



Original Article

The Contribution of Human Resource Practices to the Affective Commitment Initiative: Evidence from Manufacturing Firms

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ABSTRACT

In the modern organizational landscape, affective commitment is recognized as a cornerstone of workforce stability and productivity. This study examines human resource (HR) practices impact on affective commitment, emphasizing training and development (T&D) mediating roles. An employee's emotional tie to their company, or affective commitment, is essential for building loyalty and enlightening organizational success. Data were collected from 350 people employed by various businesses using a quantitative approach to explore the way these relationships were presented. The findings reveal that HR practices positively influence affective commitment, with T&D as significant mediators. Specifically, well-structured training programs and fair, developmental performance appraisals enhance employees' perceptions of organizational support, thereby strengthening their emotional connection. The study underscores the strategic importance of T&D in designing HR policies aimed at cultivating a committed and motivated workforce. These insights provide actionable recommendations for HR practitioners seeking to improve employee retention and engagement.

Introduction

Postcolonial Eco criticism is an interdisciplinary field of research that combines Eco criticism and post colonialism. It amalgamates postcolonial and ecological concerns to challenge the imperial practices of social and environmental exploitation (Majumder, n.d.). This field examines the effects of the environmental devastation on marginalized indigenous people, culture, lands, animals and plants. Postcolonial Eco criticism explores how colonial legacies are

responsible for contemporary environmental problems. Therefore, it assesses the ways in which Western led capitalism is responsible for the environmental destruction of the formerly colonized and Third World countries.

Workplace commitment is a fundamental notion and a cornerstone in Human Resource Management study. In HRM practices literature employee commitment is seen as emotional attachment (khandakar & Pangil, 2021). Among the many different kinds of employee engagement, affective commitment, which refers to an individual's emotional attachment to, identification with, and involvement in an organization, has emerged as a crucial factor in determining the success of an organization. Employees with strong affective commitment are more likely to remain loyal but also demonstrate higher levels of performance, job satisfaction, and discretionary effort (Alothmany et al., 2023; Sibte-Ali et al., 2018). Consequently, firms that emphasize tactics to bolster affective commitment might achieve a considerable competitive advantage. The proper allocation of operational resources is essential for business success since previous research in business and management has identified it as a fundamental factor for prosperity. Especially, Human Resource (HR) practices are pivotal in shaping employees' perceptions of their work environment and influencing their levels of commitment (Silitonga et al., 2020; Sibte-Ali et al., 2018). HR practices refer to the formal systems and policies implemented to manage human capital and align employee behavior with organizational objectives. These practices encompass a broad range of activities, including recruitment selection, T&D, and engagement initiatives. Research consistently demonstrated well-implemented HR practices positively impact employees' behaviors, and organizational outcomes (Kutaula et al., 2020). However, the specific mechanisms through which HR practices foster affective commitment are complex and multifaceted, requiring further investigation.

Training and development (T&D) is one of the most important HR activities for increasing affective commitment. T&D programs attempt to provide employees with the skills, knowledge, and competences they need to effectively perform their duties and adapt to changing organizational demands. Beyond functional benefits, T&D efforts provide a strong signal of the organization's commitment to its workforce, instilling a sense of value and belonging in employees. According to Ilyas et al. (2023) employees who perceive organizational support through continuous learning opportunities are more likely to exhibit higher levels of affective commitment. By facilitating personal and professional growth, T&D programs contribute not only to individual development but also to stronger emotional connections between employees and their organizations.

Despite the well-established importance of T&D in fostering positive employee outcomes (Galvão et al., 2020), their roles as mediators in the association among HR practices and affective commitment remain underexplored. However, existing literature focuses often on direct effects of HR practices on organizational outcomes, often neglecting the underlying processes through which these effects occur. This gap in the literature presents an opportunity to deepen our understanding of how T&D influences the development of affective commitment. By

investigating these mediating mechanisms, this study aims to offer a more nuanced perspective on the relationship between HR practices and affective commitment, providing both theoretical and practical contributions.

