

## Voices from within: Employee Perspectives in the Leading Insurance Company in Cagayan de Oro City



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**ABSTRACT:** Since human people are an organization's most treasured asset, it is pivotal to learn how they can contribute to the organization efficiently, effectively and productively. This has been a tremendous challenge on the HR manager to evaluate actions and procedures that will progress the organization's efficacy. The aim of this qualitative study is to offer a wide-ranging notion of how human resource managers can enhance procedures to advance organizational performance in the leading insurance firm in Cagayan de Oro City. The study used a qualitative research design, concentrated on the transcendental phenomenological design of Husserl. Transcendental phenomenology (TPh), is a philosophical method to qualitative research design that pursues to comprehend human experience, it was established with noteworthy input from Husserl (Moustakas, 1994). Transcendental phenomenology is grounded on the principle that all previous assumptions (epoche) must be set away in order to see incidences through clear manifestations. By having this, it permits the factual implication of the phenomena to appear naturally alongside and within their exceptionality (Moustakas, 1994).

Fifteen (15) individual participants from the insurance industry were involved in the study. In addition, semi-structured interview was created and conducted for triangulation purposes. After collecting relevant data from participant answers, a Thematic Approach was utilized to commence data analysis using Husserl's Phenomenological research design.

The results showed that the factors influence the adoption of Strategic Human Resource Management Practices were competitive pressure, leadership and management and financial capability of the organization. Moreover, the participants indicated that the type of commitment that they have in their organization were continuance commitment, affective commitment and normative commitment. Furthermore, the participants gave answer on the influence of effective Strategic Human Resource Management practices in their organization which were employee involvement, employee retention and better organizational performance.

**KEYWORDS:** Competitive Pressure, Leadership and Management, Financial Capability of the Organization, Continuance Commitment, Affective Commitment, Normative Commitment, Employee Involvement, Employee Retention, Better Organizational Performance

### I. INTRODUCTION

The developing landscape of the universal business setting requires organizations to adapt and hone their tactics unceasingly to guarantee sustainable progress and uphold competitiveness. Competitive advantages are pivotal in order for the organization to prosper, and competitive strategy contributed to it as they are closely connected and reliant on one another (Yuleva-Chuchulayna, 2019). Moreover, the incorporation of Strategic Human Resource Management (SHRM) practices is one of the pivotal parts to concentrate to. This is because effective Strategic Human Resource Management practices can increase productivity, as employees are more committed in the organization. This implies that companies that successfully apply Strategic Human Resource Management practices are more likely to inspire greater employee commitment levels. (Jala J.V and Bation N., 2023).

Strategic Human Resource Management encompasses the alignment of human resource guidelines and practices with the tactical aims of the organization, thereby nurturing a workforce that is not just motivated and skilled but also aligned with the overall business objectives. Human Resource Management systems can support businesses and enhance firm-specific skills, which can provide organization with a long-term competitive advantage (Kamal et al., 2023). The execution and implementation of

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Strategic Human Resource Management (SHRM) practices is influenced by several factors, coming from external market challenges and culture from the organization up to technological improvements.

Moreover, employee commitment plays a noteworthy role in the positive implementation of these practices. In most of the organizations, it is manifested that motivated employee members will make a more drastic contribution for the growth of the company (Nwabueze-Kelvin, Edith & Aruoren, Emmanuel, 2023). Considering that employee commitment affects employee performance, it is habitually a replication of how appreciated and supported employees feel, where in response, can be meaningfully influenced by effective Strategic Human Resource Management practices. On the study in organizational commitment, the result revealed that organizational commitment in general have an advantageous outcome on an organization's productivity. (Đorđević, Biljana & Ivanović-Đukić, Maja & Lepojevic, Vinko & Milanović, Sandra, 2020).

Furthermore, numerous research considered organizational performance as an astounding area of interest for both experts in the field as well as in the academics which will be affected highly thru effective Strategic Human Resource Management (SHRM) practices. Well implemented and effective Strategic Human Resource Management practices are imperative to improve organizational performance by plummeting turnover rates and encouraging a culture of unceasing development and innovation. On the study conducted on Strategic Human Resource Management practices and organizational performance, findings suggest that achieving favorable organizational results requires the thorough application of effectual SHRM procedures. (Jala J.V and Bation N., 2023). Most importantly, Strategic Human Resource Management practices enhance employee satisfaction. These practices can help organization to improve productivity, better financial performance, and a stronger competitive position in the market.

