Reviewing for the Nexus: Human Resource Development Practices and Employee Commitment in Organizations

Rashmi Thakur[1], Surya Chhetri[2], Thulika Jha[3], Mayanath Ghimire[4]

[1]Independent Researcher, NCR, Delhi India

[2]Walden University, Minnesota, USA

[3]Researcher, De Jure Law Firm, Kathmandu, Nepal

[4]Post Doctorate, Research Scholar, Srinivas University, India and Visiting Faculty, Gaurishankar Campus, Nijgadh, Bara, Nepal

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ABSTRACT

This empirical review delves into the intricate relationship between Human Resource Development (HRD) practices and employee commitment within the specific context of Nepalese organizations, filling a significant gap in the current literature. In the conceptual framework guiding this exploration, employee commitment assumes the role of the dependent variable, subject to influence from demographic factors acting as moderating variables. The independent variables encompass training and development, career development, and organizational development. This framework serves as a structured lens through which to analyze and comprehend the complex interplay between HRD practices and employee commitment within the distinct organizational landscape of Nepal. By considering demographic factors as moderators, the study acknowledges the potential contextual variations that may influence the relationship, offering a more nuanced and contextually sensitive understanding of how HRD initiatives shape employee commitment in Nepalese organizations. As organizations in Nepal grapple with their unique socio-cultural and economic milieu, the findings of this empirical review aim to contribute valuable insights for practitioners, policymakers, and scholars alike. By shedding light on the specificities of HRD practices and their impact on employee commitment in Nepalese organizations, this study offers a foundation for further research and strategic interventions tailored to the local context.

Keywords: *Human Resource Development, Employee Commitment, Organizations, Training Methods, Strategic Training*

Introduction

Human Resource Development (HRD) is a crucial aspect of organizational management that focuses on training and developing employees to enhance their skills and capabilities (Kenney, 2013). This empirical review explores the relationship between HRD practices and employee commitment in Nepalese organizations, addressing the existing gap in literature regarding the specific impact on commitment.

The rationale for reviewing the nexus between Human Resource Development (HRD) practices

and employee commitment in organizations stems from the recognized significance of HRD in shaping the workforce and fostering organizational success. HRD plays a pivotal role in equipping employees with the necessary skills, knowledge, and capabilities, thereby contributing to their professional growth and the overall development of the organization. Understanding the intricate relationship between HRD practices and employee commitment is essential for organizational leaders, HR professionals, and scholars alike, as it directly influences workforce engagement, retention, and performance.

As organizations increasingly recognize the importance of human capital in achieving strategic objectives, the need to explore and comprehend the impact of HRD practices on employee commitment becomes imperative. Employee commitment is a multifaceted construct that encapsulates aspects of loyalty, motivation, and engagement, all of which are directly influenced by HRD initiatives. Identifying the key HRD practices that positively correlate with enhanced commitment can inform organizations about effective strategies for talent management, employee retention, and organizational effectiveness.

Problem Statement

The review aims to bridge an existing gap in the literature by focusing global literature on the Nepalese context, acknowledging that the dynamics of HRD and employee commitment may vary across different cultural and organizational settings. By contextualizing the review within Nepalese organizations, the aim is to provide insights that are not only academically relevant but also practically applicable for businesses operating in this unique socio-cultural landscape.

Furthermore, as organizations continue to navigate the challenges of a dynamic global economy, the review seeks to contribute actionable knowledge that can guide HR professionals and organizational leaders in formulating HRD strategies aligned with the goal of enhancing employee commitment. Ultimately, this review endeavors to provide a comprehensive understanding of how HRD

practices impact employee commitment, offering insights that are relevant, timely, and valuable for both scholarly discourse and practical organizational management.

Research Objective

The research objective for reviewing the nexus between Human Resource Development (HRD) practices and employee commitment in organizations is to systematically analyze and synthesize existing literature, with a specific focus on understanding the nature and extent of the relationship between HRD practices and employee commitment.

Methodology

Comprehensive Literature Review

Conduct an exhaustive review of scholarly articles, empirical studies, and theoretical frameworks pertaining to HRD practices and their impact on employee commitment. This involves synthesizing diverse perspectives, methodologies, and findings within the broader context of organizational management.

Identification of Key HRD Practices: Systematically identify and categorize the key HRD practices that have been studied in relation to employee commitment. This includes training and development initiatives, career development programs, and organizational development strategies. Determine the variations and nuances of these practices across different organizational contexts.

Examination of Employee Commitment Dimensions: Explore the multifaceted dimensions of employee commitment, including affective, normative, and continuance commitment. Analyze how HRD practices contribute to each dimension and understand the varying degrees of impact on overall commitment levels.

