Career Expectations and Organizational Commitment of Millennials in Indian IT Industry - An SHRM Perspective

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Abstract:
Purpose –Prior research in the area of studying millennials highlights the role played by HR practices in gaining organizational commitment. One of the objectives of HR practices is specifically to meet the career expectations of employees and these practices drive the right behaviours to bring about organizational commitment. Further there is significant body of literature that talks about the antecedents to organizational commitment as well. There are also several researches that highlighted the impact of generational diversity in the workforce and the role of HR practices in managing this diverse workforce. The purpose of this paper is to provide a conceptual framework that identifies the effectiveness of strategic HR practices in meeting the career expectations of millennials and the impact of these practices on organizational commitment.
Design/methodology/approach – First, an extensive literature review on millennials and their characteristics have been done at a macro level to identify the importance of career expectations. Second, understanding the differences between technical HR practices and strategic HR practices and why Strategic HR practices are preferred over technical or traditional HR practices in this context are studied. Third, literature on career expectations and organizational commitment is examined to find out possible linkages of strategic HR practices in the relations and also assess if there is any mediation effect of strategic HR practices. Finally, four propositions are presented to build an integrated conceptual framework on establishing the linkages between career expectations and effectiveness of strategic HR practices and its impact of organizational commitment.
Findings – The study contributes to literature by suggesting that organizational commitment can be obtained if career expectations are met. It theoretically establishes the role of strategic HR practices in addressing the career expectations and exploring its impact on organizational commitment.
Research Limitations /implications: Role of strategic HR practices should not be overstated. Looking at the propositions, the dominant role of strategic HR practices is evident and the role of other technical or traditional HR practices is under-mined. Also a combination of technical and strategic HR practices may also play a role in managing the career expectations of the millennials, which is another limitation. However, this paper provides an overview of how certain specific HR practices can impact specific behaviors of millennials in gaining a long term commitment is the organizations.
Originality/value – This framework can be used by the researchers and practitioners to study, guide, frame and model empirical research into the area of studying strategic HR practices in retaining millennials in workplace by acting as a mediator in understanding the career expectations. So far literature provides studies on technical HR practices and its role in addressing the career expectations. Moreover there are few studies conducted in the context of Indian IT companies. The frame work in this paper would help explore the importance of effectiveness of strategic HR practices implemented to meet career expectations of millennials and its impact of overall organizational commitment of this workforce and ensure retention.

Keywords: Career expectations, millennials, strategic HR practices, organizational commitment, Indian IT Industry

1. Introduction

1.1. The Workforce Composition of Indian IT Industry

The Indian Information Technology industry has helped in changing India's image in the global map from a slow moving economy to a fast one. The English speaking techno-savvy manpower and cost effective software development options in India has been the major factors for the growth of this sector. Since there is a great dependency on manpower for the development of this industry, it is important to study the population that contributes to this development. India is one of the biggest IT capitals of the modern world with all the major IT players in the world having their presence in the country. The sector generates about 2.5 million direct employments (Kamdar, 2006) of engineering population thanks to the great supply of technical talent by the technical institutes in the country and increased focus on technical education.

The industry started seeing the growth since 1991 because of the favorable economic policies and infrastructure for the growth and development of this sector. This confirms that it is a fairly young industry and the chance of having majority of employees to be the young generation is a possibility. According to Howe and Strauss (2007) a group of like-minded employees enter the workforce about every twenty years and it is evident that there would be similar like-minded employees in the workforce composition of IT industry as well. Tapscott (2009) talks about three generations currently in the workplace- Baby Boomers, Generation X, and Generation Y. Those born between 1965 and 1980 (Beekman, 2011) are Gen X and those born between 1981 and 2000 are known as Gen Y (Cahill & Sedrak, 2012). Gen Y is the most recent generation in the workforce and has several names like, Nexters, Generation www, the digital generation, Generation E, Echo Boomers, N-Gens (Martin,2005), screenager, Google generation, digital natives etc. However the most commonly used nick name for this generation is Millennials (Balda & Mora, 2011; Cekada, 2012; Evans, 2011).

