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# Investigating the Impact of Strategic Human Resource Practices on Employees' Quality of Work Life

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**Abstract**

Human resource practices are the primary tools and methods through which organizations can influence individuals' skills, attitudes, and behaviors to perform their tasks and achieve organizational goals. The aim of the present study was to examine the impact of strategic human resource practices on the quality of work life in a financial holding company. To this end, 123 employees were selected through a simple random sampling method. This study is applied in terms of purpose and descriptive-survey in terms of implementation method. Data collection was conducted through library research and two standardized questionnaires: Sanchez's Strategic Human Resource Practices and Walton's Quality of Work Life, comprising a total of 42 items. The validity of the questionnaire was confirmed by expert opinion, and its reliability was verified with a Cronbach's alpha coefficient of 0.93. Data analysis was carried out at both descriptive and inferential statistical levels using SPSS software. The results of linear regression analysis indicated that strategic human resource practices have a positive and significant impact on employees' quality of work life.

**Keywords:** Human Resource Management, Strategic Human Resource Practices, Quality of Work Life

## 1. Introduction

In the evolving landscape of organizational management, strategic human resource practices have emerged as a cornerstone for enhancing employee well-being, fostering sustainable development, and ensuring institutional resilience. In an era marked by intense competition, technological disruption, and increasing employee expectations, organizations are compelled to go beyond traditional personnel administration and embrace a strategic view of human capital. Strategic Human Resource Management (SHRM) integrates HR functions with the organization's long-term goals, aligning workforce capabilities with competitive advantage. SHRM is now recognized not merely as a support function but as a strategic partner in driving organizational performance, innovation, and employee satisfaction (Aazami et al., 2023; Anderson, 2024). Among the various outcomes of SHRM, the enhancement of employees' quality of work life (QWL) has received increasing scholarly attention due to its pivotal role in employee retention, productivity, and organizational commitment (Maarefvand & Shafiabady, 2024; Rinawati et al., 2024).

Quality of work life encompasses a multidimensional construct that includes physical and psychological working conditions, work-life balance, job satisfaction, and a sense of purpose at work. As organizations strive to retain talent and foster employee engagement, QWL has become a vital indicator of organizational health. Recent studies affirm that strategic HR practices—

including training and development, performance appraisal, compensation systems, employee participation, and flexible work arrangements—are significantly associated with improvements in QWL (Aziz-Ur-Rehman & Siddiqui, 2019; Bahari & Taheri Rouzbahani, 2023). For instance, organizations that prioritize human-centered strategies, such as participatory decision-making and customized professional development, tend to report higher levels of employee satisfaction and loyalty (Rahpeyma et al., 2024; Sirghani et al., 2023).

The significance of SHRM in improving work-life balance is evident in both public and private sectors across various cultural and economic contexts. In countries with rapidly developing economies, the implementation of strategic HR initiatives has shown promise in alleviating stressors that traditionally accompany rigid labor systems and hierarchical management structures (Dousin et al., 2019; Koon et al., 2023). The importance of work-life balance, a critical element of QWL, has led scholars to explore HR interventions that can offer employees greater control over their schedules without compromising organizational performance (Maurya et al., 2021; Mohammadi et al., 2023). Empirical evidence underscores that flexible working arrangements, family-supportive workplace policies, and digital HR platforms contribute to healthier employee outcomes and increased job satisfaction (Nazimi et al., 2022; Saade & et al., 2022).

In addition, recent developments in talent management have emphasized the strategic role of HR departments in nurturing agility, innovation, and lifelong learning among employees (Bahramian et al., 2023; Salman Al-Oda et al., 2024). Talent management frameworks, when strategically integrated, support both organizational adaptability and individual career growth. These practices extend beyond recruiting and retaining top talent; they include aligning individual aspirations with institutional missions, thereby enhancing QWL through meaningful engagement and career clarity (Ansari & Ghanbarinejad Moghadam, 2023; Roshani Ali Beneh et al., 2021). Moreover, creating an innovation culture within public sector organizations through SHRM has proven to be a lever for stimulating organizational creativity, employee empowerment, and knowledge sharing (Bahari & Taheri Rouzbahani, 2023; Nazimi et al., 2022).