Cross-Cultural Considerations: Investigate the role of cultural and organizational contexts, with a specific emphasis on the Nepalese organizational landscape. Assess how cultural factors may influence the effectiveness of HRD practices in

fostering employee commitment within Nepalese organizations.

Identification of Gaps and Emerging Trends: Identify gaps in the existing literature and potential areas for future research. Highlight emerging trends, innovative HRD practices, and methodological advancements that contribute to a deeper understanding of the HRD-employee commitment nexus.

Practical Implications for Organizations: Derive practical insights and implications for organizational leaders, human resource professionals, and policymakers. Provide actionable recommendations based on the reviewed literature to enhance HRD strategies aimed at improving employee commitment in diverse organizational settings.

Synthesis of Findings

Synthesize the findings from the literature review to construct a cohesive understanding of how specific HRD practices influence employee commitment. Summarize the empirical evidence, theoretical frameworks, and practical implications to contribute a nuanced perspective to the existing body of knowledge.

By achieving these objectives, the research aims to contribute a comprehensive and nuanced understanding of the intricate relationship between HRD practices and employee commitment, with a specific focus on its relevance and applicability in Nepalese organizations.

Results and Discussion

Training Methods and Their Impact: Krietner (2010) outlines on-the-job training methods, such as job rotation and coaching, as cost-effective ways to develop employees within their everyday work environment. In contrast, off-the-job training methods, like workshops and seminars, are conducted away from the workplace (McGhee, 2013). Vestibule training, a type of off-the-job instruction using a simulated work environment, offers a controlled setting for immediate feedback (Langdon, 2014). The effectiveness of these methods is vital for employee skill enhancement.

Berman and Lynch (2013) emphasize the critical role of structured performance evaluations aligned with the organization's vision. Tailoring training to meet employee aspirations and aligning them with organizational objectives is an area needing further investigation.

On-the-Job Training and Employee Assessment: Luis (2011) underscores the importance of on-job training assessments, including factors like laziness, cooperation, and loyalty. Brandit (2014) extends this perspective by discussing the various forces influencing on-job training, such as work group dynamics, organizational culture, and family influence.

Challenges in Employee Assessment: Ribon and Lindsay (2010) acknowledge the difficulty in attributing specifications directly to employee actions, especially in group efforts. Langdon's (2014) assertion that attitudes and behaviors of executives and managers impact on-job training underlines the need for comprehensive evaluations beyond routine instructions.

Strategic Role of Training: Aswathappa (2011) urges human resources to consider seeking diverse assignments, tackling challenges, and obtaining feedback for their own development. Armstrong (2000) emphasizes that HRD provides managers with better insights into their teams, improving effectiveness.

Training and Organizational Performance: Delaney and Huselid (2013) posit that training is central to organizational management, making employees more efficient and effective. Beardwell, Holden, and Claydon (2015) stress the need for empirical research on job rotation as a developmental technique.

Factors Influencing Training Effectiveness: Lockwood (2014) emphasizes aligning training with employees' skills and motivations. Leonard (2014) underscores the link between training, increased job knowledge, and improved performance. Barney (2015) discusses the impact of HR development on employee performance.

Employee Commitment and Its Impact: Fletcher

(2001) connects HR development to positive employee performance and organizational culture. Buitendach and De Witte (2013) categorize employees into stages of development, emphasizing the importance of aligning activities with their needs.

Kuvaas's (2014) Stages of HR Development: Kuvaas (2014) identifies the orientation stage in HR development, highlighting its importance in the initial three months of an employee's tenure. Meyer and Allen (1991) use organizational commitment to measure employee loyalty, emphasizing its importance for task-oriented and relations-oriented leadership behaviors.

Iverson and Buttigieg's (1999) Relationship of Commitment to Organizational Effectiveness: Iverson and Buttigieg (1999) explore the association between commitment and organizational effectiveness, noting its impact on sustainability, turnover, and delay rates. Delaney and Huselid's (2013) study reveals positive relationships between job redesign, employee empowerment, and affective commitment.

Employee Commitment and Organizational Management: Foot and Hook (2011) assert that employee commitment positively influences organizational management. Emmanuel's (2019) study in Burundi finds positive effects of HRM practices on employee commitment, emphasizing the need for efficient management and transparent communication.

Khandekar and Sharma's (2019) Global Perspective: Khandekar and Sharma's (2019) study on Indian organizations emphasizes the critical role of HRD strategies in employee commitment and organizational effectiveness. Clark (2003) and Choo and Bowley (2007) highlight how company culture and organizational commitment are influenced by HRD initiatives and work environment.

Yap et al's (2010) Canadian Perspective: Yap et al's (2010) Canadian study underlines the high correlation between HRD elements and organizational commitment. Nasiri's (2017) study

in Sirjan, Iran, supports the notion that HRM affects organizational commitment and performance.