Considering the development phase of the Indian IT industry and the composition of the work-force, we can assume that this sector might be dominated by Generation X and Generation Y population. While these are classifications from western studies, there is no empirically established framework for classifying the Indian generation that entered the workforce, even though Robbins et al(2011)classified the Indian generation into Socialists, Liberals, Generation X and Generation Y. Socialists joined the workforce after 1947, the post-independence period in India, Liberalists joined the workforce after 1991,the time period after the government initiated the process of liberalization, Generation X joined around the turn of the century where globalization, computers, working parents etc. influenced the generation and Generation Y that joined the workforce later part of the decade and their growing up was during prosperous times with access to information at their fingertips and electronically networked. Literature on this generational cohort uses the terms Gen Y and millennials interchangeably and we have used the same approach in this paper.

1.2. Characteristics of Gen Y

Being a generation that has grown up in a very dynamic and challenging environment in terms of technological changes, innovations, diversity, great revolutions in the digital world, strong family ties etc., the Gen Y has been labelled as the 'Greatest Generation' and are said to have all the gears to face the complexities of the current and future (Hershatter and Epstein, 2011). Highly technology savvy individuals with strong collaborative skills coupled with extreme self-confidence makes the GenY (Generation Y) employable in any industry today (Reed, 2014). In addition to the above, the Millennials consider themselves as high achievers and good in multi-tasking and seek immediate feedback (Cekada, 2012).Working in a transparent organizations where the mission, values, operations, problems and conflicts are open to employees is what they prefer (Reed, 2014). They also values team work and give importance to autonomy (Sheahan, 2005; Espinoza, et al., 2010). The millennials care for society and would like to create a difference to the society and environment and are driven by an inner ethics and sense of fairness (Atkinson, 2008). From a career perspective, they are self-centered (Sheahan, 2005; Tulgan & Martin 2001) and perform best when the abilities and talents are identified and acknowledged. They look for work that is always challenging and which drives them to use their potential to the fullest. (Martin and Tulgan, 2006; Lowe et al, 2008). The above analysis points to the fact that this is a generation that is quite unique and demonstrates talents that are valuable to any firms that employ them.

A quality workforce is a source of competitive advantage (Huselid, 1995) and since organizations are in the race for attracting, developing and retaining the workforce there is always a need for practitioners to look for innovative methods that address these needs and create workforce that provides a sustained competitive advantage. Being a generation that is highly achievement oriented it may be assumed that there are huge expectations about their careers and goals. There are recent studies conducted on the career expectation of Gen Y in North America (Ng,Schweitzer &Lyons,2010, Hurst &Good,2009),UK (Terjesen et al,2007), Belgium(Dries et al.,2008),New Zealand (Cennamo andGardner,2008),China(Kong et al.,2015, Chullen et al.,2015), UAE (Lim,2012) etc. and these studies summarize that the career expectations of Gen Y is unrealistic and quite diverse , thus prompting the HR fraternity with a challenging task of how to create a quality workforce who are committed to the organization in the long run .The other aspect of this problem is what organizations has to offer in terms of employing and developing this workforce need not be sufficient to address the career expectations of the Gen Y population. For e.g. The organization might require the Gen Y engineers to work on a specific technology that is specific to the client projects whereas the individuals might be looking for working on the latest technologies in the market. Also the engineers may want to get clarity on what the career path would be after six months and the organizational policies or traditional HR practices might not be able to provide a response. Thus for employing the Gen Y population there is a need to relook at the traditional HR practices that the organizations have so that the career expectations are met and ensure there is organizational commitment in the long run. Organizational commitment thus becomes an important aspect in retaining Gen Y population and help in achieving a strategic and competitive advantage for organizations and several studies in the past have substantiated this (Montgomery, 1998; Walker, 2001; Hassan, 2002).