Performance management, another integral component of SHRM, serves a dual purpose—monitoring employee output and guiding professional development. When performance evaluation systems are transparent, development-oriented, and based on strategic metrics, they improve QWL by fostering a culture of fairness and growth (Fakhr Hosseini & Kaviani, 2023; Rasoul et al., 2023). In contrast, rigid or punitive evaluation systems can diminish morale and alienate staff. Research shows that prioritizing employee feedback mechanisms and using data-driven performance indicators supports both organizational outcomes and employees' psychological well-being (Mohammadi Yazdi et al., 2024; Nejati Karim Abad & Seyyed Nagavi, 2019).

Additionally, the digital transformation of HR processes has revolutionized employee experiences in recent years. Digital HR systems enhance accessibility, efficiency, and employee autonomy, contributing positively to QWL. As organizations transition toward digital ecosystems, it becomes imperative to design e-HRM models that are user-centered, culturally appropriate, and strategically aligned (Bahari & Taheri Rouzbahani, 2023). Research has shown that digital competencies among HR professionals significantly influence the success of e-HRM implementations and their impact on employee satisfaction and productivity (Nazimi et al., 2022; Sato et al., 2020). These digital transformations also facilitate data collection and analytics, enabling HR managers to tailor interventions to specific workforce needs.

Moreover, strategic HR practices that focus on inclusion, fairness, and competency-based development tend to yield long-term benefits for QWL. Studies have emphasized the role of competency models in ensuring that HR strategies are aligned with organizational goals and employee capabilities (Anderson, 2024; Mohammadi Yazdi et al., 2024). In the context of knowledge-based organizations, human capital is the core asset, and thus, investments in training, coaching, and strategic thinking development are critical for QWL enhancement (Dousin et al., 2019; Roshani Ali Beneh et al., 2021). SHRM models that integrate strategic foresight with employee empowerment have been shown to foster both individual and organizational flourishing (Keramati, 2021; Rinawati et al., 2024).

Furthermore, the integration of SHRM into national and organizational development agendas has implications for economic growth, institutional trust, and innovation capacity. Human capital investments, when made strategically, yield dividends not

only in productivity but also in social cohesion and employee resilience (Anderson, 2024; Rahpeyma et al., 2024). Particularly in knowledge-intensive industries, strategic HR interventions enable organizations to navigate uncertainty and enhance employee commitment, which is closely linked to perceptions of job quality and overall life satisfaction (Maarefvand & Shafiabady, 2024; Nazimi et al., 2022).



In conclusion, the body of research confirms that strategic human resource practices significantly shape the quality of work life through multifaceted mechanisms—ranging from leadership and talent development to digital transformation and performance management. As organizations seek sustainable pathways to growth, SHRM offers a viable and evidence-based approach to improving not only organizational outcomes but also human-centered values such as dignity, purpose, and well-being. The aim of the present study was to examine the impact of strategic human resource practices on the quality of work life in a financial holding company.

## 2. Methods and Materials

The present study is applied in nature and objective, and descriptive-survey in terms of data collection method. The statistical population of the study includes the employees of the central office of the company, totaling 180 individuals. The sample size, based on Cochran's formula, was determined to be 123 individuals who were selected using a simple random sampling method.

To collect the required data, both library and field methods were used. The library method involved reviewing books, articles, journals, and academic online databases. The field method was conducted using a questionnaire. The research tools included Sanchez's Strategic Human Resource Practices Questionnaire and Walton's Quality of Work Life Questionnaire, comprising a total of 42 items.

The validity of the questionnaire was confirmed by expert judgment, and its reliability was assessed using Cronbach's alpha coefficient. As all factors scored above 0.70, the questionnaire was deemed reliable.

**Table 1. Cronbach's Alpha Results**

| Factor | Number of Items | Cronbach's Alpha |
|---|---|---|
| Quality of Work Life | 27 | 0.91 |
| Strategic HR Practices | 15 | 0.94 |
| Total Alpha | 42 | 0.93 |

Data analysis was conducted at both descriptive and inferential levels (correlation test and linear regression) using SPSS software.

## 3. Findings and Results

Linear regression analysis was used to test the research hypotheses:

**Main Hypothesis:** Strategic human resource practices have a positive and significant effect on the quality of work life.

