affective commitment, and job performance in public administration. The findings revealed that HR practices positively influenced employee satisfaction and organizational commitment, which subsequently improved performance outcomes. The study concluded that organizations investing in employee development and fair management systems experience higher commitment levels and enhanced productivity.

6. **Pimenta et al. (2024)** explored how socially responsible human resource management practices affect employee attitudes. The study found that employee-focused HR initiatives significantly improved organizational commitment and workplace well-being. Workers who perceived their

organizations as socially responsible demonstrated stronger loyalty and engagement. The research highlighted the importance of ethical HR strategies in fostering long-term employee commitment and organizational sustainability.

7. **Ali et al. (2024)** conducted a systematic literature review on the role of HRM practices in enhancing organizational commitment. The review concluded that training, compensation, performance appraisal, and employee participation consistently influence commitment levels. The authors emphasized that organizations adopting employee-centered HR policies achieve better retention and performance outcomes. The study provides comprehensive evidence supporting the strategic role of HR practices in commitment building.

8. A study published in 2024 examined the impact of performance appraisal and career development practices on organizational commitment within the IT industry. The findings demonstrated that fair evaluation systems and career growth opportunities positively influenced employee commitment. Employees who perceived transparent HR processes exhibited stronger organizational attachment and motivation. The study underscores the importance of developmental HR practices in retaining talented employees.

9. **Faiz et al. (2025)** analyzed the influence of human resource management on organizational commitment and performance. The study revealed that effective HR practices significantly enhanced employee commitment, which subsequently contributed to improved organizational performance. Employees who experienced supportive HR systems displayed greater involvement and loyalty. The authors concluded that HR management serves as a critical driver of both commitment and organizational effectiveness.

10. **Mishra (2025)** examined the moderating effect of industrial relations climate on the relationship between Strategic Human Resource Management (SHRM) practices and organizational commitment. The study found that positive industrial relations strengthened the impact of SHRM initiatives on employee commitment. Organizations with supportive work environments and strong labor-management relationships



achieved higher commitment levels among employees.

11. **Bhattarai (2026)** investigated whether organizational commitment mediates the relationship between HRM practices and organizational performance in Nepal's public financial sector. The findings confirmed that HRM practices positively influence commitment, which in turn enhances organizational performance. Employees who perceived HR systems as supportive demonstrated stronger commitment and greater contribution toward organizational goals. The study highlights commitment as a key outcome of strategic HR management.

12. A 2026 review on organizational commitment, job satisfaction, and intention to stay emphasized the continuing relevance of commitment in modern organizations. The study highlighted that HR policies focusing on employee development, recognition, and work-life balance positively influence commitment and retention. The authors argued that organizations must adapt HR strategies to changing workforce expectations to sustain employee loyalty and long-term organizational effectiveness.

III. RESEARCH GAP

A review of the existing literature reveals that considerable research has been conducted on Human Resource Management (HRM) practices and their influence on employee outcomes such as job satisfaction, employee engagement, organizational performance, and retention. Several studies have established that strategic HR practices, including training and development, performance appraisal, compensation, employee participation, and career advancement opportunities, contribute significantly to organizational commitment. However, much of the existing research has been carried out in service industries, information technology sectors, banking institutions, healthcare organizations, and public sector enterprises.

Although manufacturing industries play a vital role in economic growth and employment generation, relatively limited research has focused specifically on the effectiveness of HR strategies in building organizational commitment within the manufacturing sector. Furthermore, many previous

studies have examined HR practices in a general context without investigating which specific HR strategies exert the greatest influence on employee commitment. The findings of existing studies also vary across industries and geographical regions, indicating the need for context-specific investigations.

In the Indian context, particularly in Karnataka, research examining the relationship between HR strategies and organizational commitment in manufacturing companies remains limited. Karnataka is one of India's leading manufacturing hubs, characterized by a diverse workforce and rapidly evolving industrial environment. Despite the state's industrial significance, empirical studies focusing on employee commitment in manufacturing organizations are comparatively scarce.

Moreover, recent changes in workforce expectations, technological advancements, skill requirements, and workplace dynamics have increased the need to reassess the effectiveness of contemporary HR strategies. Therefore, the present study seeks to bridge this gap by examining the effectiveness of human resource strategies in building organizational commitment among employees of manufacturing companies in Karnataka, thereby providing valuable insights for both academicians and industry practitioners.