The mediating role of T&D is better understood through the lens of two key theoretical frameworks: SET-*Social Exchange Theory* and POS-*Perceived Organizational Support*. SET posits that employment relationship is governed by reciprocal exchanges, wherein employees respond to favorable treatment from their organization with increased commitment and loyalty (Blau, 1964). When organizations invest in T&D, employees perceive these practices as signals of organizational support and reciprocate by exhibiting higher levels of affective commitment. Similarly, POS theory emphasizes employees' perceptions of organizational care and support in fostering commitment (Wong & Wong, 2017). Employees who feel supported and valued through HR initiatives such as T&D are develop strong emotional bonds, enhancing AF.

Hence, strategic importance of fostering affective commitment is underscored by its numerous benefits for both employees and organizations. From an employee perspective, affective commitment high levels are associated to greater job satisfaction, lower stress levels, and enhanced well-being. Employees who feel emotionally connected to their organization are more likely to derive meaning and purpose from their work, contributing to overall job enrichment. From an organizational perspective, affective commitment leads to improved retention rates, higher productivity, and stronger organizational citizenship behaviors (OCBs). These behaviors, which include helping colleagues, advocating for the organization, and going beyond formal job requirements, are critical for fostering a collaborative and high-performing organizational culture (Nazir et al., 2019).

Given significant affective commitment implications, organizations would adopt HR management holistic approach. This involves designing and implementing HR practices that not only enhance functional performance but also promote emotional connections between employees and the organization. Organizations can enhance employee growth, acknowledge achievements, and cultivate a sense of belonging by utilizing the mediating effects of training and development. Such an environment not only enhances affective commitment but also drives long-term organizational success.

Based on the aforementioned, this study examines how T&D mediates the relationship between HR practices and affective commitment to fill the research gap. Through a robust empirical investigation, this research aims to provide actionable insights for HR practitioners and contribute to the broader academic discourse on organizational commitment. By uncovering the intricate dynamics between HR practices and employee outcomes, this study aspires to offer practical recommendations for fostering a committed and emotionally engaged workforce.

Literature Review

Affective Commitment

Affective commitment constitutes one of the three components of organizational commitment, as identified by Alshaabani et al. (2021), alongside continuance and normative commitment. Continuance commitment relates to the perceived costs associated with leaving an organization, while normative commitment reflects a sense of obligation to remain. In contrast, affective commitment is based on emotional attachment and alignment with organizational values. Employees exhibiting high levels of affective commitment are more inclined to demonstrate pro-social behaviors, including assisting colleagues and supporting their organization. Affective commitment plays a crucial role that transcends mere employee retention. Research indicates a correlation between it and various favorable organizational outcomes, such as increased job satisfaction, reduced absenteeism, and enhanced overall performance (Meyer et al., 2002). In this context, fostering affective commitment serves not only as a retention strategy but also as a mechanism for promoting organizational excellence.

HR Practices

HR practices are integral to shaping organizational culture and influencing employee attitudes. Research has shown that HR practices can significantly impact employees' perceptions of organizational support and fairness, which in turn affect their commitment levels. Effective HR practices signal to employees that the organization values their contributions and is invested in their well-being.

Several studies have established a positive link between comprehensive HR practices and affective commitment. For instance, Huselid (1995) found that organizations with high-performance work systems—characterized by selective hiring, extensive training, and performance-based compensation—reported higher levels of employee commitment and productivity. Similarly, Alfes et al. (2013) demonstrated that HR practices that promote employee engagement and participation enhance affective commitment by fostering a sense of inclusion and alignment with organizational goals.

Training and Development as a Mediator

Training and development are key components of HR practices that focus on improving employees' skills, knowledge, and competencies. According to Jha & Sachdeva (2024) T&D initiatives serve multiple purposes, including onboarding new employees, addressing performance gaps, and preparing employees for future roles. Beyond skill enhancement, T&D programs can significantly impact employees' psychological contracts with their organization by signaling a commitment to their professional growth.