The different HR practices that will addresses the career expectations of Gen Y population in Indian IT industry and how these HR practices impact the long term commitment of this generational cohort becomes a relevant area of investigation. Managing the expectations of the engineers in the IT Industry as a major challenge for Human Resources departments is a study conducted by Aggarwal and Thite (2002) but specific studies pertaining to Gen Y as a workforce in the IT industry has not been conducted and hence the need for this study. This paper first highlights the significance of career expectations of Gen Y and examines the various types of HRM practices available from SHRM literature to address this need and explains the importance of such practices. It then highlights the relevance of organizational commitment in the context of managing career expectations of Generation Y. It further examines the linkages between career expectations and organizational commitment, career expectation and effectiveness of the recommended HRM practices; effectiveness of HRM practices to organizational commitment and also reviews the mediating effect of the effectiveness of HRM practices in the relationship between career expectations and organizational commitment. The paper also presents a conceptual framework based on the propositions which can be adopted to be a base of empirical research in future.

2. Literature Review

2.1. Career Expectations of Gen Y

The balanced theory of career management posits that both individuals and organizations have their respective responsibility in managing career of employees. This responsibility of career management becomes critical for HRM function as this function is responsible for the strategic HR practices in organization. The long term commitment in organizations would exist only if the job in question matches the career expectations of the individuals. The major challenge facing the industry today is high performers in the experience range of two and five years leaving their jobs or returning to schools for higher education so that their career expectations are met. These individuals are in the age group of 23 years to 26years. These are the Millennials who have higher career expectations, always demand meaningful work, and seek for constructive feedback and positions of influence within their organizations (Twenge and Campbell, 2008).There are various explanations for Career expectations of Gen Y.Career expectations refer to the real, reachable thoughts and career targets that an individual wishes to gain (Armstrong and Crombie, 2000; Metz et al., 2009) and according to Rojewski (2005), Career expectations refer to the realistic goals of an employee. We refer to the former definition in this paper.

The attitudes and experience of Millennials in the jobs are different from previous generations and they have an unorthodox approach to career management that does not parallel traditional paths (Saxena and Jain, 2012). Millennials are always in the search for the "right" job and are seen jumping jobs every two years for better compensation or challenging work due to the boundary less view of the career and their technological expertise (Zemke, Raines and Filipczak, 2000). Further the authors explain that the new generations who are more idealistic tend to be choosy and have cautioned that this generation to be 'a very demanding workforce' and the managers describe them as 'high maintenance 'or 'needy' employees (Hershatter and Epstein, 2010). The review of specific characteristics of the millennials and their career expectations thus points to the need for organizations to have specific HR practices that addresses this need.

2.2. Technical HRM Effectiveness and Strategic HRM Effectiveness

The resource- based view of the firm suggests that human capital in the organization can be a source of competitive advantage (Barney, 1992; Wright, McMahan, &McWilliams, 1994). Managing the individual career expectations of the millennials and helping them manage their careers becomes a critical need so as to retain them and get them committed to organizations in the long run. Ensuring long term commitment of human capital is a strategy for most of the companies in Indian IT industry and the strategic perspective of HR, known as strategic human resource management(SHRM) thus becomes an important aspect that organizations adopt in terms of HR practices to achieve this goal. Further SHRM helps organizations employing the human capital to design and implement policies and practices that ensures the utilization of employees' knowledge, skills and abilities. (Schuler and Jackson, 1987, Jackson and Schuler, 1995). These strategic HR practices helps organizations to advance human resources in the areas of skills, knowledge, motivation and right behaviors demonstrated by the employees, thus contributing to the creation of a human capital that becomes a source of competitive advantage.(Bowen and Ostroff, 2004).

Firms use technical HR practices and strategic HR practices to create human capital that contribute to the competitive advantage (Huselid, Jackson and Schuler, 1997). It is important to differentiate technical HRM practices and strategic HRM practices before we progress in this study. Wright and McMahan (1992) differentiate the strategic and non-strategic elements in HR practices and confirm the differences on the basis of strong theoretical foundations. The HRM practices have been commonly grouped into selection, training, appraisal and rewards and are typically equated with the different functions of HR department (Fomburn, Tichy and Devanna, 1984). These practices have evolved through technical innovations and technical knowledge in each of the functions and are considered as traditional HRM. However, strategic HRM practices links vertically the human resources management practices with organization's strategy and horizontally among the various human resources practices (Wright and McMahan, 1992). Strategic HRM activities are characterized by causal ambiguity and social complexity thus making it unique, and comprises of practices like team-based designs, empowerment and developing human capital for the long term requirements. Further, Huselid, Jackson and Schuler, (1997) differentiates technical HRM effectiveness and strategic HRM effectiveness (Table1) and considers them as determinants for firm performance.