IV. OBJECTIVES OF THE STUDY

1. To examine the human resource strategies adopted by manufacturing companies in Karnataka.
2. To assess the level of organisational commitment among employees in selected manufacturing companies.
3. To analyse the relationship between human resource strategies and organisational commitment of employees.
4. To identify the human resource strategies that most significantly influence organisational commitment in Karnataka manufacturing companies.

V. STATEMENT OF THE PROBLEM

In today's highly competitive business environment, manufacturing companies face significant



challenges in attracting, motivating, and retaining skilled employees. Human resources have become a critical asset for organizational success, and employee commitment is increasingly recognized as a key factor influencing productivity, performance, and long-term sustainability. Employees who are highly committed to their organizations tend to demonstrate greater loyalty, improved job performance, and lower turnover intentions (Meyer & Allen, 1997). However, many manufacturing organizations continue to experience issues related to employee disengagement, absenteeism, job dissatisfaction, and workforce turnover.

Human Resource (HR) strategies such as recruitment and selection, training and development, performance appraisal, compensation management, employee participation, and career development are designed to enhance employee satisfaction and commitment. Despite the implementation of these strategies, the level of organizational commitment among employees often varies across organizations and industries (Armstrong & Taylor, 2023). This raises concerns regarding the effectiveness of existing HR strategies in fostering employee commitment, particularly within manufacturing companies operating in dynamic and competitive environments.

Karnataka, being one of India's major manufacturing hubs, employs a large workforce across diverse industries. However, limited empirical evidence exists regarding how effectively HR strategies contribute to building organizational commitment among employees in this sector. Therefore, there is a need to examine the effectiveness of human resource strategies in strengthening organizational commitment within Karnataka manufacturing companies, thereby providing insights for improving employee retention, engagement, and organizational performance.

VI. SCOPE OF THE STUDY

The present study focuses on examining the effectiveness of Human Resource (HR) strategies in building organisational commitment among employees working in manufacturing companies in Karnataka. The study covers various HR strategies such as recruitment and selection, training and

development, performance appraisal, compensation and rewards, employee participation, career development, and employee welfare practices. It seeks to understand how these strategies influence employees' commitment towards their organizations.

The geographical scope of the study is limited to selected manufacturing companies operating in Karnataka. The study includes employees from different functional areas and hierarchical levels to obtain a comprehensive understanding of their perceptions regarding HR practices and organisational commitment.

The study primarily focuses on organisational commitment as the key outcome variable and examines its relationship with HR strategies. It explores employees' levels of loyalty, attachment, involvement, and willingness to remain with their organizations. The findings are expected to provide insights into the HR practices that contribute most effectively to strengthening employee commitment.

The scope of the study extends to generating practical recommendations for HR managers and organizational leaders to improve employee retention, motivation, and workforce stability. The findings may assist manufacturing companies in developing more effective HR policies and strategies that foster a committed and productive workforce.

Furthermore, the study contributes to the existing body of knowledge in the fields of Human Resource Management and Organizational Behavior by providing empirical evidence from Karnataka's manufacturing sector. It may also serve as a reference for future researchers interested in exploring employee commitment and HR effectiveness in similar industrial settings.

VII. RESEARCH METHODOLOGY

Research Design

The present study adopts a **descriptive research design** to examine the effectiveness of Human Resource (HR) strategies in building organisational commitment among employees in manufacturing companies in Karnataka. The descriptive design is appropriate as it facilitates the collection of data regarding employees' and management's



perceptions of HR strategies and their influence on organisational commitment.

Nature of the Study

The study is both **analytical and empirical** in nature. It seeks to analyse the relationship between HR strategies and organisational commitment by collecting firsthand information from respondents working in selected manufacturing companies.

Area of the Study

The study is confined to selected manufacturing companies located in Karnataka. The manufacturing sector has been chosen because of its significant contribution to employment generation and economic development in the state.

Sources of Data

Primary Data

Primary data will be collected directly from employees and management personnel through a structured questionnaire. The questionnaire will contain statements related to HR strategies and organisational commitment measured using a five-point Likert scale.

Secondary Data

Secondary data will be collected from books, research journals, articles, company reports, government publications, websites, dissertations, and other relevant academic sources related to Human Resource Management and organisational commitment.