In addition, employee commitment can also impact organizational performance, as it also increases job satisfaction. On the study about the Relationship between Employee Commitment and Job Satisfaction, the result unveiled that there is a positive correlation between job satisfaction and employee commitment, most specially, when employees are contented, they are more likely to contribute to the firm (Aziz et al., 2021). This is because, when there is a high degree of dedication and commitment among workers, it is more often lead to higher employee satisfaction, enhanced service delivery and improved employee performance, as firms that foster a robust sense of commitment among their employees see the benefits and potential of employee commitment. This is because committed employees more often go beyond and above their job requirements, which results to a higher level of effectivity and productivity (Jala J.V., 2024).

In conclusion, cultivating organizational performance necessitates a multidimensional method that highlights elevating employee commitment, emphasizing on customer satisfaction, and fostering an optimistic organizational culture. By concentrating on these pivotal areas, companies would able to enhance innovation and productivity, vowing a long-term success (Jala J.V., 2024).

This study aims to explore the factors that influence the adoption of SHRM practices within organizations, scrutinize the employee commitment, and analyze how these practices impact organizational performance. By comprehending these dynamics, organizations can procreate more constructive Human Resource strategies that will not just improve their internal proficiencies, but most importantly contribute to their general strategic aims. By doing a comprehensive analysis, this research pursues to provide insights that can support organization to improve their Strategic Human Resource Management practices for a much more bountiful performance results and a lasting sustainability.

## II. OBJECTIVES

This research discovered the insights and experiences of the participants in the top insurance company in Cagayan de Oro City.

Specifically, this study addressed the following questions:

1. What are the responses of the participants in relation with the factors influence the adoption of Strategic Human Resource Management Practices in their organization?
2. What is the type of commitment participants have to their job and the organization that they are working for?
3. What influence do effective Strategic Human Resource Management practices have in their organization?

## III. METHODS

### A. Research Design

The study used the transcendental phenomenological design developed by Husserl. The aim of this philosophical qualitative research methodology is to elucidate the human experience (Moustakas, 1994). According to Neubauer et al. (2019), phenomenology focuses on queries that address what they are unlike quantitative queries like how many. It also grasps on people's experiences and emphasizes on how they comprehend the phenomena. The objective is to captivate the core of a phenomenon (Alase, 2017).

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Additionally, according to Stansen and Chambers (2017), phenomenology is a qualitative approach that highlights the parallels amongst actual experiences within a specific cluster. The proponent went on to describe that this approach uses numerous participants who are direct observers to an event or situation in an interview. Describing the nature of the specific phenomenon is the foremost objective of the technique, as Alase (2017) reiterated.

Utilizing a phenomenological design is vital to understand employees' perspectives to obtain a reliable, nuanced and deep understanding of participants experiences within the organization. This method delivers valuable perceptions that can notify policies, strengthen training programs, enhance employee involvement, and maximize overall organizational practices. By concentrating on the lived experiences of employees, organizations can promote a more empathetic, supportive, and positive work environment.

### **A. POPULATION AND SAMPLING**

Fifteen (15) individual participants from the insurance industry were involved in the study. This is composed of employees from the top insurance company in Cagayan de Oro City. The intentionally selected participants were given an open-ended survey interview. The criteria considered in opting the participants was the following: 1) the participant has a work experience in the insurance industry for about 5 years or more; 2) the participant expresses willingness to participate; 3) the participant knows how to express their insights and notions. In gathering the pertinent information, the open-ended questionnaires were given to the participants. The questionnaires were given while having a face-to-face conversation to reply on additional questions. This is to ensure that the participant knows thoroughly the queries. All the responses were collected, transcribed, and analysed.

### **B. INSTRUMENT**

Semi-structured interview was created and conducted for triangulation purposes. In aiding in the data gathering process, a sharing of personal insights and experiences together with a detailed conversation through In-Depth discussion were done with the intentionally selected participants. This is pivotal to develop a profound notion of the phenomenon and to generate a dialogue coming from participants.

The study used triangulation in order to make the data a wide-ranging perspective. Triangulation is an analytical method that certifies the validity and dependability of study results, according to Sanchez and Sarmiento (2020). With this, by merging methodologies, hypotheses, or observers in a research process, triangulation helps to safeguard that the biases arising from the usage of a sole approach are mitigated.