Technical HRM effectiveness	Strategic HRM effectiveness
• Benefits and services • Compensation • Recruiting and training • Safety and Health • Employee education and training • Retirement strategies • Employee/industrial relations • Social responsibility programmes • EEO for females, minorities, etc. • Management of labour costs • Selection testing • Performance appraisal • Human resources information systems • Assessing employee attitudes	• Team work • Employee participation and empowerment • Workplace planning – flexibility and deployment • Workforce productivity and quality of output • Management and executive development • Succession and development planning for managers • Advance issue identification/strategic studies • Employee and manager communications • Work/family programmes

Table 1: Technical HRM effectiveness and Strategic HRM effectiveness ((Huselid, Jackson and Schuler, 1997).

In this paper, we look at specifically the strategic HR practices and its effectiveness by which firms are able to retain and develop millennials so that they become unique resources, difficult to replicate and substitute.

Strategic HRM effectiveness describes perceptions of how well the HRM functions develop the employees in the firms to support the various business needs, facilitate teamwork, develop and implement communications, involvement of employees in achieving the goals, improving quality and developing the talents to address the business needs for future needs. (Huselid, Jackson and Schuler, 1997).

2.3. Organization Commitment

Retaining committed employees for long term becomes an aspect for organization's survival (Chew &Chan, 2008). Morrow (1983, 1993) defines commitment as attachment, identification, or loyalty to the entity.

There are multiple definitions for Organizational Commitment (OC).According to Mowday et al (1982), Organizational commitment is the "relative strength of an individual's identification with an invovlement in a particular organization".Meyer and Allen (1997) defines OC as "a psychological state that characterizes the employee's relationship in the organization, and has implications for the decision to continue membership in the organization."There are three major components for organizational commitment; affective,continuance and normative(Allen and Meyer,1990). The affective component is defined asemployeesemotional attachment to,identification with,and involvement in, the organization; continuance commtiment is defined as a structural phenomenon that follows " as a result of individual-organizational transacations and alternations in side-bets or investment over time"(Hrebiniak and Alutto,1972); and the normative component refers to "employees' feelings of obligation to remain with the organization"(Allen andMeyer,1990). We look at the affective component of organizational commitment in this study as we are considering the long term interest of millennials in the organisation. Millennials get committed to organizations only if thereare ample opportunities for growth or for experimenting new roles orif there is challenging work and constant mentoring and support(Pricewaterhouse Coopers,2008,p.15).They do not mind jumping jobs frequently so as to satisfy their career expectations andtheir defintion of long term commitment is one year(Martin,2005). Hastings(2008) found that only one in five millennials anticipates staying in the orgnaization forsix years or longer. While the previous generation was characterized by longevity in the orgnanizaton, this new generation seems to be quite different in this aspectforcing the HR practicioners to constantly look at strategies to retain and get them attracted to various roles and get committed to the organization. If there is no clarity on the career progression or if the job expectations are not specificed to the millennials,there is a great amount frustration among this population leading to dissatisfaction followed by turnover intentions and ultimately high levels of attrition.

3. Propositions Development

3.1. Career Expectation and Organizational Commitment

 Fostering the employees' organization commitment has been a focus for the HR practitioners in Indian IT industry. Organizations that meet the career expectations of employees tend to have higher chances of getting the commitment of millennials because this category of workforce look for organizations to compensate them for their talent, and provide them with roles and compensation that would match with what they are expecting. When organizations look for getting the employees committed for a long tenure, it is thus important to understand this need and provide the right kind of opportunities that will address this. For e.g., if an employee approaches a manager stating that the job currently handled by the individual is not challenging enough, the manager should be able to work through the options available in the organization and ensure that the employee gets what he wants within stipulated timelines. This approach of managers will have a positive impact on the employees and when they know that the organization is responding to what they expect there would be improved levels of commitment to the organizations. Thus organizations that offer challenging opportunities (Martin, 2005) to millennials are presumed to enhance the individual's commitment to the organization. We look at the theoretical foundation of psychological contracts (Rousseau, 1990) in the relationship between career expectation and employees' organizational commitment because of its close connection with organizational commitment (Coyle-Shapiro, 2002; McDonald and Makin, 2000). A psychological contract gets formulated when a person joins the organization and there is an expectation that the organization will provide with the role and environment that is aligned to what the career expectation of the individual is and the contract strengthens when the expectations are met up with, thus leading to individuals commitment to the organization and hence we propose:

- • Proposition 1: Meeting career expectations may have a positive effect on Organizational Commitment

3.2. Career Expectation and Strategic HRM Practices

Technical HRM practices are designed based on the expectations of external stakeholders such as government and various professional organizations (Baron, Jennings& Dobbin, 1988;Tolbert &Zucker,1983)and internal stakeholders such as line managers and executives(Tsui,1987) and these practices are said to be regulated through stakeholder expectations (Huselid, Jackson and Schuler,1997). Strategic HRM practices are fairly recent and there is very little evidence on the role of stakeholders in the designing and implementation of the process. However, literature provides us evidence that strategic HR policies and practices are created to ensure that the human capital contributes to the achievement of business objectives (Schuler and Jackson, 1995, Schuler and MacMillan, 1984 and Baird and Meshoulam, 1988). Further, taking on the theoretical support of the resource-based view of the firm, Huselid, Jackson and Schuler (1997) postulates that due to the underlying characteristics of causal ambiguity and social complexity, Strategic HRM practices ensures that the human capital of the firm is not imitated and is unique. According to the authors, some of the

Strategic HRM practices that can create uniqueness and rarity in the population are team based designs, empowerment, flexible workforce, planned development of talent and quality improvement practices. Considering the characteristics of millennials and their career expectations, we assume that career expectations become one of the major aspects for the design and implementation of Strategic HRM practices and hence we propose:

- Proposition 2: Career expectations may have a positive effect on Strategic HRM practices.

3.3. Strategic HRM Practices and Organizational Commitment

The impact of HRM practices on organizational commitment among Indian Software professionals has been studied (Paul and Anantharaman, 2004) and the linkage between innovative HR practices and organizational commitment (Agarwala, 2003) has also been studied. Most of the HR practices considered in these studies confine to the Technical HRM practices that are individual HR practices (Khaled et al, 2015, Hashim, 2010) and the linkage between Strategic HRM practices and Organizational Commitment has not been established. Strategic HRM perspective emphasizes on the bundling of HR practices in studying the effects of HR practices on organizational outcomes (Wright & McMahan, 1992) and this linkage is considered as one of the essential pursuits of strategic HRM research (Becker and Huselid, 1998). According to Dyer and Reeves's (1995), organizational outcomes are classified into HR outcomes, Operational outcomes and financial outcomes.HR outcomes are those directly connected with HRM and comprises of employee's skills and abilities, employee attitudes, behaviors, and turnover. Operational outcomes comprise of productivity, product quality, quality of service, and innovation and financial outcomes includes sales growth, return on assets, and return on invested capital. In this study we look at Organizational Commitment as an HR outcome and have drawn on the theoretical foundation of behavioral perspective of HRM to further establish the linkage between Strategic HRM practices and Organizational commitment (Jackson, Schuler, & Rivero, 1989). The behavioral perspective (Wright and McMahan, 1992) postulates that the purpose of HR practices is to stimulate and control employee attitudes and behaviors. Further the theory also assumes that particular types of HR practices and the effectiveness of such practices elicit specific behaviors that lead to outcomes that are beneficial to the firm.

IT organizations rely on the HR practices for eliciting and controlling behaviors. However, it is important to differentiate between technical or traditional HRM practices and strategic HRM practices when dealing with the career expectations of the millennials. Individual practices might be good for enhancing skills and boost employee motivation (Jiang, Lepak, Hu, and Baer;2012), but to get the best of outcomes and ensuring that the human capital provide sustained competitive advantage it is important to have opportunity enhancing HRpractices (Jiang, Lepak, Hu, and Baer,2012) that are designed to empower employees to use their skills and improve motivation levels so that the individuals get committed to the organizations in the long run. Practices such as flexible job design, work teams, employee involvement, and information sharing are generally considered as opportunity enhancing HR practices (Jiang, Lepak, Hu, and Baer, 2012) and is similar to the strategic HRM practices. Hence in the content of employing millennials in the organizations we propose:

- Proposition 3: Strategic HRM practices may have a positive impact on organizational commitment.

