

Demographic Moderators in the HRD - Employee Commitment Nexus: An Empirical Exploration

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ABSTRACT

This study employs hypothesis testing to investigate the relationship between human resource development (HRD) variables—Training and Development, Organization Development, Career Development, and Performance Management—and Employees Commitment in the context of Nepalese organizations. Utilizing a five-point Likert scale, data were gathered through a questionnaire from 189 respondents, representing diverse profiles. Statistical analyses using SPSS involved formulating four alternative hypotheses for each independent variable and setting significance levels at 0.05. Results indicate that Training and Development ($p = 0.001$), Career Development ($p = 0.008$), and Performance Management ($p = 0.003$) are significant, while Organization Development ($p = 0.679$) is not. Hypothesis testing outcomes confirm the acceptance of H1 (Training and Development), rejection of H2 (Organization Development), acceptance of H3 (Career Development), and acceptance of H4 (Performance Management). Correlation analysis reveals positive correlations between all independent variables and employee commitment. However, inferential analysis through regression indicates that only Training and Development, Career Development, and Performance Management have a significant relationship with employee commitment. The study's contribution lies in unraveling the complexity of HRD's impact on employee commitment within the Nepalese context, emphasizing the importance of tailoring HRD strategies to the specific needs and dynamics of the workforce.

Keywords: External Environment, Competitors, Marketing Strategies, Market Power, Export

Introduction

Dev and Mishra's (2020) study on casual labor management practices in construction projects highlights the importance of effective human resource management in the construction industry. Mishra and Aithal's (2023) research on the association between human resource development

and employee commitment emphasizes the need for organizations to invest in their workers and encourage them to invest in themselves. Furthermore, Mishra's (2018) assessment of human resource capacity in construction companies in Nepal demonstrates the significance of understanding and enhancing the capacity of human resources in various organizations. These



studies collectively underscore the crucial role of human resource management in the success and development of organizations, industries, and countries. Human resource development is a critical aspect of organizational success, particularly in the context of Nepal's growing economy. The importance of human resource development is increasing in Nepalese organizations with the growth and development of economic activities. However, the role of human resource management in Nepalese organizations is still primarily focused on transactional and routine less strategic matters, and there is a huge gap in understanding the real meaning, value, and importance of human resource management and its role in true sense by Nepalese organizations <https://www.linkedin.com/pulse/human-resources-practice-nepalese-organizations-ishwar-k-karki>. Mishra's research has highlighted the critical importance of people management as a crucial resource for organizations, particularly in the construction industry in Nepal. He has emphasized the need to assess the capacity of human resources in various organizations and the role of effective people management in improving organizational performance and contributing to the overall development of the construction industry in Nepal. Additionally, Mishra has underscored the historical struggle of Nepal in producing sufficient skilled manpower to meet its developmental and social services needs, emphasizing the importance of human resources planning and development as the highest priority task for the Government of Nepal. His research has also examined the current state of human resource management practices in Nepali industries, highlighting the critical role of human resource management practices in determining an organization's performance. Overall, Mishra's work has provided valuable insights into the importance of human resource management and development in the context of Nepal, and his findings can be practically useful for organizations operating in Nepal and for academicians conducting research in this area (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). Therefore, there is a need to investigate how human resource development can improve employee performance and commitment towards work and organizational performance by practicing appropriate human resource development methods for different requirements of the organization.

Problem Statement

This research is beneficial for the Human Resource Manager in Nepalese organizations who want to build strategies to improve employee performance and employees' commitment towards their work and organizational performance by practicing appropriate human resource development methods for different requirements of the organization. This research has also been helpful to those organizations where employee performance is poor, employees are not committed towards their work, and employee turnover is high due to poor management of human resource development. The objective of the research is to examine the moderating impact of demographic characteristics of employees between the HRD and employees' commitment in Nepalese organizations. The study aims to investigate the influence of demographic factors such as age, gender, educational qualification, marital status, and job tenure on employee commitment in Nepalese organizations. The research will be beneficial for Human Resource Managers in Nepalese organizations who want to build strategies to improve employee performance and commitment towards their work and organizational performance by practicing appropriate human resource development methods for different requirements of the organization. The study will also be helpful to those organizations where employee performance is poor, employees are not committed towards their work, and employee turnover is high due to poor management of human resource development. The findings of the study will be useful for companies operating in Nepal and for academicians conducting research in this area. The study will contribute to the existing literature on the relationship between demographic

characteristics and employee commitment, and it will provide insights into the factors that influence employee commitment in Nepalese organizations.