Furthermore, triangulation depict the evidence to readers in a way that is more objective, composed and balanced. Triangulation for this project is completed by going over the notes and themes that were made during the in-depth interview, watching over the transcript of the dialog, and organizing the dissimilar phrases and themes that exist in the transcripts (Bhandari, 2022).

### **C. DATA COLLECTION**

In collecting the data, the researchers queried each participant's permission to have a bountiful discussion. Data gathering for the study was done on-site. Phases of the study included preparation, collection, administration, interpretation, and analysis of data.

The data were then interpreted, examined, and grouped according to comparable topics and concepts. To find similarities in the participants response, notable statements were highlighted. The noteworthy replies provided meanings that were systematized into themes. Moreover, in order to understand the phenomenon more completely, the researcher used this method to classify themes from the occurrence, experiences or circumstances

### **D. DATA ANALYSIS**

After collecting relevant data from participant answers, a Thematic Approach was utilized to commence data analysis using Husserl's Phenomenological research design.

With this, the data collected from the open-ended questionnaires was systematized into themes and notions in order to generate meaningful groups. By means of this method, the researcher created a collective thought of the situation, event or experience that caused in a profounder concept of the phenomenon. Straightly connected sentiments will be emphasized to know how alike the participants response to each other.

Moreover, thematic analysis was utilized and used to inspect the data and identify the responses to the study questions.

Thematic analysis, as defined by Maguirre and Delahunt (2017), is the method of categorizing patterns or themes in qualitative data. Finding noteworthy themes and using these themes to create an idea is the goal of thematic analysis. A well-constructed theme analysis goes beyond a modest information report to construe and make notions of events. For this type of analysis, Braun & Clarke (2006) offer an enormously helpful six-phase methodology that contains informing yourself to the data, creating initial codes, seeking for themes, and evaluating themes. These procedures were adhered methodically and accurately. To guarantee that no data was lost, steps one through five were completed (Maguire & Delahunt, 2017).

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Several interpretations were given to noteworthy responses to themes in the study's consequent phase. By having this way, the researchers were able to gain a shared notion of the situation, occurrence or event, and better comprehend the phenomena. Additionally, the researchers would acquire a better comprehension and understanding of the purpose and nature of the phenomena by recognizing its constituent parts.

### E. ETHICAL CONSIDERATIONS

To warrant the reliability and quality of the study and research results, the proponent observed the research protocols. The researcher was given permission to conduct the study to the participants. Consent letters were given to the participants to sign and show their acknowledgement to participate in the study.

Before conducting an in-depth interview, consent and approval were taken place in compliance with the Data Privacy Act. All gathered data was kept anonymous and confidential. The proponent was the only one who recognized and knew their interview responses. The collected data was disposed after the study has been accomplished.

## IV. RESULTS and DISCUSSION

This section includes the presentation, analyses and interpretation of data gathered from the participants. The data is presented in themes with implication and interpretation. The presentation is systematized based on the sequence of the statement of the problem

### 1. Factors influence the adoption of Strategic Human Resource Management Practices

#### Themes

*Competitive Pressure*

*Leadership and Management*

*Financial capability of the organization*

From the data, the factors influence the adoption of Strategic Human Resource Management Practices in an organization were categorized into three themes namely: Competitive pressure, Leadership from Management and Organizational Culture.

#### 1.1 Competitive Pressure

The most common answer from the participants were classified as Competitive Pressure. The following are the transcription showing the response of Competitive Pressure.

*Participant 2: I think the factors that influence the adoption of SHRM Practices in our organization is because of competition.*

*Participant 4: Having lots of competition is the main reason why our organization adopted effective HR Practices.*

*Participant 7: Because Insurance industry has lots of talented people, and have lots of competition we need to adopt effective Human resource practices*

*Participant 9: I think because our competitors are implementing effective practices, that's why we try also to enhance our HR programs*

*Participant 12: We adopted Strategic Human Resource Management practices might be because of a high degree of competition.*

*Participant 14: I think because the management felt that we were left behind*

According to the research findings, managers in the SME batik industry must toil harder to improve their capacity for modernization in order to grip the competitive pressure and get an advantage that would progress their company's performance (Soewarno, Noorlailie et al., 2020).

A company that is facing competitive pressure attempts to define its ideal marketing position in order to triumph the heart of its customers. (Denduluri, Dr et al., 2023).

