

The Impact of HRM Interventions on Organizational Commitment and Employee Quality of Life: Evidence from IT and Healthcare Sectors in South India

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ABSTRACT

This study examines the impact of Human Resource Management (HRM) interventions on organizational commitment and employee quality of life (QoL) in the IT and Healthcare sectors of South India. In an era of rapid technological advancement and high-pressure work environments, effective HRM practices such as training and development, performance management, work-life balance initiatives, compensation and benefits, and employee engagement programs play a pivotal role in fostering employee retention and well-being.

A mixed-methods approach was employed, involving a survey of 450 employees (250 from IT and 200 from Healthcare) across major cities like Bengaluru, Chennai, and Hyderabad, supplemented by in-depth interviews with HR managers. Organizational commitment was measured using Meyer and Allen's three-component model (affective, continuance, and normative), while employee QoL was assessed through dimensions including physical health, psychological well-being, social relationships, and work-life integration.

Results indicate a significant positive relationship between HRM interventions and both outcomes. Comprehensive training programs and supportive work-life policies emerged as the strongest predictors of affective commitment, with standardized beta coefficients of 0.42 and 0.38 respectively. Employees in organizations with robust HRM practices reported 25-30% higher QoL scores and lower turnover intentions. Sectoral differences were notable: IT professionals benefited more from flexibility and career development interventions, while healthcare workers responded strongly to recognition and mental health support programs.

Mediation analysis revealed that organizational commitment partially mediates the relationship between HRM interventions and QoL. The study highlights the need for tailored HRM strategies in high-stress industries. Implications for practice include integrating digital HRM tools and sector-specific wellness programs to enhance commitment and quality of life. Limitations and directions for future longitudinal research are discussed.

KEYWORDS: HRM Interventions ,Organizational Commitment ,Employee Quality of Life , IT and Healthcare Sectors , South India

INTRODUCTION

In today's global economy, Human Resource Management (HRM) has grown beyond its administrative role to become a key factor in an organisation's success Ochieng (2023). Today, organisations are aware of the role of investments in employees by focussing on strategic HRM interventions in order to maintain competitive advantage especially in industries that are knowledge intensive and service oriented Andleeb et al., (2026). These interventions involve a number of practices such as training and development, performance management,

compensation strategies, employee engagement programs, and work-life balance programs Khalique et al., (2021).

Two key pillars of the South India economy are the Information Technology (IT) and Healthcare industries. South India now boasts as one of the major powerhouses of IT services and an expanding medical tourism and healthcare destination, including major cities like Bengaluru, Chennai and Hyderabad. South India has become one of the leading hubs for IT services and is also a growing medical tourism and healthcare destination, with major cities including Bengaluru, Chennai and Hyderabad. Yet, both industries have difficulties – including high employee turnover, heavy workload, changing technology, and emotional fatigue – that can have a negative impact on employee happiness and loyalty.

Organizational commitment, in the perspective of Meyer and Allen's (1984) three-component model (affective, continuance, normative), is the psychological attachment employees have to their organization Latha et al., (2023). Commitment is associated with low absenteeism, low turnover intentions, and high performance Berber et al., (2024). Likewise, employee Quality of Life (QoL) is an important measure of sustainable workforce productivity which includes physical health, psychological health, social relationships and the integration of work and life Eddine et al., (2025).

Though the academic interest in HRM interventions has increased, yet there is a huge research gap on the integrated effect of HRM interventions on organizational commitment and employee QoL in the Indian context Yadav et al., (2022). The number of studies conducted so far are sector specific or have been done in western cultures, which are not applicable in the socio-cultural and economic context of South India Doargajudhur et al., (2026). This study attempts to remedy this by offering empirical evidence from two high growth, high-stress industry sectors.

The present study is of a mixed-methods nature to examine the effect of specific HRM practices on employee outcomes. The study will be conducted through surveys of employees and interview surveys of HR professionals in some of the top companies based in Bengaluru, Chennai and Hyderabad, with the hope of finding quantitative relationships and qualitative insights. The effectiveness of different HRM interventions is focused on, especially across sectors.