3.4. Mediating Effect of Effectiveness of Strategic HRM Practices

Strategic HRM practices may also mediate the relationship between career expectations and organizational commitment of millennials. In relationships between the independent variables and dependent variables, mediators facilitate the influencing of independent variable on the dependent variable (Baron and Kenny, 1986). There are two forms of mediation, full mediation and partial mediation. When there is direct effect between the independent and dependent variable after controlling for a mediating variable, we call it a full mediation and when there is a significant yet reduced direct effect between the independent and dependent variable after controlling for the mediator variable, we call it a partial mediation. In this paper, the focus is to theoretically establish the role of Strategic HRM practices as a mediator in the relationship between career commitment and organizational commitment.

According to Gottschalg and Zollo (2007), Human resource practices increase public employees' commitment to the organization and increase their desire to stay. There are various classifications of HR practices that emerge from SHRM literature. Transaction-based HR practices and commitment based HR practices are the popular among them, where the former emphasizes on individual short–term exchange relationships and the latter focuses on long term exchange relationships (Arthur, 1992; Tsui, Pearce, Porter, & Hite, 1995). Other classifications based on three dimensions of HR systems on different types of HR outcomes are skill-enhancing HR practices, motivation-enhancing HR practices and opportunity enhancing HR practices (Jiang, Lepak, Hu, and Baer, 2012). While the first two dimensions talk about practices that are technical in nature and short-term focused, the third one is aligned towards the long term commitment of employees. The studies of Schuler and Jackson (1987) ; Wright et al. (1994) and Ulrich et al. (2009) confirms the role of HR practices and interventions associated with the strategy of organizations adopted to develop, motivate and retain employees so that the right employee perceptions , behaviors and attitudes are demonstrated for the benefits of organizations. Since the millennials spend a great amount of time, energy and resources in obtaining higher education degrees and have higher career expectations about the future (Wood, 2004) employers face great challenges to gain commitment of the younger generation at workplace. Therefore, employers adjust their human resource strategies to be more flexible and suit the needs of the employees so that it can attract talent and ultimately make it workplace of choice (Lowe and Schellenberg, 2002).

The millennials expects their employers to address their career needs and provide the right professional growth. The Strategic HR practices fosters millennials with avenues to manage their career expectations through management and executive development programmes, assigning to teams that promote collaboration and knowledge sharing through job rotation programmes, set career paths that are transparent, provide channels that ensure open communication with the management and leadership, device programmes that helps them manage their life and work etc. thus meeting their career expectations and development of skills and capabilities.

Therefore, strategic HRM practices mediates in meeting career expectations of millennials and nurture a sense of attachment to the organization leading to improved organizational commitment. Based on this analysis it is proposed that:

- Proposition 4: Strategic HR practices may mediate the relationship between career expectations and organizational commitment
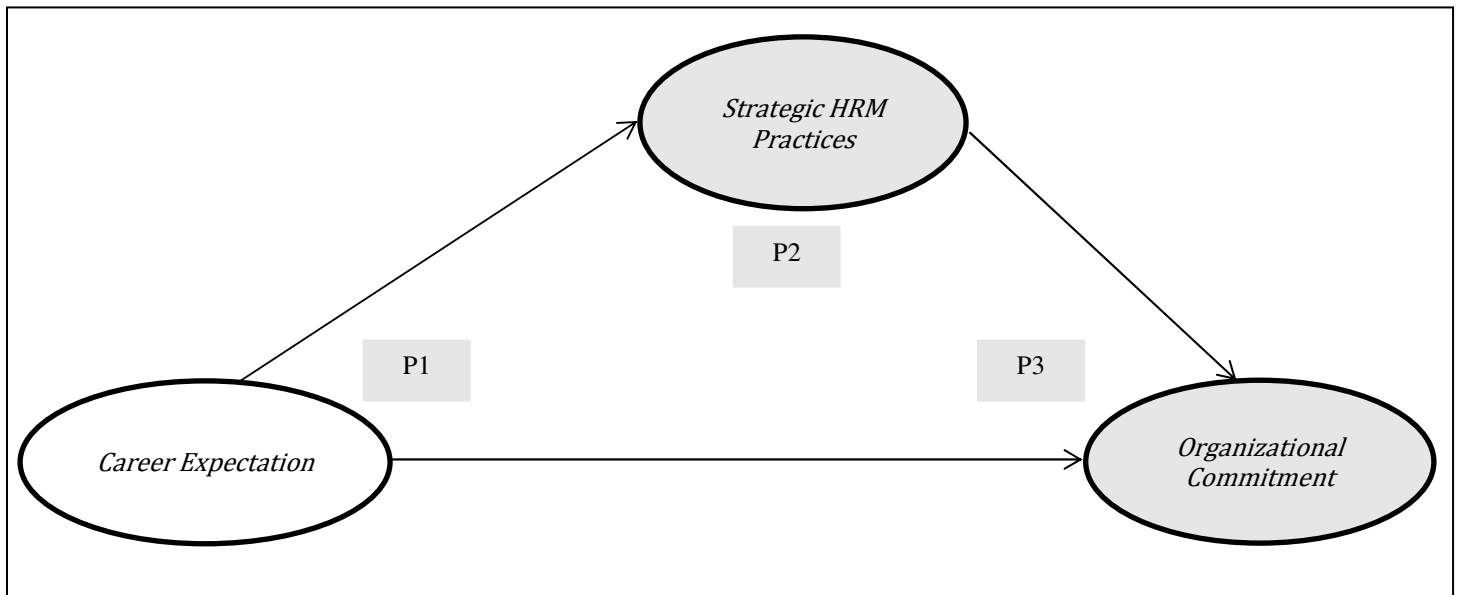

Figure 1: Proposed Research Model

4. Research Model

The four propositions led to a research model to study the role of Strategic HR practices and its mediations effects in the context of meeting career expectations of millennials and enhancing their organizational commitment (See Figure1). In this paper we suggest that Strategic HR practices can play a positive role in organizations that employs large numbers of millennials in their work force and the interventions and actions of Strategic HR practices can enhance their engagement levels, commitment and improves their interest in the organization and hence long term retention. Being a competitive market for Information Technology professionals, retention becomes an important HR imperative for all organizations. The target population for the assessment would be any engineer working in an IT company in India in the experience range of 2-5 yrs. and age group of 23-26 years. All the constructs, career expectations, Effectiveness of strategic HRM practices and organizational commitment can be measured through survey-based approach using questionnaires. Wu and Li (2001) has adopted a scale in China for assessing career expectations for millennials in China, the scale can be validated in India and used for this study. Organizational commitment can be measured through Allen and Meyer (1990), commitment questionnaire and effectiveness of strategic HRM practices can be assessed by checking with employees on the various practices and their level of awareness and application in real life scenarios in the context of meeting career aspirations.

5. Conclusion

At a general level, there is ample evidence of impact of HR practices on organizational commitment (Chew & Chan, 2008; Bhatnagar, 2007; Khaled et.al.2015). There is evidence of this relationship in India as well (Bhatnagar, 2007). Further there is ample evidence on career expectations of millennials (Hwee, 2012; Jessica and Linda, 2009).Our focus was on studying the relationship specifically on strategic HR practices in organizations and its effectiveness in meeting career expectations with the objective of gaining organizational commitment. The present study looked at the theoretical evidence on the mediating role of strategic HR practices as well. We have sought to understand what career expectations of millennials in Indian IT companies are and how the strategic HR practices help in addressing this need and enhance their commitment to organizations they are associated with. It also clearly demarcates why strategic HR practices are preferred over technical HR in gaining organizational commitment in the long run.

6. Suggestions for Future Study

This study can progress by empirically testing the propositions and thus contribute to understanding the relationship between the constructs. Future studies can look at technical HR practices and its role in meeting the career expectations of millennials and how this can drive organizational commitment. Also combining both technical and strategic HR practices is another approach that can be studied in the same context. Studying the effects of organizational commitment on aspects like intention to stay or contributing to extra role behaviors can be other avenues for future studies.

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