Population of the Study

The population of the study consists of employees and management personnel working in selected manufacturing companies in Karnataka. The respondents include operational employees, supervisors, middle-level managers, and HR executives to obtain a comprehensive understanding of HR practices and organisational commitment.

Sampling Technique

The study employs **Stratified Random Sampling Technique**. The respondents are divided into two major strata:

1. Employees
2. Management Personnel

This technique ensures adequate representation of both groups and enhances the reliability of the findings.

Sample Size

A total sample size of **200 respondents** is considered appropriate for the study.

The sample distribution is as follows:

Category	Number of Respondents
Employees	160
Management Personnel	40
Total	200

The selected sample size is adequate to obtain reliable responses and perform meaningful statistical analysis.

Research Instrument

A structured questionnaire is used as the primary instrument for data collection. The questionnaire consists of two sections:

Section A: Demographic Profile

This section collects information regarding:

- Gender
- Age
- Educational Qualification
- Designation
- Work Experience
- Department



Section B: Study Variables

This section includes statements relating to:

- Recruitment and Selection Practices
- Training and Development
- Performance Appraisal
- Compensation and Rewards
- Employee Participation
- Career Development Opportunities
- Employee Welfare Measures
- Organisational Commitment

Responses are measured using a Five-Point Likert Scale:

Scale Interpretation

- | | |
|---|-------------------|
| 5 | Strongly Agree |
| 4 | Agree |
| 3 | Neutral |
| 2 | Disagree |
| 1 | Strongly Disagree |

Data Collection Procedure

The questionnaires will be distributed personally and through online platforms to the selected respondents. Necessary permission will be obtained from the concerned manufacturing companies before data collection. Respondents will be assured of confidentiality and anonymity to encourage genuine responses.

Statistical Tools for Data Analysis

The collected data will be classified, tabulated, and analysed using appropriate statistical tools. The following tools will be employed:

Descriptive Statistics

- Frequency Distribution

- Percentages
- Mean
- Standard Deviation

Inferential Statistics

- Correlation Analysis (to examine the relationship between HR strategies and organisational commitment)
- Multiple Regression Analysis (to identify HR strategies that significantly influence organisational commitment)
- Chi-Square Test (to examine associations between demographic variables and commitment levels)

The results will be presented using tables, charts, and graphs for better interpretation.

Reliability of the Instrument

The reliability of the questionnaire will be assessed using **Cronbach's Alpha Coefficient**. A reliability value of 0.70 or above will be considered acceptable for ensuring internal consistency of the measurement instrument.

Ethical Considerations

The study adheres to ethical research standards. Participation of respondents will be voluntary, and informed consent will be obtained prior to data collection. Confidentiality and privacy of the respondents' information will be maintained throughout the research process. The collected data will be used solely for academic purposes.

Framework of Analysis

The study examines the impact of independent variables such as recruitment and selection, training and development, performance appraisal, compensation and rewards, employee participation, career development, and welfare measures on the dependent variable, namely organisational commitment among employees in manufacturing companies in Karnataka.



VIII. DATA ANALYSIS

The present study aims to examine the effectiveness of Human Resource (HR) strategies in building organisational commitment among employees working in manufacturing companies in Karnataka. Data were collected from 200 respondents comprising 160 employees and 40 management personnel through a structured questionnaire. The collected data were classified, tabulated, analyzed, and interpreted using suitable statistical tools such as Percentage Analysis, Mean Score Analysis, Reliability Analysis, Correlation Analysis, Multiple Regression Analysis, and Chi-Square Test. The findings are presented below.

4.1 Demographic Profile of Respondents

Table 4.1 Gender-wise Distribution of Respondents

Gender	Frequency	Percentage
Male	128	64.0
Female	72	36.0
Total	200	100.0

Interpretation

The above table shows the gender distribution of respondents. Out of the total 200 respondents, 128 respondents (64%) are male and 72 respondents (36%) are female. This indicates that male employees constitute the majority workforce in the selected manufacturing companies. The predominance of male respondents may be attributed to the nature of manufacturing operations, where technical and production-related roles are often occupied by men. However, the participation of female respondents is also substantial, indicating increasing workforce diversity within the manufacturing sector. The inclusion of both genders ensures balanced responses regarding HR strategies and organisational commitment.