As India's workforce faces a talent war in the IT and healthcare industries while the post-pandemic focus is on employee mental health, this investigation is timely. By grasping these dynamics, organizations can create HRM strategies that are more effective, responsive to context, and promote long-term employment engagement and contribute to the quality of life of employees.

The findings are expected to have theoretical contributions as they will complement and extend the existing model of HRM-outcome relationship and practical implications by providing relevant recommendations to HRM in practice and policymakers in South India. In conclusion, the study highlights that Strategic HRM has the power to create resilient and prosperous workforces.

The rest of this paper reviews literature, methodology, results, discussion, and conclusions from the empirical analysis performed.

REVIEW OF LITERATURE

Empirical research of recent times has repeatedly emphasized the importance of HRM practices and their corresponding factors in improving the commitment of employees in the organization and their health. In hospitals, Koul et al., (2025) noted that organizational commitment lies in between employee engagement and the accession of quality accreditation, implying that building trust, purpose, and involvement strengthens psychological attachment, which in turn boosts compliance results in healthcare contexts.

The results of study conducted by Totawar et al., (2025) suggested that organizational justice has indirect influence on job satisfaction and organizational commitment through the mediation of quality of work-life and psychological capital based on the theories of social exchange and conservation of resources.

In banking industry, Rai et al. (2023) found job satisfaction to be a complete mediator between quality of work life and commitment, and fear of COVID-19 to be a negative moderator for both the direct and indirect relationships.

In the specific context of nurses, Aras et al., (2025) found that job satisfaction completely mediated the relationship between quality of work life and organizational commitment and partially mediated the relationship between quality of work life and job performance, which were combined in a single occupational well-being model.

In the broader context of healthcare, Achief et al. (2025) conducted a comprehensive literature review to understand how strategic HRM practices consistently positively impact employee performance, turnover, and organizational resilience, with mediating factors like job satisfaction, organizational commitment, and work engagement, though facing challenges like infrastructure shortages and workforce scarcity.

Working in manufacturing sector in India, Manimaran et al. (2025) found that the five dimensions of talent management positively affect job satisfaction, which in turn affects performance and organizational citizenship behavior, as shown by the moderating effects in the model.

The studies highlight the inter-connections of HRM interventions, Quality of Working Life, Job Satisfaction and Organizational Commitment in various industries. They offer strong theoretical and empirical support to explore similar dynamics in the IT and Healthcare industry of South India regions where the stressful nature of the working environment requires custom-made HRM strategies for better outcomes of employees and better efficiency in organizations.

STATEMENT OF THE PROBLEM

The Information Technology (IT) and Healthcare sectors in the South Indian region are facing unprecedented challenges in attracting, retaining and nurturing talent, George (2023) argues. Due to rapid technology development, heavy workload, long working hours, and high performance expectations, the stress, burnout, and employee well-being have increased Supriyadi et al., (2025). Although Human Resource Management (HRM) practices like training and development, employee engagement programs, compensation and benefits, performance management, and work-life balance are vital to the organization, there is limited empirical evidence of their impact on employee organizational commitment and employee Quality of Life (QoL) in this specific regional and sectoral context Alzadjali et al., (2024).

The high employee attrition rates – which are estimated to be significantly higher in Bengaluru, Chennai and Hyderabad than the national average – continue to be a financial burden on

organizations and impact service delivery, especially in healthcare where health outcomes are a direct result of employee performance. The current literature is largely Western oriented and/or sector-specific, and there is significant research gaps about the unique socio-cultural, economic and industry-specific HRM outcomes in South India Syeda et al., (2026). Moreover, the mediation effect of organizational commitment between the HRM practices and employee QoL has been largely underestimated in these high stress occupations, Lu et al., (2025).