The link between T&D and affective commitment has been widely documented. For example, Singh (2023) found that employees who perceive their training opportunities as equitable and relevant are more likely to develop a strong emotional attachment to their organization. Furthermore, research by Rawashdeh & Tamimi (2020) suggests that T&D programs not only improve individual performance but also enhance job satisfaction and organizational commitment by fostering a sense of accomplishment and career progression.

HR Practices and Affective Commitment

Previous research has established that Human Resource Management Practices (HRMPs) are significant positive predictors of affective commitment (Tumwesigye et al., 2020). For instance, in a study involving Canadian employees, Moussa & El Arbi (2020) reported that HR practices had a direct and positive influence on employees' affective commitment. Similarly, Onwuka, Mihardjo et al. (2020) found a significant positive relationship between HRMPs and job commitment among staff in private universities. These findings suggest that well-implemented HR practices, such as fair performance appraisals, training, and equitable reward systems, enhance employees' emotional attachment to their organizations. However, not all studies have reported consistent results. HR practices do not seem to be associated with job commitment, according to some studies. Employee commitment may be influenced by other factors, such as job satisfaction. Therefore, organizations need to assess their HRMPs to identify areas of improvement and ensure that they are supporting employee engagement and commitment effectively. These mixed findings underscore the need for further research to explore how contextual variables, such as industry, culture, and organizational climate, mediate or moderate the relationship between HRMPs and employee commitment. Based on the preceding paragraphs, this study proposed and tested the following hypotheses:

H₁: HR practices are positively related to affective commitment.

HR Practices and Training & Development

HR Practices are foundational to fostering effective employee outcomes, with training and development being one of the most critical dimensions. Training and development are most vital HR functions equipping employees' necessary skills, competencies and knowledge to perform duties effectively. The relationship between HR practices and training and development has been extensively studied, with research demonstrating that strategic HR practices significantly and positively influence the implementation and outcomes of training and development programs (Moussa & El Arbi, 2020).

One of the core principles of HR practices is aligning organizational goals with employee development needs. This alignment ensures that training initiatives are not only relevant to employees' current job roles but also aligned with the organization's strategic objectives. Training and development, as a subset of HR practices, are designed to address skill gaps,

improve job performance, and enhance employees' career growth. Studies have shown that organizations that invest in robust HR practices, such as identifying training needs, designing tailored training programs, and providing continuous learning opportunities, experience higher levels of employee engagement, productivity, and organizational commitment (Tumwesigye et al., 2020).

Effective HR practices also create an enabling environment for training and development by ensuring resource allocation, leadership support, and employee participation. For instance, HR activities such as performance appraisals help identify individual and team training needs by highlighting areas requiring improvement. Similarly, career development programs integrated into HR strategies emphasize continuous learning as part of the organization's culture. This linkage between HR practices and training and development reinforces the idea that the two are interdependent components of organizational success.

Research supports the hypothesis that HR practices are positively related to training and development (Anwar & Abdullah, 2021). For instance, strategic HR practices, such as competency-based recruitment and selection, are often geared toward attracting talent with a willingness to learn and grow within the organization. Once on boarded, these employees benefit from training initiatives designed to enhance their skills and align with organizational priorities. Furthermore, reward and recognition practices reinforce the importance of training by incentivizing participation and application of acquired skills. When employees perceive that their development is prioritized, they are more likely to participate actively in training programs, thus creating a virtuous cycle of growth and engagement.

The relationship between HR practices and training and development is also evident in the adoption of technological advancements. Modern HR practices emphasize the use of e-learning platforms, virtual training sessions, and simulation-based learning methods to enhance accessibility and effectiveness. Such practices are particularly relevant in today's dynamic and globalized work environments, where up skilling and reskilling have become critical for maintaining a competitive edge. HR practices that promote flexibility, such as providing employees with access to online learning modules or encouraging self-paced learning, further strengthen this relationship.