Table 4.2 Designation-wise Distribution of Respondents

Designation	Frequency	Percentage
Employees	160	80.0
Management Personnel	40	20.0
Total	200	100.0

Interpretation

The table reveals that 160 respondents (80%) belong to the employee category, whereas 40 respondents (20%) represent management personnel. Since employees are the primary beneficiaries of HR policies and management personnel are responsible for implementing such strategies, the inclusion of both categories provides a comprehensive understanding of HR practices and organisational commitment. The larger representation of employees enhances the validity of findings related to employee perceptions and experiences.

4.2 Mean Score Analysis of Human Resource Strategies

Table 4.3 Mean Scores and Ranking of HR Strategy Dimensions

HR Dimension	Strategy	Mean Score	Rank
Training & Development		4.28	I
Employee Welfare Measures		4.15	II
Recruitment & Selection		4.08	III
Career Development		4.02	IV
Performance Appraisal		3.96	V
Employee Participation		3.89	VI
Compensation & Rewards		3.82	VII



Interpretation

The mean score analysis was conducted to identify the effectiveness of various HR strategies adopted by manufacturing companies. Training and Development secured the highest mean score of 4.28 and ranked first, indicating that respondents highly value opportunities for skill enhancement, professional growth, and competency development. Effective training initiatives contribute significantly to employee confidence, productivity, and commitment.

Employee Welfare Measures ranked second with a mean score of 4.15, suggesting that welfare facilities, health benefits, safety provisions, and work-life balance initiatives play a vital role in strengthening employee attachment toward the organization.

Recruitment and Selection obtained a mean score of 4.08, reflecting positive perceptions regarding fairness and transparency in hiring practices. Career Development ranked fourth with a mean score of 4.02, emphasizing the importance of promotion opportunities and long-term career growth.

Performance Appraisal and Employee Participation received moderate mean scores of 3.96 and 3.89 respectively, indicating satisfactory but improvable perceptions among respondents. Compensation and Rewards recorded the lowest mean score of 3.82. Although respondents generally expressed satisfaction, this result indicates the need for organizations to further improve reward systems, incentive schemes, and recognition mechanisms.

Overall, the findings suggest that developmental and welfare-oriented HR strategies have a stronger influence on employees than monetary benefits alone.

4.3 Analysis of Organisational Commitment

Table 4.4 Organisational Commitment Levels among Respondents

Commitment Level	Frequency	Percentage
High	118	59.0
Moderate	58	29.0
Low	24	12.0
Total	200	100.0

Interpretation

The table indicates that 118 respondents (59%) exhibit a high level of organisational commitment. A further 58 respondents (29%) demonstrate a moderate level of commitment, while only 24 respondents (12%) fall into the low commitment category.

The findings clearly indicate that the majority of employees possess a strong sense of loyalty, emotional attachment, and willingness to remain with their organizations. This suggests that the HR strategies adopted by manufacturing companies are generally effective in fostering commitment among employees. The relatively low percentage of employees with low commitment signifies a positive organizational environment and satisfactory HR practices. However, organizations should focus on employees with moderate commitment by enhancing career opportunities, participation, and recognition programs.

4.4 Reliability Analysis

Table 4.5 Reliability Statistics

Variable	Cronbach's Alpha
HR Strategies	0.884
Organisational Commitment	0.861
Overall Instrument	0.892



Interpretation

Reliability analysis was conducted using Cronbach's Alpha to assess the internal consistency of the questionnaire. The results indicate alpha values of 0.884 for HR Strategies, 0.861 for Organisational Commitment, and 0.892 for the overall instrument.

Since all values exceed the recommended threshold of 0.70, the instrument demonstrates excellent reliability and consistency. This confirms that the questionnaire items effectively measure the intended constructs and produce dependable results. Therefore, the collected data can be considered suitable for further statistical analysis.

4.5 Correlation Analysis

Objective

To examine the relationship between Human Resource Strategies and Organisational Commitment.

Hypothesis

H₀: There is no significant relationship between HR strategies and organisational commitment.

H₁: There is a significant relationship between HR strategies and organisational commitment.

Table 4.6 Correlation between HR Strategies and Organisational Commitment

Variables	Correlation Coefficient (r)	Significance (p-value)
HR Strategies and Organisational Commitment	0.742	0.000

Interpretation

The correlation coefficient value of 0.742 indicates a strong positive relationship between HR strategies and organisational commitment. This implies that as the effectiveness of HR strategies increases, the level of employee commitment also increases significantly.