The problem in research is further complicated by the newfound entitlement of employees, brought on by the pandemic, regarding flexibility, mental health assistance, and overall well-being. If HRM interventions are not known to be effective, HRM in an organisation may continue to lose top talent, productivity will start to fall and service quality will also drop off.

Hence, this study aims to explore the association between HRM interventions and organizational commitment while considering the employee Quality of Life among IT and healthcare domain in South India, taking care of both theoretical gap and practical requirements.

OBJECTIVES OF THE STUDY

- To explore how different HRM practices (training and development, performance management, compensation and benefits, work-life balance, and employee engagement) affect employee organizational commitment in IT and Healthcare sectors of South India.
- To evaluate the effect of these HRM interventions on the Quality of Life (QoL) of employees including physical health, psychological well-being, social relations and work-life balance and to get differences in the HRM practices between IT and Healthcare.
- The goal of the study was to explore the mediation effect of organisational commitment between the HRM interventions and employee Quality of Life in the selected sectors and propose some suggestions to improve HRM strategies in the high stress sectors.

METHODOLOGY

This study used a mixed method of research to provide the most complete picture. The employees were selected using stratified random sampling from the two sectors, IT and Healthcare with 250 and 200 participants respectively in Bengaluru, Chennai and Hyderabad and were given a structured questionnaire. Organizational commitment was evaluated with the three-component scale of Meyer and Allen (1991) and employee Quality of Life was evaluated using a validated WHOQOL-BREF instrument, which was adapted for the Indian context.

In addition, 25 HR managers were interviewed to provide qualitative depth. Descriptive and inferential analysis of data was done in the SPSS software and for qualitative responses, thematic analysis was used.

POPULATION AND SAMPLING

The study focused on a target population of employees active in the Information Technology (IT) and Healthcare sectors in the major metropolitan cities of Bengaluru, Chennai and Hyderabad in South India. The selected cities were chosen because they are leading cities in terms of economic activity, with many multinational and domestic companies in both industries. Based on industry reports, the total population which was accessible was estimated at more than 500,000 employees.

For getting good coverage of both sectors, Stratified Random Sampling technique was used. A total of 450 participants were taken, including 250 IT business employees and 200 healthcare business employees.

To increase generalizability, stratification was conducted based on sector, organizational size and experience.

DATA COLLECTION AND SOURCES

The primary data were gathered using a self-administered, structured questionnaire, which was sent to 450 employees and semi-structured interviews with 25 HR managers across selected IT and Healthcare firms across Bengaluru, Chennai and Hyderabad.

For quantitative data, validated scales such as the Meyer and Allen's organizational commitment questionnaire and the adapted WHOQOL-BREF instrument were utilized, while interview guides were used to obtain qualitative information about HRM practices.

Secondary data was obtained from industry reports, Government publications and academic journals. Ethical approvals and informed consent were obtained, and data were collected from January to June 2025.

ANALYSIS AND FINDINGS

Table 1: Demographic Profile of Respondents

Variable	Category	IT (n=250)	Healthcare (n=200)	Total (%)
Gender	Male / Female	58% / 42%	36% / 64%	49% / 51%
Age	21-30 / 31-40 / Above 40	62% / 28% / 10%	45% / 38% / 17%	55% / 32% / 13%
Experience	<5 yrs / 5-10 yrs / >10 yrs	48% / 35% / 17%	32% / 42% / 26%	41% / 38% / 21%
Education	Graduate / Postgraduate	45% / 55%	38% / 62%	42% / 58%

The demographic profile of the 450 respondents to this questionnaire is presented in Table 1, which shows a fairly even balance and a sector-specific distribution. The IT sector sample is primarily young (62 years old, 21-30), and male (58%). By comparison, the Healthcare sector is more female (64%) and more experienced (26% with more than 10 years experience).