However, the effectiveness of training and development initiatives depends significantly on the quality of HR practices. Organizations with weak HR frameworks may struggle to identify training needs accurately or implement programs effectively. Moreover, the relationship between HR practices and training can be moderated by factors such as organizational culture, leadership commitment, and resource availability. For example, in organizations where HR is seen as a strategic partner, training programs are more likely to be comprehensive, targeted, and impactful. Conversely, in organizations with a transactional approach to HR, training initiatives may lack alignment with organizational goals, reducing their effectiveness.

Murtiningsih, (2020) describes that HR practices are positively and significantly related to training and development because they provide the foundation for identifying, designing, and implementing training programs that align with organizational and employee needs. Strategic HR practices not only enhance the effectiveness of training initiatives but also ensure their sustainability by fostering a culture of continuous learning. This interconnection highlights the need for organizations to prioritize HR practices that emphasize employee development, thereby improving individual and organizational performance (Murtiningsih, 2020). As workplaces continue to evolve, the synergy between HR practices and training and development will remain a cornerstone of organizational success. Hence, hypothesized that

H₂: HR practices are positively and significantly related to Training and Development.

Affective commitment, Training and Development & HR Practices

According to Amjad et al. (2021), Training and development are crucial to good employee outcomes, and HR practices are essential. Training and development are crucial HR tasks that give workers the skills, information, and abilities they need to succeed and prepare them for the future. Prior studies describe that strategic HR practices effectively impact training and development program implementation and outcomes (Galvão et al., 2020).

HR methods emphasize matching organizational goals with employee development needs. This connection makes training relevant to employees' jobs and connected with the company's strategic goals. HR practices including training and development aim to fill skill gaps, boost job performance, and advance careers. HR practices like identifying training needs, designing tailored training programs, and providing continuous learning opportunities have been shown to boost employee engagement, productivity, and organizational commitment (Singh, 2023).

Effective HR strategies promote training and development through resource allocation, leadership support, and employee engagement. Performance reviews help pinpoint individual and team training needs by identifying areas for improvement. HR methods that include career development stress ongoing learning as part of the organization's culture. This relationship between HR practices and training and development underscores their interdependence for corporate performance (Veerasamy et al., 2024).

Previous research suggests HR strategies improve training and development (Rawashdeh & Tamimi, 2020). Strategic HR approaches like competency-based recruiting and selection aim to attract talent who want to learn and grow. After onboarding, these individuals receive training to improve their abilities and meet corporate goals. Rewards and recognition encourage engagement and application of learned abilities, reinforcing training. Employees are more inclined to participate in training programs when they feel their development is prioritized, generating a circle of growth and engagement.

Technology adoption shows the link between HR practices and training and development. Modern HR practices prioritize e-learning platforms, virtual training, and simulation-based learning to improve accessibility and efficacy. Today's dynamic and globalized workplaces require upskilling and reskilling to be competitive. Flexible HR practices like online learning modules and self-paced learning reinforce this relationship (Ojo et al., 2022).

However, HR practices greatly impact training and development programs (Ojo et al., 2022). Poor HR frameworks might make it hard to identify training needs and implement programs. HR procedures and training can also be controlled by business culture, leadership commitment, and resource availability. In firms where HR is a strategic partner, training programs are more thorough, focused, and effective. In transactional HR, training activities may not correspond with organizational goals, decreasing their efficacy.

HR practices are favorably and significantly linked to training and development because they help discover, plan, and implement training programs that meet organizational and employee needs. Strategic HR strategies promote continual learning and improve training efficacy and sustainability. This shows that firms must prioritize HR methods that grow employees to improve individual and organizational performance. The relationship between HR and training and development will be crucial to organizational performance as workplaces adapt (Veerasingam et al., 2024). Hence, it is proposed that:

H₃: Training and Development mediating role among HR practices and affective commitment.