**Table 2. Model Summary for the Main Hypothesis**

| Correlation Coefficient | $R^2$ | Adjusted $R^2$ | Std. Error of Estimate |
|---|---|---|---|
| 0.783 | 0.613 | 0.611 | 0.283 |

A significance value (Sig) below 5% in the ANOVA table confirmed the linearity assumption of this part of the model. Table 3 presents the regression coefficients and the constant related to the effect of strategic HR practices on the quality of work life.

**Table 3. Regression Coefficients and Constant – Main Hypothesis**

| Variable | B | Std. Error | Beta | t | p |
|---|---|---|---|---|---|
| Constant | 2.823 | 0.196 | — | 31.225 | 0.369 |
| Strategic HR Practices | 0.635 | 0.055 | 0.783 | 0.745 | 0.038 |

The *t* statistic and Sig value were used to test whether each coefficient in column B differs significantly from zero. Since the Sig value for the coefficient of strategic HR practices is less than 0.05, the null hypothesis that the coefficient equals zero

is rejected, and the variable remains in the regression model. However, the Sig value for the constant is greater than 0.05, suggesting it should be excluded from the equation. Therefore, the regression equation becomes:

Quality of Work Life (y) = 0.63 × Strategic Human Resource Practices (x)

The other columns in this output include the standard error for B and the standardized coefficient (Beta), which indicates the amount of change in the dependent variable (quality of work life) for a one standard deviation change in the independent variable (strategic HR practices). The larger the absolute Beta value, the stronger the relationship. Therefore, for every one-unit increase in strategic HR practices, the quality of work life increases by 0.78 units.



Additionally, based on the coefficient of determination shown in Table 2 (which is the square of the correlation coefficient), 61% of the variance in quality of work life (assuming other factors are constant) is explained by strategic HR practices. The remaining 39% is due to error or other factors that need further identification.

Thus, the main hypothesis is confirmed: strategic human resource practices have a significant and positive effect on quality of work life.

**Hypothesis 1:** Recruitment has a positive and significant effect on quality of work life.

**Table 4. Model Summary – Hypothesis 1**

| Correlation Coefficient | $R^2$ | Adjusted $R^2$ | Std. Error of Estimate |
|---|---|---|---|
| 0.156 | 0.024 | 0.021 | 0.124 |

**Table 5. Regression Coefficients and Constant – Hypothesis 1**

| Variable | B | Std. Error | Beta | t | p |
|---|---|---|---|---|---|
| Constant | 2.823 | 0.186 | — | 21.215 | 0.235 |
| Recruitment | 0.152 | 0.052 | 0.156 | 0.938 | 0.148 |

Since the significance value is greater than 0.05, Hypothesis 1 is rejected. Therefore, recruitment does not have a significant effect on quality of work life.

**Hypothesis 2:** Training has a positive and significant effect on quality of work life.

**Table 6. Model Summary – Hypothesis 2**

| Correlation Coefficient | $R^2$ | Adjusted $R^2$ | Std. Error of Estimate |
|---|---|---|---|
| 0.526 | 0.280 | 0.260 | 0.121 |

**Table 7. Regression Coefficients and Constant – Hypothesis 2**

| Variable | B | Std. Error | Beta | t | p |
|---|---|---|---|---|---|
| Constant | 1.004 | 0.127 | — | 7.826 | 0.510 |
| Training | 0.512 | 0.032 | 0.526 | 26.606 | 0.000 |

Since the significance value for both the regression coefficient and the constant is less than 0.05, the null hypothesis is rejected and both terms remain in the model. Thus, the regression equation is as follows:

Quality of Work Life (y) = 0.526 × Training (x)

The standardized Beta coefficient indicates that a one-unit change in training results in a 0.51-unit increase in quality of work life. Furthermore, based on the $R^2$ value in Table 6, 28% of the variance in quality of work life (when training is the sole influencing factor) is explained by training, while the remaining variance is attributable to error or other unmeasured factors.

As a result, Hypothesis 2 is confirmed, indicating that training has a significant and positive effect on the quality of work life.

**Hypothesis 3:** Participation has a significant and positive effect on the quality of work life.

Table 8 presents the correlation coefficient, coefficient of determination, adjusted $R^2$, and standard error of estimate for the effect of participation on the quality of work life.