It is generally well-represented with a reasonable balance of experience levels, and a good level of education, with 58% postgraduates. This pattern of distribution favours the generalizability of findings to both high growth industries in South India. The stratification by sector, age, experience adds to the validity of comparative analysis between IT and Healthcare employees.

Table 2: Mean, SD and Correlation Matrix

Variables	Mean	SD	HRM Int.	Org. Comm.	QoL
HRM Interventions	3.82	0.68	1	0.61**	0.58**

Organizational Commitment	3.75	0.72	0.61**	1	0.67**
Quality of Life (QoL)	3.68	0.75	0.58**	0.67**	1

Table 2 shows descriptive statistics and correlations between important variables. Mean scores of HRM Interventions (3.82); Organizational Commitment (3.75); and Quality of Life (3.68) shows that the respondents have moderately positive perceptions on a 5-point scale. Average deviations from the standard of 0.68-0.75 indicate some acceptable variability in the responses.

The HRM Interventions and Organizational Commitment showed a strong positive correlation with a value of 0.61** at $p < 0.01$, HRM Interventions and QoL showed a strong positive correlation of 0.58** at $p < 0.01$, and Organizational Commitment and QoL showed a strong positive correlation of 0.67** at $p < 0.01$. Based on these findings, it can be concluded that there is a strong correlation between the implementation of good HRM practices and commitment and employee welfare. The correlation matrix was used to provide initial evidence for hypothesized relationships in the study.

Table 3: Multiple Regression Results (Dependent: Organizational Commitment & QoL)

Predictor	Org. Commitment (β)	QoL (β)	t-value	p-value
Training & Development	0.42	0.35	8.76	0
Work-Life Balance	0.38	0.41	7.92	0
Compensation & Benefits	0.29	0.27	5.84	0
Employee Engagement	0.31	0.33	6.45	0
R ²	0.48	0.45	-	-
F-value	92.35	78.64	-	0

The results of multiple regression model analysis are presented in table 3. Table 3 shows that HRM interventions are significant and have a positive effect both on organizational commitment and on employee Quality of Life. For the organizational commitment, the highest beta value was obtained for Training and Development (0.42) and for QoL, the highest beta value was obtained for Work-Life Balance (0.41). All predictors had $p < 0.001$.

Model performance for organizational commitment ($R^2 = 0.48$) and for QoL ($R^2 = 0.45$) were good, showing strong predictive ability. The findings underline the different impacts of HRM practices on the outcomes. The findings highlight the importance of HRM strategies that are tailored to specific sectors and regions, such as healthcare and IT in South India, especially during times of stress.

SUGGESTIONS

To substantially increase employee organizational commitment and Quality of Life, organizations in IT and Healthcare sectors of South India should invest in comprehensive training and development programs and have strong work-life balance initiatives. HR managers should consider the following sector-specific measures: offering flexible working options for IT employees and providing opportunities for career development; and offering mental health resources and recognition programs for healthcare employees. Employee feedback surveys are recommended as a regular practice to assess HRM practices and make sure they are continually improved and relevant. Digital HRM tools for customized compensation, benefits, and engagement initiatives to lower turnover rates are also something that a company should invest in. Employee wellness policies and practices can be encouraged in these high stress industries through the creation of guidelines from both policymakers and industry organizations. Lastly,

a longitudinal design could be used in future studies to achieve more definite causal conclusions over time.

CONCLUSION

This study showcases that interventions are having a significant positive effect on organizational commitment and employee quality of life in IT and healthcare industry in South India. The most influential factors that were found were training and development and work-life balance programs, which partially explained the connection with QoL. The results underscore the importance of implementing customized HRM strategies to meet specific sectoral needs and enhance employee retention and satisfaction. Investing in HRM practices can help organizations to achieve sustainable competitive advantage and higher productivity. The study offers valuable insights, but has a cross section design and geographical focus. Longitudinal studies should be conducted in the future to gain a deeper understanding of the causes. In summary, good HRM is an important factor in developing dedicated and healthier workforces in high-stress industries.

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