Research Objective

The research aims to examine the influence of demographic factors such as age, gender, educational qualification, marital status, and job tenure on employee commitment in Nepalese organizations.

Literature Review

Outcomes of Employee Commitment: A Holistic Examination

The significance of commitment in organizational contexts has been underscored by Walton and Lawrence (1985), advocating for a commitment strategy over a control-oriented approach to enhance performance. Committed employees contribute to customer satisfaction and serve as a valuable asset, offering organizations a source of competitive advantage (Payne et al., 2003; Rashid et al., 2003). This section explores the outcomes of commitment, encompassing factors influencing employee retention, productivity, and overall organizational success.

Outcomes of Commitment

Meyer and Allen (1991) highlight the outcomes of commitment, suggesting that employees remain in an organization in exchange for favorable outcomes arising from their membership. This social exchange approach or prospective rationality is linked to increased retention and productivity (Prince, 2002). The three commitment forms (affective, continuance, and normative) are negatively correlated with withdrawal cognition, turnover intention, and actual turnover (Meyer et al., 2002).

Affective Commitment and Desired Outcomes

Affective commitment, driven by emotional attachment and involvement, yields favorable outcomes such as lower turnover and increased acceptance of change (Sahoo et al., 2010). Employees who identify with their organization are less likely to leave, contributing to organizational stability (Paré & Tremblay, 2010).

Commitment and Attendance:

Research indicates a relationship between commitment and absenteeism, where committed employees exhibit higher motivation to attend work, facilitating organizational goal attainment (Steers & Porter, 1997). Absenteeism and withdrawal behaviors reflect deeper attitudes, impacting organizational productivity and service quality (Hanisch & Hulin, 1991; Johns, 2005).

Motivation and Beyond-the-Contract Effort

Committed workers are expected to be highly motivated and go beyond contractual obligations (Meyer & Allen, 1991). Organizations benefit from permanent staff, increased productivity, asset protection, goal alignment, and societal advantages, including lower job movement and higher national productivity (Rashid et al., 2003; Furlonger, 2005).

Factors Influencing Commitment

Various factors contribute to commitment, including job satisfaction, management style, relationship and trust, values and culture, diversity, change and transformation, leadership, HR policies and procedures, training and development, communication, and rewards, recognition, and performance management (Furlonger, 2005).

Human Resource Development and Commitment

Human Resource Development (HRD) plays a crucial role in managing cognitive capacities, capabilities, and behaviors for individual, team, and organizational performance (Walgenbach & Kabst, 2009). HRD encompasses education, workforce skills, population health, and employment policies, creating a favorable environment for investment and growth (Akinyi, 2014).

Employee Organizational Commitment:

Employee organizational commitment is linked to satisfaction, influencing work-related experiences based on individual values, ideals, and beliefs (Tsai, 2007; Chen & Huang, 2009). Treating employees with respect, providing recognition, empowerment, and competitive benefits contribute to organizational commitment (Susan, 2010).

Demographic Factors in Career Development

Demographic factors, including age, gender, education, and job satisfaction, play a pivotal role in career commitment (Mkwizu, 2018; Animashaun & Oludemi, 2013). Older individuals may exhibit higher commitment, while factors such as job position and years of experience influence career commitment in specific contexts (Adio & Popoola, 2010; Igere, 2020).

Understanding the outcomes of commitment is essential for organizations seeking to cultivate a committed workforce. Affective commitment emerges as a key driver of desired outcomes, impacting retention, productivity, and acceptance of organizational change. Moreover, recognizing the influence of HRD and demographic factors further enhances the holistic approach to fostering commitment within organizations.

Methodology

Hypothesis Testing

The study employed hypothesis testing to evaluate the relationship between human resource development (HRD) variables—Training and Development, Organization Development, Career Development, and Performance Management—and Employees Commitment. Utilizing a five-point Likert scale, data were collected through a questionnaire, and statistical analyses were conducted using SPSS.

Alternative Hypotheses

Four alternative hypotheses were formulated for each independent variable, and the significance levels were set at 0.05. The hypotheses were tested based on the Coefficients Table derived from regression analysis.