**Table 8. Model Summary for Hypothesis 3**

| Correlation Coefficient | $R^2$ | Adjusted $R^2$ | Std. Error of Estimate |
|---|---|---|---|
| 0.612 | 0.374 | 0.371 | 0.232 |

Table 9 presents the regression coefficients and constant related to the impact of participation on the quality of work life.

**Table 9. Regression Coefficients and Constant – Hypothesis 3**

| Variable | B | Std. Error | Beta | t | p |
|---|---|---|---|---|---|
| Constant | 1.615 | 0.204 | — | 32.215 | 0.165 |
| Participation | 0.598 | 0.034 | 0.612 | 1.973 | 0.001 |



Since the Sig value for both the regression coefficient and the constant is less than 0.05, the null hypothesis is rejected, and both terms remain in the regression model. Therefore, the regression equation is as follows:

Quality of Work Life (y) = 0.612 × Participation (x)

According to the standardized coefficient (Beta), for each unit increase in participation, the quality of work life increases by approximately 0.60 units. Also, as seen in Table 8, 37% of the variation in the quality of work life (when participation is considered the only influencing variable) is explained by participation, while the remaining variance is due to error or other unidentified factors.

Hence, Hypothesis 3 is confirmed, indicating that participation has a significant and positive effect on the quality of work life.

**Hypothesis 4:** Performance evaluation has a significant and positive effect on the quality of work life.

Table 10 presents the correlation coefficient, $R^2$, adjusted $R^2$, and standard error of estimate for the effect of performance evaluation on the quality of work life.

**Table 10. Model Summary for Hypothesis 4**

| Correlation Coefficient | $R^2$ | Adjusted $R^2$ | Std. Error of Estimate |
|---|---|---|---|
| 0.592 | 0.350 | 0.346 | 0.258 |

Table 11 shows the regression coefficients and constant related to the impact of performance evaluation on the quality of work life.

**Table 11. Regression Coefficients and Constant – Hypothesis 4**

| Variable | B | Std. Error | Beta | t | p |
|---|---|---|---|---|---|
| Constant | 0.235 | 0.175 | — | 0.762 | 0.127 |
| Performance Evaluation | 0.586 | 0.132 | 0.592 | 17.245 | 0.000 |

As the Sig value for the regression coefficient is less than 0.05, the null hypothesis is rejected, and the coefficient remains in the model. However, the Sig value for the constant is greater than 0.05, so the constant is excluded. The regression equation becomes:

Quality of Work Life (y) = 0.592 × Performance Evaluation (x)

The standardized Beta coefficient indicates that a one-unit increase in performance evaluation leads to a 0.59-unit increase in quality of work life. Since the correlation is positive, the effect is both positive and significant. Also, as indicated in Table 10, 35% of the variance in quality of work life (when performance evaluation is considered as the sole influencing variable) is explained by performance evaluation, with the remaining variance attributed to error and other unidentified factors.

Thus, Hypothesis 4 is confirmed, and performance evaluation has a significant and positive effect on quality of work life.

**Hypothesis 5:** Compensation has a significant and positive effect on the quality of work life.

Table 12 presents the correlation coefficient, $R^2$, adjusted $R^2$, and standard error of estimate for the effect of compensation on the quality of work life.

**Table 12. Model Summary for Hypothesis 5**

| Correlation Coefficient | $R^2$ | Adjusted $R^2$ | Std. Error of Estimate |
|---|---|---|---|
| 0.827 | 0.683 | 0.678 | 0.561 |

Table 13 shows the regression coefficients and constant related to the effect of compensation on quality of work life.

**Table 13. Regression Coefficients and Constant – Hypothesis 5**

| Variable | B | Std. Error | Beta | t | p |
|---|---|---|---|---|---|
| Constant | 0.215 | 0.243 | — | 0.653 | 0.253 |
| Compensation | 0.804 | 0.152 | 0.827 | 25.063 | 0.000 |

Since the Sig values for both the regression coefficient and the constant are less than 0.05, the null hypothesis is rejected and both terms remain in the model. Therefore, the regression equation becomes:

$$\text{Quality of Work Life (y)} = 0.827 \times \text{Compensation (x)}$$

According to the Beta coefficient, a one-unit increase in compensation leads to an increase of approximately 0.80 units in the quality of work life. Table 12 indicates that 68% of the variance in the quality of work life (when compensation is considered the only influencing factor) is explained by compensation, while the remaining portion is due to error and other influencing variables that require further identification.