Benjamin and David's (2012) Nigerian Banking Sector Study: Benjamin and David (2012) find a positive relationship between HRD climate and organizational commitment in the Nigerian banking sector, supporting the global relevance of HRD practices. Mbaire's (2017) research in Kenya concludes that training, development, and competitive remuneration positively influence employee commitment.

Pandey's (2019) Nepalese Banking Sector Perspective: Pandey's (2019) Nepalese banking sector study reveals a positive relationship between HR practices and employee commitment. Nuredin (2016) categorizes HRD activities into training, education, and development, emphasizing their distinct roles.

Research Gap and Study Rationale

The studies conducted by Mishra, A.K., and his collaborators shed light on various facets of business and management in Nepal, including the critical domain of human resources. In "Assessment of Human Resource Capacity of Construction Companies in Nepal" (2018), Mishra delves into the evaluation of human resource capabilities within the construction sector. This research contributes to understanding the workforce dynamics and capacity in the context of Nepalese construction companies. Furthermore, in "Building Ethical Capital through Human Resource" (2023), Mishra and Aithal explore the role of human resources in fostering ethical capital. This study underscores the significance of ethical considerations in human resource practices and their broader impact on organizational development. These research endeavors reflect a comprehensive approach to studying the intricacies of human resources management in Nepal, providing valuable insights for academics, practitioners, and policymakers alike. The collective body of work underscores the importance of effective human resource practices in various sectors, contributing to the ongoing discourse on business and management in the Nepalese context (Mishra, A.K., & Aithal P. S.,

2020: Mishra, A.K., Megh Bahadur K. C. &Aithal, P. S., 2020: Mishra, A.K., Rabindra Kumar Yadav & Aithal, P. S., 2020: Mishra, A.K., Kandel, D. R.,& Aithal, P.S., 2021: Mishra, A. K., Aithal, P. S. and Hamid Saremi, 2020: Dev, E. R., & Mishra, A. K.,2020).

Despite extensive literature on HRD and performance, few studies focus specifically on employee commitment, and none specifically in Nepalese organizations. This empirical review lays the foundation for investigating the relationship between HRD practices and employee commitment in the unique context of Nepalese organizations.

Conceptual Framework
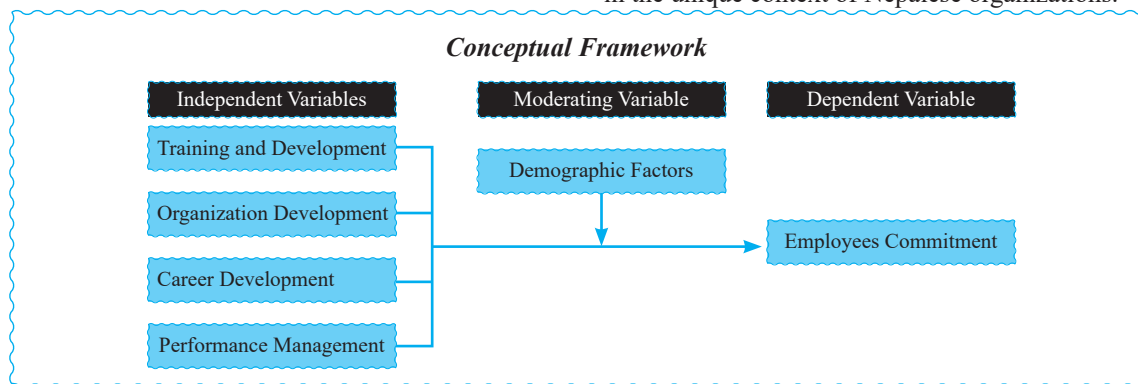
In this framework, employees commitment is taken as dependent variable, demographic factors as moderating variable and training and development, career development and organizational development are taken as independent variable.

Conclusion

This review paper aimed to investigate the impact of human resource development on employee commitment within organizations.

The analysis unveiled a robust positive correlation as organizations are actively investing in comprehensive training programs, utilizing modern methods to enhance employee skills, knowledge, and attitudes. The positive impact of such initiatives extends to increased job satisfaction and work efficiency.

Furthermore, the study validates the primary objective, establishing that human resource development indeed holds significant sway over employee commitment in organizations. The specific examination of Training and Development and Career Development reaffirms their influential roles in shaping employee commitment positively.

In essence, this review provides valuable insights for organizational leaders, human resource professionals, and policymakers in Nepalese contexts. By acknowledging the pivotal role of Training and Development and recognizing the influence of age on employee commitment, organizations can tailor their human resource development strategies to foster a more committed and satisfied workforce. The study sets the stage for future research endeavors, inviting scholars to delve deeper into the intricacies of human resource development practices and their implications for employee commitment in diverse organizational landscapes.

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Conflict of Interest: Not Any

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