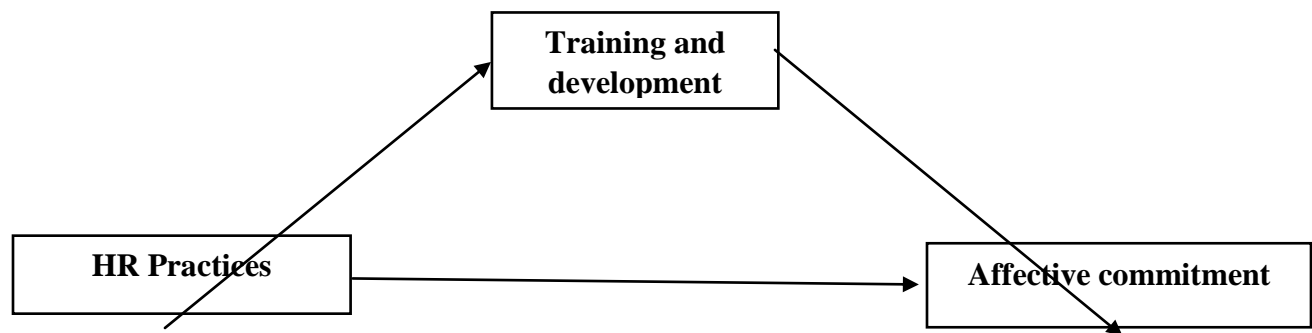


Figure 1 Conceptual Framework

Materials and Methods

Data were collected from the employees working in the manufacturing firms of Pakistan. At the end of the data collection procedure, we were able to collect 350 usable questionnaires. The following section illustrates the data analysis procedure.

Results

Descriptive Statistics

Table 1 presents the means, standard deviations, skewness, and kurtosis for the study variables: HR Practices, Training and Development (T&D), and Affective Commitment. The results indicate that all variables are approximately normally distributed, with skewness and kurtosis values within the acceptable range of ± 2 (Hatem et al., 2022).

Table 1: Descriptive Analysis

Variable	Mean	S.D	Skewness	Kurtosis
HR Practices	4.12	0.65	-0.52	-0.31
Training and Development	4.01	0.71	-0.48	-0.29
Affective Commitment	4.05	0.68	-0.61	-0.21

The descriptive statistics reveal positive perceptions across all study variables, with mean values indicating favorable ratings for HR Practices (4.12), Training and Development (4.01), and Affective Commitment (4.05). Standard deviations, ranging from 0.65 to 0.77, suggest moderate variability, with affective commitment showing the highest dispersion. Skewness values are slightly negative for all variables (-0.61 to -0.48), reflecting a tendency toward higher ratings, while kurtosis values (-0.31 to -0.21) indicate moderately distributed responses with few extremes. These findings suggest a generally positive perception of HR initiatives and a high level of affective commitment among employees, with room for improvement in training and development.

Measurement Model Evaluation

To ensure the validity and reliability of the measurement scales, a Confirmatory Factor Analysis (CFA) was conducted using AMOS. Key fit indices are reported in Table 2.

Table 2: Model Fit Indices

Fit Index	Threshold	Observed Value
Chi-square (χ^2/df)	< 3.0	2.58
RMSEA	< 0.08	0.062
CFI	> 0.90	0.95
TLI	> 0.90	0.93
SRMR	< 0.08	0.045

The fit indices indicate an excellent model fit, meeting all established thresholds. The Chi-square value ($\chi^2/df = 2.58$) is below the threshold of 3.0, signifying minimal discrepancies between observed and predicted data. The RMSEA (0.062) and SRMR (0.045) values are well within acceptable limits (< 0.08), confirming low approximation error and residual discrepancies. Furthermore, the CFI (0.95) and TLI (0.93) exceed a threshold of 0.90, demonstrating a strong comparative and parsimonious fit. These results collectively validate measurement model reliability and robustness, supporting its use for hypothesis testing.

Discriminant-Validity

Discriminant validity was assessed using the Fornell-Larcker criterion, ensuring that the square root of AVE for each construct is greater than the inter-construct correlations.