Therefore, Hypothesis 5 is confirmed, and compensation has a significant and positive effect on quality of work life.

## 4. Discussion and Conclusion

The results of the present study provide strong empirical support for the positive and significant impact of strategic human resource practices on employees' quality of work life (QWL) in organizational contexts. The findings of the main hypothesis confirmed that strategic HR practices—encompassing recruitment, training, participation, performance evaluation, and compensation—collectively predict substantial improvements in the dimensions of QWL. The regression analysis demonstrated a strong correlation ($r = 0.783$) and explained 61% of the variance in QWL through strategic HR practices, indicating a robust and practical influence. These outcomes align with the emerging consensus in the literature that human resource strategy is no longer a supportive sub-function, but a key contributor to sustainable employee engagement, well-being, and organizational performance (Anderson, 2024; Rinawati et al., 2024).

Regarding the individual dimensions tested in the hypotheses, training emerged as a critical component. With a correlation coefficient of 0.526 and an $R^2$ of 0.280, the findings reveal that well-designed training programs substantially enhance QWL. This aligns with the conclusions of (Maarefvand & Shafiabady, 2024), who reported that competency-based training significantly improves psychological well-being and professional quality of life in educational institutions. Similarly, (Mohammadi Yazdi et al., 2024) emphasized the relevance of competency-oriented training programs in HR development, particularly in technologically dynamic environments. Training enables skill development, enhances job control, and increases confidence—factors that are fundamental to perceived work quality.

Participation in organizational decision-making also demonstrated a significant and positive impact on QWL, with a correlation of 0.612 and $R^2$ of 0.374. The standard coefficient ($\beta = 0.612$) further emphasized that participatory HR practices are strong predictors of job satisfaction and meaningfulness at work. These results are consistent with the findings of (Roshani Ali Beneh et al., 2021), who concluded that strategic HRM fosters strategic thinking through improved employee relations and inclusion in decision-making processes. Participation also supports psychological empowerment, which, as (Bahramian et al., 2023) noted, is essential for agile human capital, especially in knowledge-driven sectors such as agriculture and public administration.

The study also found that performance evaluation had a statistically significant effect on QWL ($r = 0.592$, $R^2 = 0.35$). Regression results showed that a unit increase in strategic performance management is associated with a 0.59 unit increase in QWL. This supports the arguments made by (Fakhr Hosseini & Kaviani, 2023), who highlighted the value of performance appraisal systems that are strategically aligned and oriented toward development rather than control. Evaluations that emphasize feedback, growth, and fairness tend to elevate morale and foster a sense of progression, thus enhancing the quality of work life (Nazimi et al., 2022).

Interestingly, the impact of recruitment on QWL was not found to be statistically significant, indicating that recruitment as a standalone practice may not directly influence employees' subjective experiences of work life. This outcome can be interpreted through the lens of (Sato et al., 2020), who stressed that HR practices must be integrated across the entire lifecycle—from hiring to retention—to be effective. Recruitment alone, without supportive onboarding, development, and engagement mechanisms, might not substantially influence QWL. It also reinforces the strategic view proposed by (Bahari & Taheri Rouzbahani, 2023), who argued that knowledge creation and employee development must be part of a coherent, interconnected HR framework to yield meaningful outcomes.

Compensation, however, was found to be the strongest predictor of QWL in this study, with a correlation of 0.827 and $R^2$ of 0.683. The regression coefficient ($\beta = 0.827$) indicated that increased attention to strategic compensation systems—those that are fair, competitive, and aligned with performance—correlate highly with employee satisfaction and well-being. This resonates with (Koon et al., 2023), who demonstrated that financial rewards and authentic leadership together enhance well-being and work-life balance. Moreover, (Aziz-Ur-Rehman & Siddiqui, 2019) showed that compensation strategies that support work-life balance can be crucial in retaining academic professionals in public universities. Given inflationary pressures and evolving workforce expectations, strategic compensation is emerging as a primary driver of organizational commitment and job satisfaction.