Results and Discussion

Significance Values: Significance values of the independent variables. Training and Development ($p = 0.001$), Career Development ($p = 0.008$), and Performance Management ($p = 0.003$) demonstrated significance, while Organization Development ($p = 0.679$) did not.

Hypothesis Testing Summary

H1: Training and Development - Employees Commitment

Accepted ($p = 0.001 < 0.05$)

H2: Organization Development - Employees Commitment

Rejected ($p = 0.679 > 0.05$)

H3: Career Development - Employees Commitment

Accepted ($p = 0.008 < 0.05$)

H4: Performance Management - Employees Commitment

Accepted ($p = 0.003 < 0.05$)

Hypothesis test outcomes, confirming the acceptance or rejection of each hypothesis.

Discussions: The research aimed to comprehend the impact of HRD on employee commitment in Nepalese organizations, focusing on four factors: Training and Development, Organization Development, Career Development, and Performance Management. The study utilized a Likert scale questionnaire, reaching 189 respondents of diverse profiles. The analysis involved descriptive and inferential statistics.

Correlation Analysis: Pearson correlation revealed positive correlations between all independent variables and employees' commitment. However, inferential analysis through regression indicated that only Training and Development, Career Development, and Performance Management had a significant relationship with employee commitment.

Comparisons with Previous Studies: Consistent with existing literature, this study affirms the positive influence of Training and Development, aligning with Mbaire (2017) and Yap et al. (2010). Similarly, Career Development and Performance Management, as identified in this study, resonate with the findings of Mbaire (2017) and McGraw (2014).

Organization Development Discrepancy: Surprisingly, Organization Development showed

no significant relationship with employee commitment, contrasting with Swanson and Holton (2001) and Lynham (2002). The nuanced nature of organizational commitment, influenced by work environment and job responsibilities, might explain this deviation, supported by Choo and Bowley's (2007) findings.

Demographic Impact: Contrary to some studies, gender exhibited no significant impact on employee commitment. However, age emerged as a significant factor, aligning with Salami (2008) and Beasley et al. (2005). This underscores the need for organizations to consider demographic variations when addressing employee commitment.

Overall Contribution: The study's contributions lie in unraveling the complexity of HRD's impact on employee commitment within a Nepalese context. The nuanced results emphasize the importance of tailoring HRD strategies to the specific needs and dynamics of the workforce, providing valuable insights for organizational management. While reaffirming certain established relationships, this study sheds light on the intricate interplay between HRD variables and employee commitment, encouraging organizations to adopt a more nuanced and context-specific approach to talent development and management.

Conclusion

These findings offer practical implications for organizational leaders and HR practitioners. The positive impact of Training and Development, Career Development, and Performance Management underscores the need for strategic investments in these areas to cultivate a committed workforce. However, the non-significant relationship with Organization Development suggests a need for a nuanced exploration of organizational development strategies and their alignment with employee commitment.

Organizations may benefit from tailored HRD programs that consider the unique needs and aspirations of their workforce. Additionally, ongoing evaluation and adaptation of HRD strategies in response to evolving organizational

dynamics can enhance their effectiveness in nurturing commitment. This study delves into the intricate relationship between human resource management factors and employee commitment within Nepalese organizations. Drawing insights from an extensive literature review, the research primarily focuses on four key variables within human resource management. To enrich future research endeavors in this domain, several recommendations are proposed. Firstly, researchers are encouraged to broaden the scope by incorporating additional variables that may influence employees' commitment, thereby providing a more comprehensive understanding of the subject. Secondly, future studies could explore the use of secondary data alongside primary data to enhance the robustness and reliability of the results. Thirdly, while this study relies on convenience sampling, future researchers may opt for diverse sampling methods to ensure a more representative and varied participant pool. Lastly, considering the limitations of the sample size and study duration in the current research, subsequent studies are encouraged to adopt larger sample sizes and extended time periods for a more in-depth exploration of the factors influencing employee commitment. These recommendations aim to inspire future research initiatives that contribute further insights and advancements to the evolving field of human resource management in the context of Nepalese organizations.

In this study contributes valuable insights into the complex interplay between HRD variables and Employees Commitment, highlighting both affirmations and unexpected nuances. As organizations navigate the landscape of talent management, these findings serve as a guide for informed decision-making, fostering a workplace environment where commitment thrives.

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