Table 3: Discriminant Validity

Construct	HR Practices	T&D	Affective Commitment
HR Practices	0.81		
Training and Development	0.62	0.79	
Affective Commitment	0.64	0.59	0.83

(Note: Diagonal values represent the square root of AVE.)

The table presents discriminant validity using the Fornell-Larcker criterion, which ensures that each construct is distinct from others. The diagonal values represent the square root of the Average Variance Extracted (AVE), and these are greater than the off-diagonal inter-construct correlations for each variable. For instance, the square root of AVE for HR Practices (0.81) is higher than its correlations with Training and Development (0.62), and Affective Commitment (0.64). Similarly, the AVE square roots for Training and Development (0.79), and Affective Commitment (0.83) exceed their respective inter-construct correlations. These results confirm discriminant validity, indicating that constructs are conceptually and statistically distinct, supporting the integrity of the measurement model.

Hypothesis Testing

Structural Equation Modeling (SEM) was used to test the hypothesized relationships. Table 4 summarizes the results.

Table 4: Hypothesis Testing Results

Hypothesis	Path	β	p-value	Result
H1: HR Practices \rightarrow AF	Direct Effect	0.42	<0.001	Supported
H2: HR Practices \rightarrow T&D	Direct Effect	0.25	<0.01	Supported
H3: HR Practices \rightarrow T&D \rightarrow AF	Indirect Effect	0.18	<0.05	Supported

The hypothesis testing results indicate significant direct and indirect effects of HR Practices on Affective Commitment. Hypothesis H1 shows a strong direct effect ($\beta = 0.42$, $p < 0.001$), confirming that effective HR Practices positively influence affective commitment. Hypothesis H2 confirms that HR practices positively impact T & D. Hypothesis 3 also investigates T&D mediating association among independent and dependent constructs. The findings from AMOS-26 highlight a significant parallel mediation effect of training and development (T&D) on the connection between HR practices and affective commitment, underscoring the importance of effective T&D strategies in fostering employee engagement.

Discussion

The findings of this study shed light on the intricate relationship between HR practices and employees' affective commitment, with Training and Development (T&D) playing critical mediating roles. The results confirm that HR practices significantly and positively influence affective commitment, underscoring the importance of well-structured HR systems in fostering employees' emotional attachment to organizations. However, the mediating role of T&D highlights that organizations that prioritize employee learning and development create an environment where employees feel valued and supported. This result aligns with previous studies, such as (Jha & Sachdeva, 2024), which found that access to growth opportunities enhances employees' affective commitment. When organizations integrate robust training programs with effective appraisal mechanisms, they amplify employees' perceptions of organizational support, leading to higher levels of affective commitment. This underscores the interconnected nature of HR practices and their collective influence on employee outcomes. Organizations must ensure that training is perceived as developmental rather than punitive.

Theoretical Implications

The theoretical implications of this study on the contribution of human resource (HR) practices to affective commitment, with training and development as a mediating factor, significantly enrich the existing literature on organizational behavior and human resource management. First, the study extends organizational commitment theory by emphasizing the specific role of affective commitment in fostering employee loyalty and productivity. While the theory traditionally encompasses affective, continuance, and normative dimensions, this research delves deeper into the mechanisms through which HR practices, particularly training and development, cultivate emotional attachment. This nuanced perspective highlights how emotional bonds can be strategically developed to align employees' goals with organizational objectives. Second, the study bridges the gap between HR practices and employee behavior by providing a framework that directly links strategic HR initiatives to affective commitment through training and development. Although prior research has explored the general impact of HR practices on organizational performance, this study specifically identifies the psychological pathways connecting HR interventions to employee attitudes. Training and development emerge