The intense that an individual or organization experiences in the workplace as an outcomd of competition is known as competitive pressure. Competitive pressure is an outside force carried about by the movements of community members, businesses that involve in dynamic connections with their rivals, regulators imposing codes of conduct, consumers desiring improved products at a lower cost, and so forth. (Singh A.K. et al., 2015).

In summary, the result shows that when organizations see their competitors executing effective HR strategies that improve performance, they are certain to follow so that they can sustain their market position. Thus, competitive pressure serves as a catalyst for the adoption of SHRM practices.

#### 1.2 Leadership and Management

Another answers of the participants relative with the factors influence the adoption of Strategic Human Resource Management Practices in their organization is Leadership and Management. The following are the samples of transcription:

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*Participant 1: We adopted effective SHRM practices because it was a decision of our management*

*Participant 5: It was when our leader proposes to craft a strategic human resource management practice.*

*Participant 10: When the management has a decision to craft and implement SHRM practices*

*Participant 11: I believe the management is the one who will decide that*

*Participant 13: I think it's because of the top-level people*

We authenticate the beneficial relationship between organizational virtues and leadership, as well as the relationship between HRM practices and leadership (Coura, K., 2022).

The key to success in today's aggressive business environment is leadership that has the capability to turn its labor force into a supportive, winning team with the precise kind of collaboration to attain jointly established objectives and corporate goals (Okolie, Ugo, 2021).

In conclusion, Leadership and management are crucial aspects influencing the implementation of effective Strategic Human Resource Management (SHRM) practices. This is because effective leaders and managers drive the execution of SHRM by positioning HR strategies with organizational objectives and nurturing a culture of innovation.

### 1.3. Financial capability of the organization

Additional factors influence the adoption of Strategic Human Resource Management Practices is thru financial capability. Below are some data from the investigation:

*Participant 3: The adoption of effective SHRM practices will depend if the organization has a budget*

*Participant 6: I believe it depends on the financial capability of the organization*

*Participant 8: If the organization has money for SHRM practices*

*Participant 15: If the organization has a plan and the financial means of implementing it.*

A budget outlines the financial tactic for upcoming activities. Effective budget management also determines how well corporate leadership can inspire, guide, and lead a team to achieve certain objectives and goals. (Shawe, Robb. 2023).

The efficacy and productivity of an organization are assessed by its financial performance. It aids as a metric of how well a company uses the resources at its disposal to produce profits and returns for its stakeholders (Mohsin, Hussein et al., 2020).

In summary, the financial capability of any firm is a crucial aspect in the adoption of Strategic Human Resource Management (SHRM) practices. It is because organizations with adequate financial resources can invest in comprehensive training programs, and enhance employee benefits, which are indispensable for effective SHRM implementation.

## 2. Participants' commitment in their organization

### Themes

*Continuance Commitment*

*Affective Commitment*

*Normative Commitment*

From the data, the type of commitment participants has to their job and the organization that they are working for were categorized into three themes namely: Continuance, Affective and Normative commitment.

### 2.1 Continuance Commitment

The majority of the participants' answers were categorized as continuance commitment as the foremost type of commitment the participants were having. The following are the transcription showing the continuance commitment.

*Participant 3: I want my job and I don't want to leave because leaving means a significant financial loss to me.*

*Participant 5: I love my job because they give me adequate compensation*

*Participant 8: I think the insurance industry is having a tough competition in employment and I will be having a problem if I quit my job.*

*Participant 9: I wanted my job because I enjoyed my salary and benefits*

*Participant 11: The salary that they are giving as reasonable in comparison with other company, that's why I love being here.*

*Participant 12: I love working here as they are generous to their employees*

*Participant 14: I love here because of the benefits that I am enjoying.*

The term "continuance commitment" defines an employee's trust that he will lose out if he quits from an organization. (Riwu, L., Pellokila I., Malelak M.L., 2022).



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A commitment becomes continuance when employees weigh the supposed cost of their money, time and effort consumed with the organization before leaving. (Khan, Ali et al., 2021).

Workers' associations with the company, which are grounded on what they get in reciprocate for their employment (such as a benefits, salary or affiliations) and the risks that they may experience when they leave, determine an employee's commitment to continuance (Hadi, Nizarwan and Tentama, Fatwa, 2020).

In conclusion, continuance commitment affects employees by binding their decision to stay with an organization because of perceived risks of leaving and costs, encompassing professional, financial and social factors.