Taken collectively, the findings of the study validate the conceptual models proposed in prior research that link SHRM to quality of work life through integrated, employee-centered practices (Aazami et al., 2023; Ansari & Ghanbarinejad Moghadam, 2023). Strategic HR models emphasize cohesion, where practices such as evaluation, training, and compensation are not isolated but part of an interdependent system that collectively enhances employee outcomes (Rinawati et al., 2024). Moreover, these results echo (Anderson, 2024), who found that SHRM enhances engagement and organizational alignment, especially in service-driven sectors. The findings also align with (Nejati Karim Abad & Seyyed Nagavi, 2019), who underscored the mediating role of human capital sustainability in translating working conditions into employee responsibility and performance.

The positive impact of strategic HR practices on QWL is also strongly linked with organizational resilience and innovation culture. (Nazimi et al., 2022) and (Rahpeyma et al., 2024) emphasized that modern organizational structures—especially in public and semi-public sectors—require HR systems that promote adaptability, ethical governance, and inclusiveness to enhance both individual and institutional performance. In this sense, SHRM serves not only as a catalyst for productivity but as a foundational pillar for workplace dignity and human-centric development (Rasoul et al., 2023; Saade & et al., 2022).

Furthermore, the findings reinforce that successful implementation of SHRM must consider the broader digital transformation landscape. As noted by (Bahari & Taheri Rouzbahani, 2023), digital HR systems that are user-centric and integrated with knowledge creation enhance both employee autonomy and institutional efficiency. This is particularly important in settings where traditional management styles dominate and employee innovation is undervalued. The current study reaffirms that digital HR architecture, when implemented strategically, improves access to training, appraisal transparency, and even reward distribution—factors critical to perceived fairness and quality of work life (Mohammadi et al., 2023).

The study also supports the growing advocacy for competency-based HRM systems, as emphasized by (Mohammadi Yazdi et al., 2024) and (Salman Al-Oda et al., 2024). These systems allow for personalized career paths, targeted capacity building, and strategic alignment of individual capabilities with institutional objectives. The positive effect of training, performance evaluation, and compensation on QWL reported in this study confirms the effectiveness of such frameworks in empowering employees and enhancing job satisfaction (Sirghani et al., 2023).

Despite its valuable findings, the current study faces several limitations. First, the sample was restricted to a single organizational context, which may limit the generalizability of the results across different industries or countries. Second, the study used a cross-sectional design, which restricts causal interpretations of the relationships observed. Third, reliance on self-reported measures may introduce social desirability bias, particularly regarding sensitive constructs such as satisfaction and perceptions of fairness. Fourth, the study focused solely on five HR practices and did not examine the possible moderating or mediating variables (e.g., organizational culture, leadership style) that might influence the relationship between HR strategies and QWL. Lastly, the digital maturity of the organization was not controlled, which could significantly affect the perception and effectiveness of HR initiatives.

Future studies can address these limitations by employing longitudinal research designs to explore causal relationships between HR practices and QWL over time. Researchers are encouraged to expand the scope of the investigation across diverse industries, including manufacturing, education, and healthcare, to enhance external validity. Future work should also examine the mediating role of psychological constructs such as organizational commitment, job involvement, and psychological empowerment. Additionally, incorporating variables such as organizational size, digital transformation levels, and cultural

orientation would allow for a more nuanced understanding of how contextual factors influence the efficacy of SHRM practices. Comparative studies across public and private sectors or international versus local organizations would also offer richer insights into contextual variances.

Organizations seeking to enhance quality of work life through HR strategies should adopt an integrated and employee-centered approach. Investing in ongoing training and development aligned with competency needs is essential. Encouraging employee participation in decision-making can foster a sense of ownership and motivation. Transparent and developmental performance evaluation systems should replace punitive appraisal practices. Strategic compensation systems must be equitable, performance-based, and reflective of employee contributions. Finally, digital HR platforms should be used to increase efficiency, transparency, and employee empowerment across all HR functions. Adopting such a comprehensive strategy will not only improve individual well-being but also contribute to organizational agility, innovation, and long-term success.



## Ethical Considerations

All procedures performed in this study were under the ethical standards.

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## Conflict of Interest

The authors report no conflict of interest.

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