as critical mediators, transforming operational activities into strategic enablers of emotional engagement. By fostering skill enhancement and career growth, these initiatives strengthen employees' sense of value and belonging, which are essential for affective commitment. Third, study elevates the theoretical significance of training and development by positioning them as integral components of commitment models. Traditionally viewed as standalone HR tools, training, and development are redefined here as strategic drivers of emotional engagement. This perspective aligns with motivation theories, such as Self-Determination Theory (SDT) and Maslow's Hierarchy of Needs, by satisfying intrinsic human needs for competence, autonomy, and self-actualization. By tapping into these motivators, organizations can reinforce employees' emotional bonds, further deepening their affective commitment. Fourth, findings also contribute to the resource-based view (RBV) of the firm, which emphasizes that unique resources, including human capital, are key to achieving a sustainable competitive advantage. This study supports the idea that HR practices, particularly those focused on training and development, constitute critical resources that differentiate organizations. Affective commitment, as an intangible asset, results from these HR interventions, strengthening the theoretical link between strategic human resource management and organizational performance. Furthermore, the study aligns with social exchange theory, demonstrating how training and development foster reciprocal relationships between employers and employees. These exchanges, built on trust and mutual benefit, enhance emotional attachment and loyalty, solidifying affective commitment. Additionally, the research underscores the importance of contextualizing HR practices within diverse workforces and cultural settings. By focusing on training and development as a flexible mediator, the study offers a theoretical framework adaptable to various industries and cultural contexts, broadening its global applicability. It also highlights the need for a longitudinal perspective, suggesting that sustained training and development initiatives contribute to the gradual formation and reinforcement of affective commitment over time. This approach contrasts with the cross-sectional methods commonly used in commitment studies, encouraging further exploration of how HR practices shape employee attitudes dynamically. Lastly, the study opens new research avenues by suggesting the inclusion of additional mediators and moderators, such as organizational culture, leadership styles, and technological advancements in training platforms, to further refine the HR-affective commitment relationship. It also calls for investigations into generational and demographic differences in training preferences and their impact on emotional attachment. In conclusion, these theoretical implications significantly advance the understanding of how HR practices, through the mediating role of training and development, foster affective commitment, offering a robust foundation for future research and practical applications in organizational settings.

Practical Implications

This study provides various actionable insights for firms seeking to improve employee affective commitment through strategic HR strategies, with training and development as a major mediator. First, firms should plan and implement comprehensive training programs that support

organizational and individual career goals. Organizations may boost employee morale and loyalty by delivering customized training that improves skills and meets professional development goals. Second, training and development should be integrated into performance management, employee engagement, and succession planning by HR managers. Regular performance assessments can reveal skill gaps and inform individualized training programs, which improve employee competency and emotional engagement with the firm. Training should empower employees by fostering autonomy and confidence in their positions, which are essential for a healthy emotional connection with the company. Third, improve accessibility and engagement, organizations should invest in e-learning platforms, virtual simulations, and gamified learning. These tools can accommodate intergenerational workers' learning styles, making training programs effective and inclusive. Maintaining a culture of continual learning and professional progress might boost the effects of training on affective commitment. Finally, HR policies and training programs should be assessed using employee satisfaction surveys, retention rates, and productivity levels. By constantly improving their approach, firms may keep HR interventions current and effective in developing affective engagement. Creating a motivated workforce with these practical actions can help firms succeed and survive.

Conclusion and Future Scope

This study underscores the critical role of HR practices in fostering employees' affective commitment, with Training and Development (T&D) acting as essential mediators. The findings highlight that when organizations prioritize structured learning opportunities and transparent, development-focused appraisal systems, employees develop a stronger emotional attachment to their workplace. While the study provides valuable insights, it also opens avenues for future research. A longitudinal design could be employed to examine how these relationships evolve, offering a deeper understanding of causality. Future research can also explore sector-specific dynamics, revealing how HR practices vary across industries. Additionally, investigating other mediating or moderating variables, such as organizational culture, leadership styles, or employee demographics, can enrich the findings. Cross-cultural studies could provide a broader perspective, uncovering how cultural differences influence the relationship between HR practices and affective commitment. Finally, future studies could extend the scope by linking affective commitment to key organizational outcomes, such as employee performance, retention, and job satisfaction. By addressing these areas, future research can build on the foundation established by this study, contributing to a comprehensive understanding of HR practices and their impact in diverse organizational contexts.

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