### 2.2 Affective Commitment

Another type of commitment participants have to their job and the organization that they are working for emerged is Affective Commitment. The following are the samples of transcription:

*Participant 1: I love working here because of the people inside the organization.*

*Participant 4: My coworker is like family to me.*

*Participant 10: I like working in my organization because of the working environment.*

*Participant 13: My coworkers are supportive and they appreciate of what I am doing as well as I am to them.*

*Participant 15: I love working here because the people around is friendly.*

Affective commitment is the longing of an individual that has an emotional level to stay in an organization because they trust in the mission followed by the organization (Riwu, L., Pellokila I., Malelak M.L., 2022).

Affective commitment ought to lead to improved dedication, amplified job satisfaction, and reduced employee turnover (Khan, Ali et al., 2021).

When workers entirely accept the organization's core principles and objectives, this is recognized as affective commitment (Hadi, Nizarwan and Tentama, Fatwa, 2020).

In conclusion, affective commitment affects workers by nurturing a deep emotional relationship with their organization, leading to increased engagement and job satisfaction.

### 2.3 Normative Commitment

Additional type of commitment emerge is the normative commitment. Below are some of the data from transcription:

*Participant 2: I felt like I need to stay here because the company supports me financially*

*Participant 6: I wanted to stay here because of the training and development provided by the company*

*Participant 7: I am confident in working here because the company helps employee in tough times.*

Normative commitment arises from the self-values of employees who endure to work for the company because they recognize that loyalty to the organization is required or obligated. (Riwu, L., Pellokila I., Malelak M.L., 2022).

Normative commitment is the feeling of responsibility to continue employed for an organization. Employees are more motivated to stick with the company if they think it is legally and morally right for them to stay a member (Khan, Ali et al., 2021).

Normative commitment is established by the existence of the employee within the business as an anticipated conduct standards or result of societal norms, meaning that employees perform just for compliance and regulations (Hadi, Nizarwan and Tentama, Fatwa, 2020).

In conclusion, normative commitment affects workers by making a sense of duty and responsibility to stay with their organization, motivated by factors such as cultural norms, reciprocity, agreements, loyalty and personal ethics.

### 3. Influence of effective Strategic Human Resource Management practices in their organization

From the data, the influence of Strategic Human Resource Management practices were categorized into three themes namely:

#### Themes

*Employee Involvement*

*Employee Retention*

*Better Organizational Performance*

#### 3.1 Employee Involvement

Based from the data, the main influence of effective Strategic Human Resource Management practices is Employee Involvement. The following are samples of transcription:

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*Participant 3: When Human Resource Personnel successfully establish effective practices, it will make the employee more involve in the organization*

*Participant 4: People became more involve when HR personnel implemented beneficial practices*

*Participant 7: Workers will be more engage and involve*

*Participant 9: For me, when there is an effective SHRM practices, people will stay, will contribute and will be more involve in the organization.*

*Participant 11: The employee will likely wanted to be in the organization and will likely wanted to be involved.*

*Participant 14: Employee will embrace the culture of the organization and wanted to engage.*

Employee involvement in organizational processes hone their understanding and problem-solving skills. (Bhaker, Suresh Kumar & Sharma, Tanu, 2024).

Being involved in decision-making in the firm may boost an understanding and interpersonal relationships of the value of leaders to the firm's success (Tripathy, Laxman, 2023).

Positive results for the organization are the outcome of participation and employee engagement. (Soorya R., 2022)

In conclusion, employee involvement plays a critical role in improving the effectiveness of SHRM practices by enhancing engagement, positioning with organizational goals, and boosting job satisfaction and retention.

### **3.2 Employee Retention**

One recommendation that was highlighted by the participants that influence effective SHRM practices is employee retention. The following are samples of transcription:

*Participant 2: If the management implemented good practices, people will stay in the organization.*

*Participant 5: From my experience, I wanted to stay in the organization if there is a good HR practice*

*Participant 8: People will be retained if HR management knows what they are doing*

*Participant 12: People will be retained if HR management knows what they are doing*

The initiative of inspiring employees to stay with the company for their entire careers or for as long as possible is known as employee retention. (Aburub, Bassam, 2020).

The subject matter of employee retention cannot be fixed by just making reports and maintaining records. It is totally reliant on the employers helping their employees realize answers and being aware of the numerous concerns that they have. (Chaudhary, Vaishali, 2024).

In conclusion, employee retention profoundly influences the effectiveness of SHRM practices by reducing costs, providing stability, preserving knowledge, fostering strong team dynamics, facilitating customized development plans and aligning with strategic goals.