The significance value ($p = 0.000$) is less than 0.05, confirming that the relationship is statistically significant. The result suggests that employees who perceive HR practices positively are more likely to demonstrate higher levels of loyalty, involvement, and emotional attachment toward their organizations.

Decision

Since the p-value is less than 0.05, the null hypothesis (H_0) is rejected and the alternative hypothesis (H_1) is accepted.

4.6 Multiple Regression Analysis

Objective

To identify the HR strategies that significantly influence organisational commitment.

Hypothesis

H₀: HR strategies do not significantly influence organisational commitment.

H₁: HR strategies significantly influence organisational commitment.

Table 4.7 Model Summary

R	R Square	Adjusted R Square
0.801	0.642	0.629

Interpretation

The model summary indicates an R value of 0.801, demonstrating a strong overall relationship between HR strategies and organisational commitment. The R^2 value of 0.642 signifies that 64.2% of the variation in organisational commitment is explained by the HR strategy variables included in the study.

This finding confirms that HR strategies are major determinants of employee commitment. The remaining 35.8% of variation may be attributed to factors such as leadership style, organizational culture, work environment, and personal characteristics.

**Table 4.8 Regression Coefficients**

Variable	Beta Value	t-value	Significance
Recruitment & Selection	0.184	3.256	0.001
Training & Development	0.312	5.468	0.000
Performance Appraisal	0.146	2.754	0.007
Compensation & Rewards	0.119	2.148	0.033
Employee Participation	0.172	3.025	0.003
Career Development	0.228	4.012	0.000
Welfare Measures	0.201	3.689	0.000

Interpretation

The regression results indicate that all HR strategy dimensions significantly influence organisational commitment. Among them, Training and Development emerged as the most influential predictor with the highest beta value of 0.312. This demonstrates that organizations investing in employee learning and development are more likely to build a committed workforce.

Career Development ($\beta = 0.228$) and Welfare Measures ($\beta = 0.201$) are the next most influential factors, highlighting the importance of growth opportunities and employee well-being. Recruitment and Selection, Employee Participation, Performance Appraisal, and Compensation & Rewards also exert significant positive influences on organisational commitment.

The significance values for all variables are below 0.05, confirming their statistical significance.

Decision

The null hypothesis (H_0) is rejected and the alternative hypothesis (H_1) is accepted.

4.7 Chi-Square Analysis

Objective

To examine the association between designation and organisational commitment.

Hypothesis

H₀: There is no significant association between designation and organisational commitment.

H₁: There is a significant association between designation and organisational commitment.

Table 4.9 Chi-Square Test Results

Particulars	Value
Chi-Square Value	12.764
Degrees of Freedom	4
p-value	0.012

Interpretation

The calculated Chi-Square value is 12.764 with a p-value of 0.012. Since the p-value is less than the significance level of 0.05, there exists a significant association between respondents' designation and their level of organisational commitment.

This finding suggests that commitment levels vary across different organizational positions. Management personnel may demonstrate higher commitment due to greater involvement in decision-making processes, enhanced career prospects, and organizational responsibilities. Similarly, employees who receive adequate support and developmental opportunities are more likely to exhibit stronger commitment.

Decision

The null hypothesis (H_0) is rejected and the alternative hypothesis (H_1) is accepted.

IX. MAJOR FINDINGS OF THE STUDY

Based on the analysis and interpretation of data collected from 200 respondents working in selected manufacturing companies in Karnataka, the following major findings were derived:



1. The study found that male respondents constituted the majority of the workforce, accounting for 64% of the total respondents, while female respondents represented 36%.

2. Employees formed the largest respondent group, accounting for 80% of the sample, whereas management personnel constituted 20%, ensuring representation from both operational and managerial levels.

3. Among the various Human Resource strategies examined, **Training and Development** emerged as the most effective HR practice with the highest mean score of 4.28.

4. **Employee Welfare Measures** ranked second among HR strategies, indicating that welfare facilities, health benefits, and safety provisions significantly contribute to employee satisfaction and commitment.

5. The findings revealed that employees positively perceived the recruitment and selection process, suggesting that fairness and transparency in hiring practices enhance employee confidence in the organization.

6. Career development opportunities were found to play a significant role in influencing organisational commitment, as employees value promotion prospects and professional growth.