### **3.3 Better Organizational Performance**

Other recommendation that was emphasized by the participants that influence effective SHRM practices is better organizational performance. The following are samples of transcription:

*Participant 1: It will make the organization much more better as a whole*

*Participant 6: Because employee will be happy, because of the effective practices, it will likely boost the performance of the organization*

*Participant 10: Having an effective practice will create better result*

*Participant 13: For me, it will make the organization better*

Organizational performance refers to a firm's ability to attain its objectives and maximize the results. (Jala, Jolou Vincent, 2024)

By boosting capabilities, enthusiasm and knowledge, effective Strategic Human Resource Management practices can straightly increase organizational performance. (Jala, J.V and Bation, N., 2023)

In the present business setting, human resources is a vital resource that may significantly improve organizational performance for modern businesses. (Jala, J.V and Bation, N., 2023)

In conclusion, effective SHRM practices influence better organizational performance by improving productivity, aligning HR tactics with business objectives, retaining and attracting top talent, motivating and engaging employees, handling performance efficiently and enhancing employee well-being.

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## CONCLUSION

After the gathered data were scrutinized, the following findings were revealed:

Findings revealed that the factors influence the adoption of Strategic Human Resource Management practices were Competitive Pressure, Leadership and Management and Financial capability of the organization. In addition, the type of commitment that the participants have in their organization were continuance commitment, affective commitment and normative commitment. Lastly, the result shows that the influence of effective Strategic Human Resource Management practices were employee involvement, employee retention and better organizational performance.

With these, the result shows that competitive pressure, leadership and management and financial capability are crucial aspects that influence the adoption of SHRM practices. This means that firms and organizations that came to face these various challenges and opportunities were likely to adopt Strategic Human Resource Management practices in order to sustain, survive and outperform their competitors.

Moreover, the result also means that participants experience commitment which were categorized into continuance, affective and normative, which means that when organization can successfully address these varied and different forms of commitment, organizations and firms can also create a more productive, engaged, and loyal workers.

Furthermore, the result unveiled that by focusing on effective SHRM practices, organizations can enhance employee involvement, retain talented workers and most importantly make the organization better as a whole.

## RECOMMENDATION

**Table 1. Comprehensive action plan**

<b>1. FACTORS INFLUENCE THE ADOPTION OF STRATEGIC HUMAN RESOURCE MANAGEMENT PRACTICES</b>				
<b>FACTOR</b>	<b>DESCRIPTION</b>	<b>IMPORTANCE</b>	<b>DURATION</b>	<b>ACTION PLAN</b>
<i>Competitive Pressure</i>	It is the necessity for organizations to stay competitive in their industry as pertaining to rivalry and market positioning	Adapting to competitive pressure ensures the organization still remains to be attractive to performing employees and can rapidly adapt to industry changes.	6-12 months of doing the action plan	<ol style="list-style-type: none"> <li>1. Perform Competitive Analysis: Know and understand industry trends and standards.</li> <li>2. Benchmark to Performing organization: Learn from the leading companies</li> <li>3. Develop effective SHRM practices: Address the existing challenges and gaps.</li> <li>4. Continuous monitoring: Continuously adjust Human Resource tactics.</li> </ol>
<i>Leadership and Management</i>	The influence of organizational leaders and managers in executing and adopting SHRM practices.	Strong and tough leadership is pivotal for implementing, executing and sustaining effective SHRM practices.	12-18 months of doing the action plan	<ol style="list-style-type: none"> <li>1. Assess Existing Practices: Utilizing feedback and surveys.</li> <li>2. Leadership Development: Provide training and development programs to leaders.</li> <li>3. Evaluate Organizational Strategies: Frequently update to strategies align with goals.</li> <li>4. Foster Culture: Promote transparent communication and inclusivity.</li> </ol>
<i>Financial Capability of the</i>	The capability of the organization to allot adequate financial means	Financial stability allows the organization to capitalize in high-quality	On going	<ol style="list-style-type: none"> <li>1. Conduct Financial Audit: Evaluate recent budget distributions.</li> </ol>