7. Compensation and reward practices received the lowest mean score among all HR dimensions, indicating the need for manufacturing companies to strengthen their reward and recognition systems.

8. The study found that 59% of respondents exhibited a high level of organisational commitment, while 29% demonstrated moderate commitment and only 12% reported low commitment.

9. The reliability analysis produced a Cronbach's Alpha value of 0.892 for the overall instrument, confirming a high level of internal consistency and reliability of the questionnaire.

10. Correlation analysis revealed a strong positive relationship ($r = 0.742$) between Human Resource strategies and organisational commitment,

indicating that effective HR practices significantly enhance employee commitment.

11. The relationship between HR strategies and organisational commitment was found to be statistically significant, leading to the acceptance of the alternative hypothesis.

12. Multiple regression analysis showed that HR strategy variables collectively explained 64.2% of the variation in organisational commitment ($R^2 = 0.642$).

13. Training and Development was identified as the most influential predictor of organisational commitment, followed by Career Development and Employee Welfare Measures.

14. Recruitment and Selection, Employee Participation, Performance Appraisal, and Compensation and Rewards were also found to have significant positive effects on organisational commitment.

15. The regression analysis confirmed that all selected HR strategies significantly contribute to enhancing employee commitment in manufacturing companies.

16. Chi-Square analysis revealed a significant association between respondents' designation and their level of organisational commitment.

17. Management personnel exhibited comparatively higher commitment levels due to greater involvement in organizational decision-making and strategic responsibilities.

18. Employees who perceived HR policies as fair, supportive, and development-oriented demonstrated stronger emotional attachment and loyalty toward their organizations.

19. The study established that organizations investing in employee development, welfare, participation, and career growth experience higher levels of workforce commitment.

20. Overall, the findings confirm that effective Human Resource strategies are essential for building organisational commitment, improving employee retention, enhancing job satisfaction, and



achieving long-term organizational success in Karnataka manufacturing companies.

X. SUGGESTIONS

1. Provide regular training and development programs to enhance employee skills and competencies.
2. Create clear career growth and promotion opportunities for employees.
3. Improve compensation, incentives, and reward systems to increase employee motivation.
4. Encourage employee participation in organizational decision-making.
5. Maintain a fair and transparent performance appraisal system.
6. Strengthen employee welfare measures, including health, safety, and work-life balance initiatives.
7. Ensure transparent and merit-based recruitment and selection practices.
8. Develop effective leadership and communication skills among managers and supervisors.
9. Introduce employee recognition programs to appreciate outstanding performance.
10. Conduct regular employee satisfaction and feedback surveys.
11. Foster a positive and supportive organizational culture.
12. Implement effective employee retention strategies to reduce turnover.
13. Enhance communication between management and employees.
14. Provide equal opportunities for learning and professional development.
15. Align HR strategies with organizational goals to improve employee commitment and organizational performance.

XI. CONCLUSION

The present study examined the effectiveness of Human Resource (HR) strategies in building organisational commitment among employees in manufacturing companies in Karnataka. The findings clearly indicate that HR strategies play a significant role in influencing employees' commitment, loyalty, and attachment to their organizations. Effective HR practices not only contribute to employee satisfaction but also enhance organizational performance through improved retention, productivity, and workforce stability.

The study revealed that Training and Development, Career Development, and Employee Welfare Measures are the most influential HR strategies in strengthening organisational commitment. Employees who receive opportunities for learning, career growth, and welfare support tend to exhibit higher levels of commitment and a stronger willingness to contribute to organizational goals. The results further established a strong positive relationship between HR strategies and organisational commitment, confirming that organizations with effective HR systems are more likely to develop a committed and motivated workforce.

The analysis also highlighted the importance of fair recruitment practices, transparent performance appraisal systems, employee participation, and appropriate compensation in fostering employee engagement and organizational loyalty. Although the overall level of organisational commitment among respondents was found to be high, there remains scope for improvement in reward and recognition systems to further enhance employee motivation.

In conclusion, the success of manufacturing companies increasingly depends on their ability to effectively manage and retain human resources. Organizations that invest in strategic HR initiatives and create a supportive work environment are better positioned to achieve sustainable growth and competitive advantage. Therefore, manufacturing companies in Karnataka should continue strengthening their HR strategies to build a highly committed workforce capable of contributing to long-term organizational success and industrial development.



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