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<i>Organization</i>	towards implementing effective SHRM practices.	HR initiatives.		<p>2. Cost-Benefit Analysis: Evaluate the benefit that the organization can get, in response with the cost in proposed SHRM practices.</p> <p>3. Secure Funding: Distribute resources efficiently.</p> <p>4. Implement Cost-Effective Practices: Make sure to secure adequate ROI.</p> <p>5. Monitor Performance: Continuous monitoring of strategies.</p>
<b>TYPE OF COMMITMENT PARTICIPANTS HAVE IN THEIR ORGANIZATION</b>				
<b>FACTOR</b>	<b>DESCRIPTION</b>	<b>IMPORTANCE</b>	<b>DURATION</b>	<b>ACTION PLAN</b>
<i>Continuance Commitment</i>	Continuance commitment is when workers stay in an organization because of the costs they associate with leaving, some examples of this are lack of job opportunities, financial losses, or loss of accrued benefits.	Guarantees organizational stability by making employees retain who might otherwise leave, plummeting turnover and related costs.	Ongoing	<p>1. Propose Competitive Benefits: Give adequate benefits packages to employees.</p> <p>2. Ensure Job Security: Plan long-term career stability.</p> <p>3. Give Financial Incentives: Give retirement plans and bonuses.</p> <p>4. Career Path Development: Offer advancement and career growth.</p>
<i>Affective Commitment</i>	Affective commitment is when workers stay with an organization because they feel passionately committed to it and liking what they are doing.	Affective commitment leads to higher levels of job satisfaction, employee engagement, and productivity, nurturing an optimistic organizational culture.	Ongoing	<p>1. Establish Positive Work Environment: Promote an inclusive and supportive culture.</p> <p>2. Improve Job Satisfaction: Offer meaningful and interesting work.</p> <p>3. Recognition Programs: Reward and acknowledge employee contributions.</p>
<i>Normative Commitment</i>	Normative commitment is when workers stay with an organization for the reason that they feel a sense of responsibility and obligation, a feeling of mutuality or often due to personal values .	Normative commitment inspires a sense of responsibility and loyalty, leading to a dedicated workforce that feels decently obliged to contribute in the organization's success.	Ongoing	<p>1. Establish a culture that fosters loyalty: Establish strong relationships between workers and management.</p> <p>2. Create an Ethical Culture: Develop a culture of accountability and integrity.</p> <p>3. Reciprocity Programs: Execute programs that emphasizes the firm's</p>

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				commitment to workers. 4. Support and Mentorship: Deliver mentoring programs to strengthen a sense of duty and belongingness.
<b>INFLUENCE OF EFFECTIVE STRATEGIC HUMAN RESOURCE MANAGEMENT PRACTICES IN THEIR ORGANIZATION</b>				
<b>FACTOR</b>	<b>DESCRIPTION</b>	<b>IMPORTANCE</b>	<b>DURATION</b>	<b>ACTION PLAN</b>
<i>Employee Involvement</i>	Employee involvement is when employees are enthusiastically involved in decision-making processes in the organization	Employee involvement enhances employee satisfaction, commitment, and efficiency by making them feel heard and appreciated, which leads to better overall performance.	6-12 months	<ol style="list-style-type: none"> <li>1. Engage Employee in Decision-Making: Involve employees in strategic planning sessions.</li> <li>2. Cross-Functional Teams: Make teams for several projects involving various departments.</li> <li>3. Training Programs: Give training to enhance knowledge and skills for effective participation.</li> </ol>
<i>Employee Retention</i>	Employee Retention pertains to practices and strategies intended at keeping capable workers within the organization.	Employee retention helps reduce turnover rate, maintains continuousness in operations, retains institutional knowledge and contributing to long-term organizational growth and stability.	12-18 months	<ol style="list-style-type: none"> <li>1. Provide Competitive Compensation: Giving competitive salary and benefits.</li> <li>2. Career Development: Offer clear routes for growth and development.</li> <li>3. Recognition Programs: Reward and Acknowledge employee contributions.</li> <li>4. Work-Life Balance: Create policies that provision a well work-life balance.</li> </ol>
<i>Better Organizational Performance</i>	Better organizational culture is about achieving advanced levels of productivity, efficiency, and profitability.	Better organizational culture leads to bearable competitive benefit, enhanced profitability, and long-term triumph.	18-24 months	<ol style="list-style-type: none"> <li>1. Performance Metrics: Create systems to track and measure performance.</li> <li>2. Continuous Improvement: Create a culture of continuous improvement.</li> <li>3. Align HR Strategies: Review and make sure that HR strategies are align with overall business objectives.</li> <li>4. Employee Engagement: Regularly involve with workers to push commitment and motivation.</li> </ol>

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